

From: [Redacted](#)
To: [Redacted](#)
Subject: FW: MARCH / MCATN / Student Trainees this Spring
Date: Wednesday, January 21, 2026 12:41:03 PM
Attachments: [image001.png](#)

[Redacted](#)

From: [Redacted](#)
Sent: Wednesday, November 26, 2025 3:37 PM
To: [Redacted](#)
Cc: [Redacted](#)
[Redacted](#)
Subject: Re: MARCH / MCATN / Student Trainees this Spring

Hi [Redact](#),

Thank you for letting us know. We are happy to keep our facility available for when the opportunity arises. Happy holidays to you as well!

All the best,



From: [Redacted](#)
Sent: Wednesday, November 26, 2025 12:08 PM
To: [Redacted](#)

Cc: Redacted

Redacted

Redacted

Subject: RE: MARCH / MCATN / Student Trainees this Spring

Hi Redacted,
d

Thank you again for offering to host a student. While we are currently unable to place a student for the spring semester, we are looking forward to future opportunities to work together.

Wishing everyone a relaxing and joyful Thanksgiving holiday.

Best regards,

Redacted

From: Redacted

Sent: Tuesday, November 18, 2025 2:44 PM

To: Redacted

Cc: Redacted

Redacted

; Redacted

Subject: RE: MARCH / MCATN / Student Trainees this Spring

Hello Redacted,
d

Great, thanks so much for your openness to host. We are still confirming details, and will be in touch with additional information shortly if we are able to place a student.

Please let me know if you need anything in the meantime.

Best,

Redacted

Redacted

Redacted

[Book a meeting with me](#)

From: Redacted

Sent: Monday, November 17, 2025 1:09 PM

To: Redacted

Cc: Redacted

Redacted

Redacted

Subject: Re: MARCH / MCATN / Student Trainees this Spring

Hi Redacted,

I'm glad to hear about MARCH's success with hosting students!

CARE Reproductive Health has availability to host this Spring and I've copied our physicians in this thread. Please let me know of any additional information you may need.

All the best,



From: Redacted

Sent: Monday, November 17, 2025 10:13 AM

Cc: Redacted

Subject: MARCH / MCATN / Student Trainees this Spring

Dear MCATN Colleagues,

Hope everyone is doing well!

We are seeking clinical sites to host MARCH Program DNP students this spring. The rotation consists of 80 clinical hours from mid-March through early May.

We currently have 2 Doctor of Nurse Practitioner students registered for our elective course. A

brief summary of each student is below.

Please respond to this email if you can host a student this spring. We'll work closely with you on learning outcomes and provide detailed information about your matched student.

Enrollment may change as students add/drop courses, and we're reaching out to our entire training network, so not every site will need to host a student this spring.

Additionally, the MARCH Program has currently trained 77 currently licensed and practicing clinicians (92% are APCs) in early abortion care. If you're recruiting, we're happy to share your job postings with our Reproductive Health Fellows.

--

Student 1:

Redacted

Student 2:

Redacted

All the best,

Redacted

Redacted

Redacted

[Book a meeting with me](#)

From: Redacted
To: Redacted
Cc: [MarchProject](#)
Subject: RE: MARCH / CARE / Budget Template
Date: Thursday, January 9, 2025 4:40:00 PM
Attachments: [image001.png](#)

Hi [Redacte](#),

Hope you had a lovely holiday time period. Thank you for this, however, this will not pass through contract review internally at UMB.

While I understand your clinical pay is determined based on volume at any given week, we have to determine how much approximately how much an individual's base salary is, and how much effort % they will contribute towards the MARCH program. Based on their base salary and expected effort % worked on the grant, that's how much the MARCH program will pay towards that individual.

If your clinic has an accountant or bookkeeper, they may be able to provide a possible estimate of what an individual's base salary would be in a 12 month period.

Happy to discuss on a call any further questions.

