

# **Physician Letters of Support**

# Otolaryngology- Head and Neck Surgery

Mailing Address:  
 Johns Hopkins Outpatient Center  
 601 North Caroline Street, 6th Floor  
 Baltimore, MD 21287-0910  
 FAX: (410) 955-0035

February 3, 2019

Mr. Ben Steffen  
 Executive Director  
 Maryland Health Care Commission  
 4160 Patterson Avenue  
 Baltimore, MD 21215-2299

Dear Mr. Steffen:

As the Medical Director of the White Marsh Surgery Center ("WMSC") and Senior Vice President Of Operations for Johns Hopkins Health System, I commit that the surgery volumes included in the table below represents WMSC's actual operating room volume in FY18, as well, its projected operating room volume for FY19 through FY23, for surgeons currently practicing at the WMSC:

**Surgeons Currently At WMSC**

Specialty	Surgeon	Actual 1 OR	Projection 1 OR		Projection (Year 1 - 3) 2 ORs		
		FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
ORTHO	Wilckens	226	226	226	226	226	226
	Humbyrd	168	168	168	168	168	168
	Ingari	79	79	79	79	79	79
	Zikria	9	9	9	9	9	9
	Ficke	1	1	1	1	1	1
ENT	Boahene	92	92	92	92	92	92
	Ishii	82	82	82	82	82	82
Plastics	Lifchez	58	58	58	58	58	58
	Dorafshar	25	25	25	25	25	25
	Plastic Surgery Residents	22	22	22	40	40	40

<b>WMSC TOTAL CASES</b>	762	762	762	780	780	780
<b>WMSC TOTAL MINUTES (including TAT)</b>	91,665	91,665	91,665	95,985	95,985	95,985
<b>WMSC MINUTES/CASE</b>	120.3	120.3	120.3	123.1	123.1	123.1

All surgeons currently practicing at the WMSC, excluding the Plastic Surgery Residents, are projected to maintain FY18 case volumes in FY19, FY20, FY21 (Year 1), FY22 (Year 2), and FY23 (Year 3). This is a conservative projection, given current market forces and reimbursement trends promoting the shift of outpatient surgical procedures from a hospital setting to an ambulatory setting. While these factors make it likely that physician volumes will increase at WMSC, the applicant has chosen to base its projections on case volume currently at the WMSC.

The only exception is an increase in cases performed by the Plastic Surgery Residents from 22 cases to 40 cases per year. This residency training program at the WMSC is specifically designed to allow residents to gain valuable experience in an ambulatory surgical setting. The number of cases in the program is currently restricted due to a lack of capacity. The program believes it will return to utilization levels seen in FY16 of approximately 40 cases per year. The increase of Plastic Surgery Resident cases from 22 to 40 results in an incremental increase of 18 Total Cases at the WMSC in FY21, FY22, and FY23. The average case length for these cases is 240 minutes per case. This adds an additional 4,320 minutes per year to the projections. In summary, by FY21 (Year 1), the surgeons currently practicing at the WMSC are projected to perform 780 cases, totaling 95,985 minutes, at WMSC.

The WMSC Certificate of Need application, requesting the addition of a second operating room, will include letters from Johns Hopkins Medicine ("JHM") faculty and leadership detailing the volume projections for physicians who will be shifting cases from other JHM entities. Additional operating room capacity at the WMSC is an essential component of JHM's vision for providing robust, high quality outpatient care in an ambulatory surgical setting. This vision includes increasingly performing outpatient surgical procedures in the most cost-effective and medically-appropriate practice setting. The proposed second operating room at the WMSC is critical to meeting these goals and caring for JHM patients in the coming years.

Sincerely,

A handwritten signature in cursive script, appearing to read "Lisa Ishii".

Lisa Ishii, M.D., M.H.S.  
Senior Vice President for Operations, Johns Hopkins Health System  
Professor, Department of Otolaryngology-Head & Neck Surgery  
Johns Hopkins Medicine

James Buchanan Brady Urological Institute  
600 North Wolfe Street / CMSC 130  
Baltimore, Maryland 21287-2101  
Phone: 410-955-4494 / Fax: 410-614-7526



Mr. Ben Steffen  
Executive Director  
Maryland Health Care Commission  
4160 Patterson Avenue  
Baltimore, MD 21215-2299

Dear Mr. Steffen:

The Brady Urology Institute at Johns Hopkins Bayview Medical Center intends to move outpatient surgical cases to the White Marsh Surgery Center, if the White Marsh Surgery Center is granted a certificate of need to add a second operating room.

Specialty	Surgeon	Projection			Minutes Per Case Estimates (including	Total Minutes
		FY2021	FY2022	FY2023	FY2023	FY2023
Urology	Wright	89	89	89	100	8,900
Urology	Herarti	149	149	149	75	11,175
Urology	Fellowship	119	119	119	81	9,675

As a result of the Brady Urology Institute's surgeons offering urological services at the White Marsh Surgery Center, Johns Hopkins Medicine (JHM) will be better able to respond to current market trends and better meet the needs of its patient population. Services once offered exclusively in a hospital-setting, are increasingly able to be performed safely in an ambulatory-setting. Allowing JHM faculty the ability to practice in both of these care settings will ensure that JHM patients maintain their current level of access within a rapidly changing environment.

