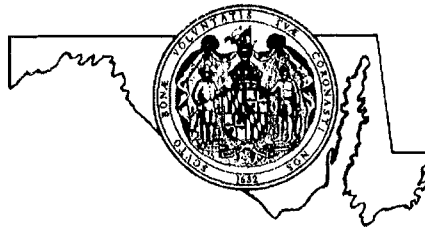


Andrew N. Pollak, M.D.  
CHAIR

STATE OF MARYLAND

Ben Steffen  
EXECUTIVE DIRECTOR



**MARYLAND HEALTH CARE COMMISSION**

4160 PATTERSON AVENUE – BALTIMORE, MARYLAND 21215  
TELEPHONE: 410-764-3460 FAX: 410-358-1236

August 21, 2019

**Via E-mail and USPS**

Dana Farrakhan, FACHE  
Senior Vice President  
Strategy, Community and Business Development  
University of Maryland Medical Center  
22 S. Greene Street  
Baltimore, MD 21201

**Re: University of Maryland Medical Center  
Construction of Addition for Cancer Center  
Matter # 19-24-2438**

Dear Ms. Farrakhan:

Commission staff has some further questions regarding the above-referenced application.

1. Our letter of June 25<sup>th</sup> asked the applicant to “please provide evidence that the state has awarded \$125.0 million in grants to UMMC for the proposed Cancer Center addition.” Your response included an excerpt from a January 20, 2019 document of Department of Budget and Management which included mention of this project. However, perhaps because of MHCC staff’s unfamiliarity with this document and its purpose, we are unable to discern whether this mention constitutes a commitment made by the State of Maryland – and if so – a commitment to the full \$125,000,000. Ideally, a letter of commitment from “the State,” i.e., either the Maryland Executive Branch or General Assembly which acknowledges and confirms that the State will provide a total of \$125 million in grants to UMMC for the proposed Cancer Center addition.
2. Exhibit 29 of your response to MHCC’s first completeness letter showed the distribution of licensed acute care beds; please update that chart to show the distribution of the current licensure total of 806 beds.

If necessary, please revise *Tables F*, Statistical Projections, Entire Facility and *Tables G and H*, Revenues & Expenses, Entire Facility to take into account the changes to the licensed acute care beds.

3. Exhibit 29 indicates that UMMC had 67 licensed MSGA beds designated for oncology. This conflicts with references to 52 beds dedicated to oncology throughout the application. Please clarify.
4. The following questions reference the revised Table L (workforce) that UMMC submitted in response to question # 28 of MHCC's first completeness letter.
  - a. Provide the total number of FTEs, average salary, and total cost for the current number of staff employed by the Greenebaum Comprehensive Cancer Center.
  - b. Table L in the column asking for "projected changes as a result of the proposed project" indicates an addition of 162.6 FTEs. Given that the project is described as a consolidation of existing services, why is all of this additional staffing required?
  - c. The applicant claims "the new Cancer Center will create some efficiency gains," enumerated broadly in your response (dated June 3, 2019) to question #28(b). This statement does not align with the projected addition of over 162 FTEs to staff existing programming that has been consolidated. In fact, a consolidation of services would usually be associated with decreased FTEs.
  - d.. Please explain why the applicant's revised Table L adjusted the number of "Other Expected Changes in Operations" from 535 FTEs in the original Table L to 93.9 FTEs. Further, given that the volume projections in Table F show essentially flat overall volumes, please explain the need for these additional FTEs.

Please submit six copies of the responses to completeness questions and the additional information requested in this letter within ten working days of receipt. Also submit the response electronically, in both Word and PDF format, to Ruby Potter (ruby.potter@maryland.gov ). Given the number of questions posed, as well as the time required for staff to compile these questions, we will certainly grant an extension to the ten day target specified in regulation as soon as you would request it.

All information supplementing the applicant must be signed by person(s) available for cross-examination on the facts set forth in the supplementary information, who shall sign a statement as follows: "I hereby declare and affirm under the penalties of perjury that the facts stated in this application and its attachments are true and correct to the best of my knowledge, information, and belief."

Dana Farrakhan  
August 21, 2019  
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Should you have any questions regarding this matter, feel free to contact me at (410) 764-3374.

Sincerely,



William D. Chan  
Program Manager, Certificate of Need

cc: Paul Parker  
Kevin McDonald  
Letitia Dzirasa, MD, Health Officer, Baltimore City Health Department