Best,

[Redacted](#)

From: [Redacted](#)
Sent: Wednesday, January 8, 2025 11:13 AM
To: [Redacted](#)
Subject: Re: MARCH / CARE / Budget Template

Good morning [Redac](#),

I have the following information for CARE Clinic:

Name	Title	Base Salary Pay	Effort %	Fringe
Redacted	Physician Medical Director	20% of weekly total	50%	NAH membership, lodging, travel,

				retirement plans
Redacted	Physician Laboratory Director	15% of weekly total	50%	NAH membership, travel, lodging, retirement plans
Redacted	Physician	20% of weekly total	30%	NAH membership, travel, lodging, retirement plans
Redacted	Registered Nurse	\$60 hourly	20%	NAH membership, travel, lodging, retirement plans
Redacted	Registered Nurse	\$55 hourly	20%	NAH membership, travel, lodging, retirement plans
Redacted	Executive Administrator	\$45 hourly	10%	NAH membership, travel, lodging, retirement plans

Since our physicians are compensated weekly based on a percentage of the clinic's earnings, I've created this template for your reference. I hope it's helpful for the budget planning of our clinic. Please let me know if you need any additional information. I found the Excel sheet a bit tricky to work with!

All the best,

Redacted

From: Redacted

Sent: Friday, December 6, 2024 1:17 PM

To: Redacted

Cc: Redacted ; Redacted

Subject: RE: MARCH / CARE / Budget Template

Hi Redacted,

Thank you for your prompt reply and notification of staff changes. Please complete in the sheet every cell that is highlighted yellow. This is information only available to your clinic.

If you have any formatting issues on your end, please do not hesitate to contact me.

Very best,

Redacted

Redacted

From: Redacted
Sent: Friday, December 6, 2024 1:14 PM
To: Redacted
Cc: Redacted
Subject: Re: MARCH / CARE / Budget Template

Hi Redacted ,

I can be listed as the administrative contact for CARE.
Also, Redacted has departed from our clinic. You can list Redacted as the nursing staff in her place.

I adjusted and attached the budget template. Please let me know if you need any additional information.

All the best,
Redacted

From: Redacted
Sent: Friday, December 6, 2024 1:06:02 PM
To: Redacted
Cc: Redacted ; Redacted
Subject: MARCH / CARE / Budget Template

Dear Redacted ,

Attached is your site's budget template. I've preloaded the information you provided in your completed survey into the attached budget template. You still have opportunities to add or remove anyone from it. This helps us with finalizing contracting amounts that we have to specify internally. I suggest you also add an administrative contact to the budget.

Please return this back to me by December 16.

There are notes in Column J, but please do not hesitate to reach out to me with any questions you may have.

I'm finalizing the Scope of Work and hope to have it to you for review before the December holidays.

Very best,

--

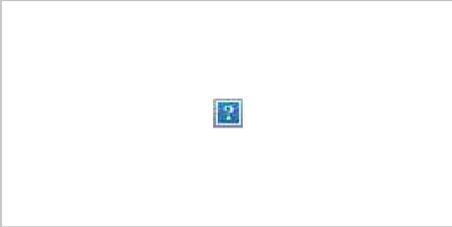
Redacted

From: Redacted
To: Redacted
Subject: Re: MARCH / CARE / Budget Template
Date: Friday, February 7, 2025 11:50:12 AM
Attachments: [image001.png](#)
[Outlook-c1e50twp.png](#)

Our physician will have a look at the budget template and gather CARE's information and I will send that to you early next week!

A question that came up is will Drs. Redacted and Reda have adjunct titles at University of Maryland - Baltimore?

All the best,



From: Redacted
Sent: Thursday, February 6, 2025 1:42 PM
To: Redacted
Cc: Redacted
Subject: RE: MARCH / CARE / Budget Template

Hj Redact ,
ed

I'm following up on my previous email. Due to contracting timelines and the grant's end-of-fiscal-year closing in June, if your site does not agree to any budgetary items before Friday, February 28th, we won't be able to process your contract before Year 2 ends.

Please do not hesitate to reach with any questions.

Best,

Redacted

From: Redacted
Sent: Thursday, January 9, 2025 4:40 PM
To: Redacted
Cc: Redacted
Subject: RE: MARCH / CARE / Budget Template

Hi [Redacted](#)

Hope you had a lovely holiday time period. Thank you for this, however, this will not pass through contract review internally at UMB.