Sincerely,

A handwritten signature in black ink that reads "Tiffany A. Boldin".

Tiffany A. Boldin, MHA, CMPE

Administrator, Department of Urology

Maryana Townsend  
Administrator, Gynecology & Obstetrics and Neonatology  
Johns Hopkins Bayview Medical Center  
Department of Gynecology and Obstetrics  
Department of Neonatology  
4940 Eastern Avenue  
A Building, Suite A121  
Baltimore, Maryland, 21224-2780



Mr. Ben Steffen  
Executive Director  
Maryland Health Care Commission  
4160 Patterson Avenue  
Baltimore, MD 21215-2299

Dear Mr. Steffen:

The Department of Gynecology and Obstetrics at Johns Hopkins Bayview Medical Center intends to move outpatient surgical cases to the White Marsh Surgery Center, if the White Marsh Surgery Center is granted a certificate of need to add a second operating room.

Specialty	Surgeon	Projection			Minutes Per Case Estimates (including TAT)	Total Minutes
		FY2021	FY2022	FY2023	FY2023	FY2023
GYN	Powell	39	39	39	90	3,510
GYN	Borahay	39	39	39	90	3,510
GYN	Robinson	39	39	39	90	3,510
GYN	Bourque	12	12	12	90	1,080
GYN	Chen	23	23	23	90	2,070
GYN	Yazdy (recent hire)	39	39	39	90	3,510

As a result of the Department of Gynecology and Obstetrics offering gynecology services at the White Marsh Surgery Center, Johns Hopkins Medicine (JHM) will be better able to respond to current market trends and better meet the needs of its patient population. Services once offered exclusively in a hospital-setting, are increasingly able to be performed safely in an ambulatory-setting. Additionally, due to payer constraints, in order for JHM patients to have access to the Department of Gynecology and Obstetrics physicians, an unregulated operating room care setting is needed. Allowing JHM faculty the ability to practice in both of these care settings will ensure that JHM patients maintain their current level of access within a rapidly changing environment.

Sincerely,

Maryana Townsend  
Administrator, Gynecology & Obstetrics and Neonatology  
Johns Hopkins Bayview Medical Center

**Richard J. Redett, MD, FACS, FAAP**  
Professor  
Director, Pediatric Plastic Surgery  
Director, Cleft Lip and Palate Center

**Plastic and Reconstructive Surgery**  
**Pediatric Surgery**  
Bloomberg 7314 B  
1800 Orleans Street  
Baltimore, MD 21287  
443-997-9466 Clinic Appointments  
410-955-9475 Office  
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February 6, 2019

Mr. Ben Steffen  
Executive Director  
Maryland Health Care Commission  
4160 Patterson Avenue  
Baltimore, MD 21215-2299

Dear Mr. Steffen:

The Department of Plastic and Reconstructive Surgery at John Hopkins Bayview Medical Center (JHBMC) commits to transitioning the following surgeon outpatient surgical cases from the JHBMC campus to the White Marsh Surgery Center.

Specialty	Surgeon	Projection		
		FY2021	FY2022	FY2023
Plastics	Broderick	36	36	36
Burn	Caffrey	350	350	350
Burn	Hultman (recent hire)	200	200	200

As the Department of Plastic and Reconstructive Surgery strives to continue to offer the most innovative, compassionate, and collaborative care to the Johns Hopkins Medicine (JHM) patient population, it is critical that JHM faculty be able to offer services in both hospital and ambulatory settings. By utilizing this additional capacity at the White Marsh Surgery Center, JHM patients will gain additional access to an increasingly more cost-effective setting of care, where patients can expect the same high quality they currently experience at Johns Hopkins Bayview Medical Center.

Sincerely,

A handwritten signature in black ink, appearing to read "R Redett".

Richard J. Redett, MD, FACS, FAAP  
Interim Director, Department of Plastic and Reconstructive surgery



**DEPARTMENT OF OTOLARYNGOLOGY-  
HEAD AND NECK SURGERY**

Mailing Address:  
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Mr. Ben Steffen  
Executive Director  
Maryland Health Care Commission  
4160 Patterson Avenue  
Baltimore, MD 21215-2299

January 28, 2019

Dear Mr. Steffen:

Dr. James Clark, M.B.B.Ch., of the Department of Otolaryngology-Head and Neck Surgery at Johns Hopkins Bayview Medical Center commits to performing the following surgical case volume at the White Marsh Surgery Center upon approval of its proposed renovation for a second operating room.

Specialty	Surgeon	Projection			Minutes Per Case Estimates (including TAT)	Total Minutes
		FY2021	FY2022	FY2023	FY2023	FY2023
ENT	Clark	120	120	120	90	10,800

In an environment where outpatient surgical surgery cases are increasingly shifting from a hospital outpatient setting to an ambulatory setting, these are conservative estimates. By year three of the projection, the case total will be approximately 120 cases for a total of 10,800 total operating room minutes.

Thank you for your time and consideration in this matter.

Sincerely,

A handwritten signature in black ink, reading "Brian A. Woodhead".

Brian Woodhead, Administrator  
Department of Otolaryngology  
--Head and Neck Surgery