

# **EXHIBIT 14**

March 19, 2015

Steven S. Sharfstein, M.D.  
President and Chief Executive Officer  
Sheppard Pratt Health System  
6501 North Charles Street  
Baltimore, MD 21204

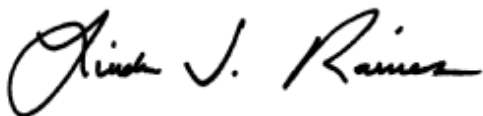
Dear Steve:

I am pleased to write this letter in support of the proposed Sheppard Pratt at Elkridge facility. The MHAMD Board of Directors discussed the initiative during our March 4 quarterly board of directors meeting. Those present felt your plans to transition these beds from an aging and inaccessible leased location to a new and more accessible facility will result in a much improved patient experience for individuals to be served. There was much enthusiasm for the addition of specialty services, including crisis and day hospital programming, as these service enhancements will significantly improve access to care within the region. The plans for a population health focus at the new facility were intriguing and we look forward to hearing more about these plans as they unfold.

We appreciated your invitation to visit the main campus for an update on innovative programming and look forward to scheduling that visit later this spring. Several members referred to the long relationship between our respective organizations and we all recognized how lucky we are here in Maryland to have an institution of the caliber of the Sheppard Pratt Health System, which has evolved over the years to meet community needs.

We offer our unqualified support for this endeavor and look forward to a groundbreaking ceremony in the near future!

Sincerely,



Linda Raines  
Chief Executive Officer

Heaver Plaza  
1301 York Road, #505  
Lutherville, MD 21093  
phone 443.901.1550  
toll-free 800.572.6426  
fax 443.901.0038  
www.mhamd.org

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Chief Executive Officer

# HOWARD COUNTY MENTAL HEALTH AUTHORITY

9151 Rumsey Road, Suite 150  
Columbia, MD 21045

Phone: 410-313-7350  
Fax: 410-313-7374

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March 27, 2015

Mr. Paul Parker  
Maryland Health Care Commission  
4160 Patterson Avenue  
Baltimore, Maryland 21215


Re: Sheppard Pratt Health Systems, Inc.

Dear Mr. Parker,

The Howard County Mental Health Authority (HCMHA) functions as the Core Service Agency (CSA) that is responsible for managing the publicly funded mental health system locally. HCMHA strongly supports the new proposed 100 bed facility here in Howard County. This new facility will bring added services to the local community that are greatly needed, such as a geriatrics unit, a specialized young adults unit, an eating disorders unit as well as two separate day hospital programs for adolescents and those with psychotic disorders. HCMHA is pleased to see the inclusion of a Crisis Walk-In Clinic as part of services that will be offered at this new facility. While individuals and families have been referred to the Charles Street campus in the past, the travel distance has been a problem for some.

Howard County's population now exceeds 300,000 individuals and data indicate that 93% of our population are covered by private health insurance. We know that 1 in 8 families will experience a psychiatric issue. Therefore, HCMHA strongly supports the approval of a Certificate of Need (CON) for the Sheppard Pratt Health Systems to develop both an in-patient facility and outpatient services here in our community.

Sincerely,



Donna Wells  
Executive Director

April 3, 2015

Mr. Paul Parker  
Director  
Center for Health Care Facilities Planning and Development  
Maryland Health Care Commission  
4160 Patterson Avenue  
Baltimore, MD 21215

Dear Mr. Parker:

On behalf of NAMI Maryland and the large constituency that our alliance represents, I am pleased to provide support for Sheppard Pratt Health System as it moves forward with plans to build a replacement psychiatric facility in Elkridge, Md.

The services provided by Sheppard Pratt are desperately needed throughout our state. Sheppard Pratt is unique in that it is a facility that works with patients with complex needs, who are frequently patients that other programs may feel ill equipped to treat. Sheppard Pratt's replacement facility will allow for greater access for individuals with intensive needs.

In my role as executive director of NAMI Maryland, I work on a daily basis with families and individuals who struggle to find the correct array of services for their loved one. Sheppard Pratt is a key player in terms of mental health resources in our state. I believe that their plans to enhance and expand services in their new, highly accessible site in Elkridge, will make a meaningful difference to countless individuals in Maryland with mental illness.