While I understand your clinical pay is determined based on volume at any given week, we have to determine how much approximately how much an individual's base salary is, and how much effort % they will contribute towards the MARCH program. Based on their base salary and expected effort % worked on the grant, that's how much the MARCH program will pay towards that individual.

If your clinic has an accountant or bookkeeper, they may be able to provide a possible estimate of what an individual's base salary would be in a 12 month period.

Happy to discuss on a call any further questions.

Best,

[Redacted](#)

From: [Redacted](#)
Sent: Wednesday, January 8, 2025 11:13 AM
To: [Redacted](#)
Subject: Re: MARCH / CARE / Budget Template

Good morning [Redacted](#)

I have the following information for CARE Clinic:

Name	Title	Base Salary Pay	Effort %	Fringe
Redacted	Physician Medical Director	20% of weekly total	50%	NAH membership, lodging, travel, retirement plans
Redacted	Physician Laboratory Director	15% of weekly total	50%	NAH membership, travel, lodging, retirement plans
Redacted	Physician	20% of weekly total	30%	NAH membership, travel, lodging, retirement plans
Redacted	Registered Nurse	\$60 hourly	20%	NAH membership, travel, lodging, retirement plans

Redacted	Registered Nurse	\$55 hourly	20%	NAH membership, travel, lodging, retirement plans
Redacted	Executive Administrator	\$45 hourly	10%	NAH membership, travel, lodging, retirement plans

Since our physicians are compensated weekly based on a percentage of the clinic's earnings, I've created this template for your reference. I hope it's helpful for the budget planning of our clinic. Please let me know if you need any additional information. I found the Excel sheet a bit tricky to work with!

All the best,



From: Redacted
Sent: Friday, December 6, 2024 1:17 PM
To: Redacted
Cc: Redacted
Subject: RE: MARCH / CARE / Budget Template

Hi Redacted
Thank you for your prompt reply and notification of staff changes. Please complete in the sheet every cell that is highlighted yellow. This is information only available to your clinic.

If you have any formatting issues on your end, please do not hesitate to contact me.

Very best,

Redacted

From: Redacted
Sent: Friday, December 6, 2024 1:14 PM
To: Redacted
Cc: Redacted
Subject: Re: MARCH / CARE / Budget Template

Hi [Redacted](#)

I can be listed as the administrative contact for CARE.

Also, [Redacted](#) has departed from our clinic. You can list [Redacted](#) as the nursing staff in her place.

I adjusted and attached the budget template. Please let me know if you need any additional information.

All the best,

[Redacted](#)

From: [Redacted](#)

Sent: Friday, December 6, 2024 1:06:02 PM

To: [Redacted](#)

Cc: [Redacted](#) [Redacted](#)

Subject: MARCH / CARE / Budget Template

Dear [Redacted](#),

Attached is your site's budget template. I've preloaded the information you provided in your completed survey into the attached budget template. You still have opportunities to add or remove anyone from it. This helps us with finalizing contracting amounts that we have to specify internally. I suggest you also add an administrative contact to the budget.

Please return this back to me by December 16.

There are notes in Column J, but please do not hesitate to reach out to me with any questions you may have.

I'm finalizing the Scope of Work and hope to have it to you for review before the December holidays.

Very best,

[Redacted](#)

From: Redacted
To: Redacted
Subject: Re: MARCH / CARE / Budget Template
Date: Monday, March 3, 2025 10:58:38 AM
Attachments: [image001.png](#)
[Outlook-knsh2cif.png](#)
[Screenshot 2025-03-03 105431.png](#)

Hi Reda,

No, thank YOU! Seriously. You've been very helpful and patient through this process and although it took some time, I'm glad I was able to work on and submit the necessary information so CARE can host UMB students!

Quick question before signing the contract sent over this morning. Our organization is no longer a non-profit, but because this is done for the education and experience of those selecting this elective, would I be able to sign off on the second mark? I've attached an image for reference.

