



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

CORPORATE OFFICE

June 30, 2016

Members of the Laurel Working Group
C/O The Honorable Craig A. Moe
Mayor, City of Laurel Maryland
8103 Sandy Spring Road
Laurel, MD 20707

Dear Mayor Moe,

Since 2011, the University of Maryland Medical System Corporation (the "Medical System") and Dimensions Health Corporation ("Dimensions") have been working with the State of Maryland, the Prince George's County Executive, the Prince George's County Council and the University System of Maryland to transform the existing health care delivery system within the County. An integral part of the transformation is a new regional medical center in Largo, Maryland to replace the existing Prince George's Hospital Center in Cheverly, Maryland.

When approved by its Board of Directors, the Medical System plans to become the sole corporate member of Dimensions. As a result, the Medical System would have ultimate control over Dimensions' operations and governance. This governance change, however, is contingent on Dimensions obtaining a Certificate of Need ("CON") from the Maryland Health Care Commission ("MHCC") to construct the new regional hospital. The governance change is also contingent upon the approval of the transition of Dimensions to the Medical System by Prince George's County Government.

At your request, the Medical System has worked to identify clinical options for LRH if Dimensions became a Medical System affiliate. We have all agreed that the services at the LRH should be modernized to meet the health needs of residents of northern Prince George's County in a financially sustainable way, taking into account the anticipated regional medical center and the new hospital in White Oak. Over the course of several months, we have agreed on a vision and plan for the transformation and modernization of Laurel Regional Hospital (LRH).

The agreed upon plan is set forth below:

2016 – 2017

- In the interest of maintaining continuity of care during the development of the plan for the modernization and transformation of LRH, inpatient services currently offered at LRH will continue to be provided at LRH through December 31, 2017.
- The Medical System, will focus on improving existing services, providing high quality care, containing operating losses, and rebranding LRH to preserve and ultimately grow market share.
- An LRH Strategic Planning Work Group (“SPWG”), composed of Medical System and community leaders, will be established to coordinate an open, collaborative process to obtain community input and make recommendations regarding the transformation and modernization of LRH, with consideration of LRH’s Community Health Needs Assessment.
- The SPWG will be co-chaired by (i) a Medical System appointee who has expertise in both hospital administration and clinical care and (ii) an individual recommended by the Mayor of Laurel, in consultation with other elected leaders representing the Laurel community. The SPWG will evaluate and make recommendations regarding potential health care services to be provided on the LRH campus in the future based on community need, the likelihood that the service will contribute to improve community health status, financial feasibility and long term sustainability.
- The SPWG will evaluate and make recommendations regarding the construction of a new facility or renovation of the existing facility on the LRH campus. Architectural design work to retrofit the existing hospital or build a new facility will be undertaken.
- The SPWG will review a workforce analysis and make recommendations that includes but are not limited to assessment of staffing levels in:
 - Dietary Services
 - Environmental Services
 - Facility Maintenance
- The SPWG will review opportunities for alternative placement and re-training of employees in the event of job losses.
- The SPWG will solicit input from LRH employees regarding opportunities for the workforce to participate in efforts to improve patient safety and quality of care at LRH.

- The SPWG will review capital feasibility studies and financial projections.
- Sources of funding for transforming and modernizing LRH will be identified.
- Any recommendations made by the SPWG shall be received and given due consideration by the Medical System, which shall retain ultimate decision making authority on all matters.

2019 and beyond

Subject to feasibility analyses and any necessary regulatory approvals, it is expected that the following clinical services will be offered at the LRH site:

- Enhanced emergency medicine:
 - To improve service, reduce wait times, and support evaluation of behavioral health emergencies, the emergency room will be modernized.
 - To effectively stabilize critically ill patients who could otherwise face long transport times during times of high traffic, a critical care receiving bay (CCRB), supported by the University of Maryland Medical Center Shock Trauma Center. This unit could serve any priority patient in need of time-critical intervention that can be provided at a hospital-based Emergency Department. This CCRB concept is under development and will require input from the County's Emergency Management System, emergency physicians, Maryland Institute for Emergency Medical Services Systems (MIEMSS), as well as creation of a secondary transport system.
- Operating rooms:
 - To create an improved environment to attract patients and surgeons in a highly versatile facility that optimizes the surgeon, staff and patient experience, modern operating rooms capable of performing higher acuity cases.
- 48 hour observation (overnight) beds:
 - For patients who require overnight stays for surgical procedures and for those emergency room patients who require short term assessment and treatment, a minimum of ten observation (overnight) beds staffed by doctors or advanced practitioners (nurse practitioners or physician assistants).
- Laboratory:
 - The array of laboratory services needed to support modern emergency and surgery services.