Sincerely,



Kate Farinholt  
Executive Director



**State of Maryland**  
**Advisory Council on Mental Hygiene/Planning Council**

*Larry Hogan, Governor - Boyd Rutherford, Lt. Governor - Van Mitchell, Secretary*

April 6, 2015

Mr. Paul Parker  
Director  
Center for Health Care Facilities Planning and Development  
Maryland Health Care Commission  
4160 Patterson Avenue  
Baltimore, MD 21215

**RE: Sheppard Pratt Health System, Inc. Certificate of Need - Letter of Support**

Dear Mr. Parker:

On behalf of the Maryland Advisory Council on Mental Hygiene/PL 102-321 Planning Council (the Joint Council) we are writing this letter in support of the Certificate of Need proposal by Sheppard Pratt Health System. We understand that Sheppard Pratt is seeking approval to build a replacement hospital facility in Elkridge to replace their current hospital in Ellicott City. We look forward to following this project as it progresses. The objective of this application supports the interests of the Joint Council to maintain and increase access to services and supports for individuals in need of behavioral health care.

Joint Council members support Sheppard Pratt's application and agree that the increased services will benefit a larger number of Maryland citizens.

Sincerely,

Sarah Burns  
Chair

Maryland Advisory Council on Mental  
Hygiene/PL 102-321 Planning Council

cc: Brian Hepburn, M.D. Executive Director, Behavioral Health Administration  
M. Sue Diehl, Vice Chair, Maryland Advisory Council on Mental Hygiene/PL 102-321  
Planning Council



## 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

April 8, 2015

Paul Parker, Director  
Center for Health Care Facilities Planning and Development  
Maryland Health Care Commission  
4160 Patterson Ave.  
Baltimore, MD 21215

Dear Mr. Parker:

I want to express my support for Sheppard Pratt Health System's Certificate of Need (CON) application to relocate and expand the existing Ellicott City hospital operation to a new Elkridge facility. This proposal ensures that our residents will receive vital quality mental health services where they need them and when they need them. It's an important step to guarantee that the best possible health outcomes are locally available to residents of Howard County and surrounding jurisdictions.

The Howard County Task Force on Mental Health just completed months of analysis which found Howard County in need of further mental health capacity to minimize emergency department overcrowding. We concur that the Ellicott City facility is not in an adequate state of repair or location to address our present and future needs for mental health services.

We know that mental health concerns play an ever increasing role in public safety and homelessness prevention. We commend Sheppard Pratt's intention to develop the new hospital campus with other needed outpatient mental health, addictions and integrated medical services that are critical to our society today.

Maryland is fortunate to have strong medical community. Sheppard Pratt, as one of the nation's leading psychiatric facilities, helps bring the strongest mental health treatment services to an increasing number of patients in Maryland. I look forward to the availability of a robust inpatient facility with a broad continuum of resources remaining in Howard County. I encourage the Maryland Health Care Commission to grant approval of Sheppard Pratt's Certificate of Need application to establish the new Elkridge facility.

Sincerely,

Allan H. Kittleman  
Howard County Executive

SENATOR GUY GUZZONE  
SENATE CHAIR

JAMES SENATE OFFICE BUILDING  
11 BLADEN STREET, ROOM 121  
ANNAPOLIS, MARYLAND 21401

SENATOR GAIL H. BATES  
SENATOR EDWARD J. KASEMEYER



DELEGATE FRANK S. TURNER  
HOUSE CHAIR

THE MARYLAND HOUSE OF DELEGATES  
6 BLADEN STREET, ROOM 131  
ANNAPOLIS, MARYLAND 21401

DELEGATE VANESSA ATTERBEARY  
DELEGATE ERIC EBERSOLE  
DELEGATE ROBERT L. FLANAGAN  
DELEGATE TERRI L. HILL  
DELEGATE TRENT KITTLEMAN  
DELEGATE CLARENCE K. LAM  
DELEGATE WARREN E. MILLER  
DELEGATE SHANE E. PENDERGRASS

THE MARYLAND GENERAL ASSEMBLY  
ANNAPOLIS, MARYLAND 21401  
HOWARD COUNTY DELEGATION

March 25, 2015

Mr. Paul Parker  
Maryland Health Care Commission  
4160 Patterson Avenue  
Baltimore, MD 21215

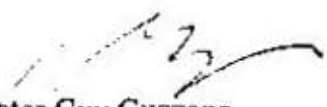
Dear Mr. Parker:

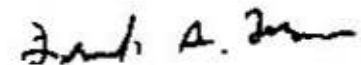
We are writing on behalf of the Howard County Delegation to the General Assembly in wholehearted support of a Certificate of Need application submitted by Sheppard Pratt for a psychiatric hospital facility in Elkridge, Maryland.