All the best,



From: Redacted
Sent: Monday, March 3, 2025 10:24 AM
To: Redacted
Cc: Redacted
Subject: RE: MARCH / CARE / Budget Template

Thanks, Redac.

Attached is what will be submitted internally. I've cleaned up and removed the notes and highlights. I've also increased your clinic's MCATN Network Participation reimbursement to 20K. This is to cover for multiple years in participating in the newly created Maryland Clinical Abortion Training Network (MCATN).

Once your site has a fully executed contract and an assigned Purchase Order (PO) number, you will be able to invoice UMB for line 20 of your budget.

I anticipate this contract process will take about 2 months.

Please feel free to reach out with any status update questions.

Very best,

Redacted

From: Redacted
Sent: Tuesday, February 25, 2025 2:40 PM
To: Redacted
Subject: Re: MARCH / CARE / Budget Template

Hi Reda,

Please see the attached document!

All the best,



From: Redacted

Sent: Monday, February 24, 2025 10:47 AM

To: Redacted

Subject: RE: MARCH / CARE / Budget Template

Hi Redac,

We'll still need you to complete the budget. We will need to know what your maximum staffing cost will be in a 4-month budgetary period.

Please complete the attached spreadsheet with your site's specific information.

Please complete this by Friday, or CARE won't be able to execute a contract within this budgetary year. This means your clinic's start-up funding will not be provided.

Thanks,

Redacted

From: Redacted

Sent: Tuesday, February 18, 2025 4:05 PM

To: Redacted

Subject: Re: MARCH / CARE / Budget Template

Hi Redact,

I appreciate you following up. Our physician has indicated the budget should include \$500/week for the three doctors and then the rest can be adjusted according to the hourly pay for the two nurses and admin.

All the best,

Redac

From: Redacted

Sent: Tuesday, February 18, 2025 3:14:26 PM

To: Redacted

Subject: RE: MARCH / CARE / Budget Template

Hi Redac,

Have you been able to f/u regarding budget? We can provide voluntary faculty appointment, depending on the school, but it doesn't come with any additional benefits. We can discuss more of that once we're closer to a placement.

Best,

Redacted

From: Redacted
Sent: Friday, February 7, 2025 11:50 AM
To: Redacted
Subject: Re: MARCH / CARE / Budget Template

Our physician will have a look at the budget template and gather CARE's information and I will send that to you early next week!

A question that came up is will Drs. Redacted and Reda have adjunct titles at University of Maryland - Baltimore?

All the best,



From: Redacted
Sent: Thursday, February 6, 2025 1:42 PM
To: Redacted
Subject: RE: MARCH / CARE / Budget Template

Redacted

Hi Redac,
I'm following up on my previous email. Due to contracting timelines and the grant's end-of-fiscal-year closing in June, if your site does not agree to any budgetary items before Friday, February 28th, we won't be able to process your contract before Year 2 ends.

Please do not hesitate to reach with any questions.

Best,

Redacted

[Book a meeting with me](#)

From: Redacted
Sent: Thursday, January 9, 2025 4:40 PM
To: Redacted
Cc: Redacted
Subject: RE: MARCH / CARE / Budget Template

Hi Redac,
Hope you had a lovely holiday time period. Thank you for this, however, this will not pass through contract review internally at UMB.

While I understand your clinical pay is determined based on volume at any given week, we have to determine how much approximately how much an individual's base salary is, and how much effort % they will contribute towards the MARCH program. Based on their base salary and expected effort % worked on the grant, that's how much the MARCH program will pay towards that individual.

If your clinic has an accountant or bookkeeper, they may be able to provide a possible estimate of what an individual's base salary would be in a 12 month period.

Happy to discuss on a call any further questions.