- Radiology and imaging services:
 - An array of modern imaging, including standard x-ray imaging, CT scanning, echocardiography, vascular ultrasound, and standard ultrasound imaging.
- Medical Offices:
 - To offer care to the community that focuses on wellness and helps prevent avoidable hospital admissions and the need for emergency/crisis care, based on ability to attract high quality medical professionals:
 - Pediatric services:
 - Offered by colocated doctors and other medical professionals
 - Maternal and child health:
 - Offered by colocated doctors and other medical professionals
 - Geriatric care:
 - Offered by colocated doctors and other medical professionals
 - Diabetes care:
 - Offered by colocated doctors and other medical professionals
 - Palliative care:
 - Offered by colocated doctors and other medical professionals
 - Behavioral health:
 - Offered by colocated doctors and other medical professionals
- Behavioral health:
 - Improvement of behavioral health services, including 24/7 support for behavioral health assessment and treatment, emergency evaluation for walk-ins, and emergency transport by EMS or law enforcement.
 - Facilitated access to continuous care, substance abuse treatment, and facilitated inpatient admission to an appropriate facility when necessary, as well as office-based behavioral health consultation.
- Urgent care:
 - To serve patients needing immediate, but not emergency, care for injuries and illnesses, an urgent care center.
- Community volunteer program:
 - A community volunteer program will be instituted that seeks to identify and engage community members who will assist with patient flow, orientation of the campus, greeting of patients, support of family members and visitors and other activities that enhance community engagement and the patient experience on the LRH medical campus.

Governance and Oversight of LRH

If Dimensions becomes a wholly owned subsidiary of the Medical System, a local governing board (the "Board") will be established to handle regional decisions relating to Dimensions' facilities including LRH.

That Board will establish local advisory committees for each of the Dimensions medical facilities, including LRH. The LRH advisory committee will take over the work of the LRH SPWG and will have the same general responsibilities as the other local advisory committees and may provide advice about its preferences for the specific medical services that will be offered at the LRH campus. Membership of the advisory committees will include Board members as well as members of the community who are appointed by the Board.

We look forward to continuing the work necessary to transform LRH and the entire health care delivery system of Prince George's County.

Yours truly,

A handwritten signature in black ink, appearing to read "R.A. Chrencik", written in a cursive style.

Robert A. Chrencik
President and Chief Executive Officer
University of Maryland Medical System

Distribution:

The Honorable Rushern Baker, III, Prince George's County Executive
The Honorable Mary Lehman, Prince George's County Councilmember, District 1
The Honorable Derrick Leon Davis, Chair, Prince George's County Council, District 6
The Honorable Andrea Harrison, Prince George's County Councilmember
The Honorable C. Phillip Nichols, Associate Judge, Prince George's County Circuit Court
The Honorable Craig Moe, Mayor, City of Laurel
The Honorable Michael Leszcz, Council Member, City of Laurel
The Honorable Thomas Mike Miller, Jr., Senate President, District 21
The Honorable Thomas "Mac" Middleton, Senator, Chair, Finance Committee Chairman, District 28
The Honorable Douglas "Doug" J.J. Peters, Senator, District 23
The Honorable James "Jim" Rosapepe, Senator, District 21
The Honorable Michael Busch, Speaker of the House, District 30A
The Honorable Benjamin "Ben" Barnes, Delegate, District 21
The Honorable Barbara Frush, Delegate, District 21
The Honorable Tawanna Gaines, Delegate, District 22
The Honorable Peter "Pete" Hammen, Delegate, Chair, Health & Government Operations Committee, District 46
The Honorable Joseline Pena-Melnyk, Delegate, District 21
The Honorable Geraldine Valentino-Smith, Delegate, District 23A
The Honorable Jay Walker, Delegate, District 26
The Honorable Van Mitchell, Secretary, Department of Health & Mental Hygiene
Neil Moore, President and Chief Executive Officer, Dimensions Health Corporation
Ben Steffen, Executive Director, Maryland Health Care Commission
James Ross, Interim President & Chief Operating Officer, Laurel Regional Hospital
Jennifer Foster-Epps, Vice President, SEIU
Patricia Lippold, Vice President At Large, SEIU