Currently, Sheppard Pratt Health System is the largest private provider of behavioral health and therapeutic special education services in Maryland. They currently have programs in 38 locations in 12 Maryland jurisdictions including two freestanding psychiatric hospitals, one in Towson and another in Ellicott City. These two hospitals alone have nearly 9,700 admissions annually. They will need to vacate their Ellicott City location in 2018, so they are doing preliminary planning for a new hospital in Elkridge. This new facility will be a 100 bed, 165,000 square foot facility costing approximately \$98 million, and will offer a broader array of inpatient, day hospital and crisis services that are now only offered on the Towson campus. It will be in a location convenient to I-95 and close to Anne Arundel, Howard, Prince George's and Montgomery counties.

This replacement facility will greatly enhance access to necessary mental health services in the Baltimore/Washington corridor. Without it, there will be a net loss in services at a time when additional services are direly needed. Due to the crucial need for psychiatric inpatient services, we would appreciate your support of this application. Thank you.

Sincerely,

  
Senator Guy Guzzone  
Senate Chair  
Howard County Delegation

  
Delegate Frank Turner  
House Chair  
Howard County Delegation



CLARENCE K. LAM, M.D., M.P.H.  
*Legislative District 12*  
Baltimore and Howard Counties

Environment and Transportation  
Committee



The Maryland House of Delegates  
6 Bladen Street, Room 214  
Annapolis, Maryland 21401  
410-841-3205 • 301-858-3205  
800-492-7122 Ext. 3205  
Fax 410-841-3176 • 301-858-3176  
Clarence.Lam@house.state.md.us

THE MARYLAND HOUSE OF DELEGATES  
ANNAPOLIS, MARYLAND 21401

Mr. Paul Parker  
Maryland Health Care Commission  
4160 Patterson Avenue  
Baltimore, MD 21215

March 31, 2015

Dear Mr. Parker:

I am writing to the Maryland Health Care Commission to express my enthusiastic support Sheppard Pratt Health System's application for a Certificate of Need for their new psychiatric hospital facility in Elkridge, Maryland.

As one of only three licensed physicians in the Maryland General Assembly, I recognize the importance of modern facilities to serve local communities like those in Howard County as well as nearby Baltimore, Anne Arundel, and Prince George's Counties. Furthermore, as a Howard County State Delegate who represents parts of Elkridge, I believe that the selected location has been carefully determined and will prove to be highly accessible to those who will utilize the facility.

Sheppard Pratt Health System has been a tremendous health care asset to Maryland, with two psychiatric hospitals located in Towson and Ellicott City that treat almost 9700 patients annually. As you are aware, Sheppard Pratt is looking to open a new Elkridge facility in order to close the Ellicott City location. The proposed, state-of-the-art Elkridge hospital will feature expanded inpatient and crisis services in a 165,000 square foot facility that includes 100 beds. The \$98 million needed to construct the hospital will also serve to generate many additional local jobs.

With the rapid changes of the healthcare system, the capacity for inpatient psychiatric care has been diminishing, making this project all the more crucial to providing these essential mental health services to those in need throughout communities in Central Maryland.

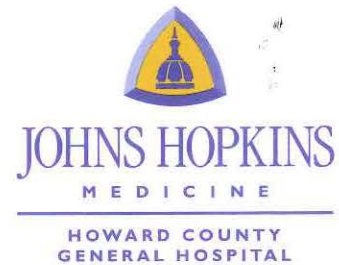
Sincerely,

A handwritten signature in black ink, appearing to be 'CLL', written over a large, stylized circular flourish.

Clarence Lam, MD, MPH  
Delegate, District 12



5755 Cedar Lane  
Columbia, Maryland 21044  
410-740-7890  
410-740-7990 (TDD)  
www.hcgh.org



April 1, 2015

Mr. Paul Parker  
Maryland Health Care Commission  
4160 Patterson Avenue  
Baltimore, MD. 21215

RE: Letter of Support for Sheppard Pratt Health System, Inc.'s  
Certificate of Need Application to Construct a Replacement Hospital

Dear Mr. Parker:

I am writing to you to express the full support of Howard County General Hospital, A Member of Johns Hopkins Medicine (HCGH), for Sheppard Pratt Health System's Certificate of Need Application to replace its current facility in Ellicott City with a new hospital located in Elkridge.