Best,

Redacted

From: Redacted
Sent: Wednesday, January 8, 2025 11:13 AM
To: Redacted
Subject: Re: MARCH / CARE / Budget Template

Good morning Red ,

I have the following information for CARE Clinic:

Name	Title	Base Salary Pay	Effort %	Fringe
Redacted	Physician Medical Director	20% of weekly total	50%	NAH membership, lodging, travel, retirement plans
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Redacted	Physician	20% of weekly total	30%	NAH membership, travel, lodging, retirement plans
Redac	Registered Nurse	\$60 hourly	20%	NAH membership, travel, lodging, retirement plans
Redact	Registered Nurse	\$55 hourly	20%	NAH membership, travel, lodging,

				retirement plans
Redacted	Executive Administrator	\$45 hourly	10%	NAH membership, travel, lodging, retirement plans

Since our physicians are compensated weekly based on a percentage of the clinic's earnings, I've created this template for your reference. I hope it's helpful for the budget planning of our clinic. Please let me know if you need any additional information. I found the Excel sheet a bit tricky to work with!

All the best,



From: Redacted
Sent: Friday, December 6, 2024 1:17 PM
To: Redacted
Cc: Redacted ; Redacted
Subject: RE: MARCH / CARE / Budget Template

Hi Redac,
Thank you for your prompt reply and notification of staff changes. Please complete in the sheet every cell that is highlighted yellow. This is information only available to your clinic.

If you have any formatting issues on your end, please do not hesitate to contact me.

Very best,

Redacted

From: Redacted
Sent: Friday, December 6, 2024 1:14 PM
To: Redacted
Cc: Redacted
Subject: Re: MARCH / CARE / Budget Template

Hi Redact,

I can be listed as the administrative contact for CARE.

Also, Redacted has departed from our clinic. You can list Redacted as the nursing staff in her place.

I adjusted and attached the budget template. Please let me know if you need any additional information.

All the best,

Redac

From: Redacted

Sent: Friday, December 6, 2024 1:06:02 PM

To: Redacted

Cc: Redacted >; Redacted

Subject: MARCH / CARE / Budget Template

Dear Redac ,

Attached is your site's budget template. I've preloaded the information you provided in your completed survey into the attached budget template. You still have opportunities to add or remove anyone from it. This helps us with finalizing contracting amounts that we have to specify internally. I suggest you also add an administrative contact to the budget.

Please return this back to me by December 16.

There are notes in Column J, but please do not hesitate to reach out to me with any questions you may have.

I'm finalizing the Scope of Work and hope to have it to you for review before the December holidays.

Very best,
Redacted

From: Redacted
To: Redacted
Cc: Redacted
Subject: Fw: MARCH / CARE / Budget Template
Date: Wednesday, March 5, 2025 11:45:52 AM
Attachments: [image001.png](#)
[Outlook-c1e50twp.png](#)
[Outlook-dqgv33q3.png](#)

Hi Redac,

I'm following up on this email about physicians hosting at training facilities. Will they be able to list adjunct faculty at UMB as their faculty positions when renewing their medical licenses?

All the best,

Redacted

From: Redacted
Sent: Friday, February 7, 2025 11:49 AM
To: Redacted
Subject: Re: MARCH / CARE / Budget Template

Our physician will have a look at the budget template and gather CARE's information and I will send that to you early next week!

A question that came up is will Drs. Redacted and Redac have adjunct titles at University of Maryland - Baltimore?

All the best,

Redacted

From: Redacted
Sent: Thursday, February 6, 2025 1:42 PM
To: Redacted
Cc: Redacted Redacted
Subject: RE: MARCH / CARE / Budget Template

Hi Redact,

I'm following up on my previous email. Due to contracting timelines and the grant's end-of-fiscal-year closing in June, if your site does not agree to any budgetary items before Friday, February 28th, we won't be able to process your contract before Year 2 ends.

Please do not hesitate to reach with any questions.

Best,

Redacted

From: Redacted
Sent: Thursday, January 9, 2025 4:40 PM
To: Redacted
Cc: Redacted
Subject: RE: MARCH / CARE / Budget Template

Hi Redacted ,
Hope you had a lovely holiday time period. Thank you for this, however, this will not pass through contract review internally at UMB.

While I understand your clinical pay is determined based on volume at any given week, we have to determine how much approximately how much an individual's base salary is, and how much effort % they will contribute towards the MARCH program. Based on their base salary and expected effort % worked on the grant, that's how much the MARCH program will pay towards that individual.