Sheppard Pratt Health System has a strong history of providing high-quality and patient-centered mental health services throughout the continuum of care and to specialized populations. Sheppard Pratt is an important partner in Maryland's health care system. HCGH frequently refers emergency department patients to Sheppard Pratt for subspecialty mental health care, particularly among the adolescent and geriatric populations. HCGH is the only hospital located in Howard County, treating approximately 38,500 patients during Calendar Year 2014.

The need for increased access to mental health services was identified as one of the top health concerns in Howard County by a recent community health needs assessment. The assessment specifically highlighted the need for more accessible services to treat co-occurring mental health and substance abuse disorders. The proposed relocation of Sheppard Pratt's Ellicott City facility will help to increase access to these and other much-needed mental health services for patients in HCGH's service area. The replacement hospital's planned location near the intersection of US Rt. 1 and MD. Rt. 100, and in proximity to I-95, is conveniently located and accessible for residents of Howard County.

I strongly encourage the Maryland Health Care Commission to grant approval of Sheppard Pratt Health System's Certificate of Need application to build a hospital in Elkridge to replace its current Ellicott City location. If you have any questions, please feel free to contact me at 410.740.7710 at your convenience.

Sincerely,



Steven C. Snelgrove  
President

cc: Steven S. Sharfstein, M.D.  
President and CEO  
Sheppard Pratt Health System, Inc.

March 27, 2015

Paul Parker  
Maryland Health Care Commission  
4160 Patterson Avenue  
Baltimore, MD 21215

Re: Letter of Support for Sheppard Pratt Health System, Inc.'s Certificate of Need Application to Construct a Replacement Hospital

Dear Mr. Parker:

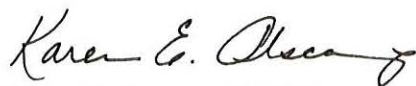
I write to you to express University of Maryland Baltimore Washington Medical Center's full support for Sheppard Pratt Health System's Certificate of Need Application to replace its current facility in Ellicott City with a new hospital located in Elkridge.

Sheppard Pratt has a strong history of providing high-quality and patient-centered mental health services throughout the continuum of care and to specialized populations. Sheppard Pratt is an important partner in Maryland's health care system. University of Maryland Baltimore Washington Medical Center (UM BWMC) frequently refers Emergency Department patients to Sheppard Pratt for subspecialty mental health care, particularly among the adolescent and geriatric populations. UM BWMC has one of the busiest Emergency Departments in Maryland, treating approximately 100,000 patients per year, and has the only inpatient psychiatric unit within Anne Arundel County.

The need for increased access to mental health services was identified as one of the top two health concerns in Anne Arundel County by a recent community health needs assessment. The assessment specifically highlighted the need for more accessible services to treat co-occurring mental health and substance abuse disorders, a subspecialty area that Sheppard Pratt currently offers inpatient treatment for at its existing hospital locations. The proposed relocation of Sheppard Pratt's Ellicott City facility will help to increase access to these and other much-needed mental health services for patients in UM BWMC's Anne Arundel County service area. The replacement hospital's planned location near the intersection of US Rt. 1 and MD Rt. 100 and in proximity to I-95 is conveniently located and accessible for residents of Central Maryland.

I strongly encourage the Maryland Health Care Commission to grant approval of Sheppard Pratt Health System's Certificate of Need application to build a hospital in Elkridge to replace its current Ellicott City location. If you have any questions, please do not hesitate to contact me at your convenience.

Sincerely,



Karen E. Olscamp, FACHE  
President and Chief Executive Officer

cc: Steven S. Sharfstein, M.D., President and Chief Executive Officer, Sheppard Pratt Health System, Inc.



March 25, 2015

Mr. Paul Parker  
Maryland Health Care Commission  
4160 Patterson Avenue  
Baltimore, MD 21215

Dear Mr. Parker:

Anne Arundel Medical Center wishes to convey its strong support for Sheppard Pratt Health System's plan to build a replacement psychiatric hospital facility in Elkridge, Howard County, in a location that is very close and accessible to Anne Arundel County residents. Like Sheppard Pratt, we are also committed to serving the growing needs of the community and improving access to care. We believe this replacement facility will further those important initiatives.

At the current time, we regularly refer patients from our emergency department to Sheppard Pratt for inpatient psychiatric care. Because it more readily allows for family involvement, many of these patients are admitted to the Ellicott City campus. As we understand it, the lease in Ellicott City ends in 2018 and the prospect of losing this valued resource would be devastating to Anne Arundel County.

Although we are planning to have some inpatient resources of our own at a date in the future, there is no doubt in our minds that the specialty services that are available at Sheppard Pratt, particularly for working with patients who have needs that generally require more tertiary oriented treatment, will remain in high demand. This is also true for adolescents and geriatrics, two age specific populations that are routinely referred to Sheppard Pratt.

We believe that the approval of Sheppard Pratt's CON application for a state of the art facility in Howard County is important to the citizens of our county.

Sincerely,



Victoria W. Bayless  
President & Chief Executive Officer



April 1, 2015

Mr. Paul Parker  
Director  
Center for Health Care Facilities Planning and Development  
Maryland Health Care Commission  
4160 Patterson Avenue  
Baltimore, MD 21215

Dear Mr. Parker:

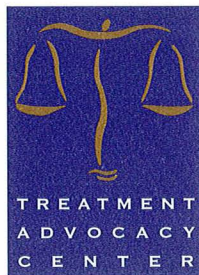
On behalf of Way Station, Inc., who operates the largest public mental health clinic in Howard County, I am writing to express our support for Sheppard Pratt's plans to relocate and expand their psychiatric facility to Elkridge, MD. Availability of psychiatric inpatient services continues to be a critical concern for all of us who treat individuals with serious mental health problems. Sheppard Pratt is a major resource for high quality psychiatric care and their plans to create a state of the art facility with increased capacity are important to Howard County's mental health community.

I recently served on the Howard County Mental Health Task Force and am well aware of the need for mental health services that exists in the area. Sheppard Pratt's expanded presence in Howard County will position them to provide a continuum of services and to fill some of the service gaps that were identified by the task force.

I hope you will see fit to approve their application.

Sincerely,

Scott Rose



April 9, 2015

Mr. Paul Parker, Director  
Center for Health Care Facilities Planning and Development  
Maryland Health Care Commission  
4160 Patterson Avenue  
Baltimore, MD 21215

Dear Mr. Parker:

I am writing to convey the support of the Treatment Advocacy Center for the proposed new Sheppard Pratt facility at Elkridge, which the MHAMD Board of Directors discussed at its March 4 quarterly board of directors meeting.

The Treatment Advocacy Center is the only national nonprofit organization dedicated exclusively to the treatment needs of individuals with the most severe mental illnesses. In that role, we conduct national studies on psychiatric bed populations and the consequences when individuals with SMI do not receive needed inpatient treatment. We serve as a leading authority on topics such as the high rates of arrest, incarceration, homelessness, violence including suicide, and other negative outcomes that occur when beds are not available for the treatment of individuals with severe psychiatric disease. We report on the net cost savings to taxpayers of treatment over non-treatment.

The long, demonstrated history of Sheppard Pratt's effective services for this population and the strength of its staff and leadership are well known to our organization in this context. I have personally toured Sheppard's Towson campus and met with officials and clinicians there, as I have in other states. The quality of Sheppard's care for this most vulnerable population is a national model. Its outcomes are enviable and, sadly, too seldom found elsewhere. The provision of both inpatient and day services is distinctive and sets the Baltimore area apart from the rest of the state and the nation.

The proposed new facility will replicate Sheppard Pratt's effective model in Howard County. We urge you to approve the Certificate of Need for this hospital for the benefit of its future patients, their communities and the public at large.

Most sincerely,

Doris A. Fuller  
Executive Director

200 North Glebe Road, Suite 801  
Arlington, Virginia 22203  
Phone: 703-294-6001  
Fax: 703-294-6010  
[TreatmentAdvocacyCenter.org](http://TreatmentAdvocacyCenter.org)

April 3 2105

Dear MS Katz

I found the community meeting on the proposed hospital to be built in Elkridge by Sheppard Pratt very informative and helpful. I believe that the location and the proposed campus like setting will be a great fit for not only Elkridge but all of Howard County. As a lifetime Elkridge resident and someone who has been involved in my community all my life (a past president of the Greater Elkridge Community Association and a former chairman of the Howard County Planning Board) I believe that Sheppard Pratt will be a plus for our community. I also have had several opportunities to work on construction projects at Sheppard Pratt's Towson Campus and have found that the campus is very well ran and maintained.

If there is anything I can do to help get the word out about what a quality organization Sheppard Pratt is, please let me know. I know Sheppard Pratt will be a great asset for all of Howard County especially to the Greater Elkridge Area.

Yours Truly

Dave Grabowski

6379 Euclid Ave

Elkridge MD 21075