If your clinic has an accountant or bookkeeper, they may be able to provide a possible estimate of what an individual's base salary would be in a 12 month period.

Happy to discuss on a call any further questions.

Best,
Redacted

From: Redacted
Sent: Wednesday, January 8, 2025 11:13 AM

To: Redacted
Subject: Re: MARCH / CARE / Budget Template

Good morning Redac

I have the following information for CARE Clinic:

Name	Title	Base Salary Pay	Effort %	Fringe
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Redacted	Executive Administrator	\$45 hourly	10%	NAH membership, travel, lodging, retirement plans

Since our physicians are compensated weekly based on a percentage of the clinic's earnings, I've created this template for your reference. I hope it's helpful for the budget planning of our clinic. Please let me know if you need any additional information. I found the Excel sheet a bit tricky to work with!

All the best,

Redacted

From: Redacted
Sent: Friday, December 6, 2024 1:17 PM
To: Redacted
Cc: Redacted >, Redacted
Subject: RE: MARCH / CARE / Budget Template

Hi Redact ,
Thank you for your prompt reply and notification of staff changes. Please complete in the sheet every cell that is highlighted yellow. This is information only available to your clinic.

If you have any formatting issues on your end, please do not hesitate to contact me.

Very best,

Redacted

From: Redacted
Sent: Friday, December 6, 2024 1:14 PM
To: Redacted
Cc: Redacted
Subject: Re: MARCH / CARE / Budget Template

Hi Redacted,

I can be listed as the administrative contact for CARE.
Also, Redacted has departed from our clinic. You can list Redacted as the nursing staff in her place.

I adjusted and attached the budget template. Please let me know if you need any additional information.

All the best,
Redacted

From: Redacted
Sent: Friday, December 6, 2024 1:06:02 PM
To: Redacted
Cc: Redacted Redacted
Subject: MARCH / CARE / Budget Template

Dear Redacted,

Attached is your site's budget template. I've preloaded the information you provided in your completed survey into the attached budget template. You still have opportunities to add or remove anyone from it. This helps us with finalizing contracting amounts that we have to specify internally. I suggest you also add an administrative contact to the budget.

Please return this back to me by December 16.

There are notes in Column J, but please do not hesitate to reach out to me with any

questions you may have.

I'm finalizing the Scope of Work and hope to have it to you for review before the December holidays.

Very best,

Redacted



DEPARTMENT OF HEALTH AND HUMAN SERVICES

OFFICE OF INSPECTOR GENERAL

WASHINGTON, DC 20201



March 5, 2025

Redacted
Redacted

Dear Redacted :

RE: OIG File Number: H-14-41419-9

Effective with the date of this letter, the Office of Inspector General (OIG) of the Department of Health and Human Services has approved your reinstatement to participation in all Federal health care programs, as defined in section 1128B(f) of the Social Security Act.

For questions about your enrollment in a specific Federal health care program, contact that program directly.

Your name will remain on the List of Excluded Individuals/Entities (LEIE) (<https://exclusions.oig.hhs.gov>) until the next monthly update. You may use this letter to demonstrate that you are eligible to participate in all Federal health care programs until your name is removed from the LEIE.

Sincerely,

Joann M. Francis

Digitally signed by Joann M. Francis

Reviewing Official
Exclusions Branch

ini: JBH

From: [Redacted](#)
To: [SPA-Subteam](#)
Cc: [Redacted](#) [Redacted](#)
Subject: KR-22268-KB -8421 - New Subaward - University of Maryland, Baltimore and CARE - Bethesda
Date: Wednesday, May 7, 2025 11:51:43 AM
Attachments: [Outlook-tbttfvij.png](#)
[UMB CARE Contract.pdf](#)

Hello,

Please see the attached partially executed contract from CARE Reproductive Health.

All the best,



From: Redacted
To: Redacted
Cc: Redacted
Subject: Update Regarding Redacted
Date: Wednesday, May 7, 2025 4:45:43 PM
Attachments: [Outlook-p4mbmtwy.png](#)
[Reinstatement Redacted.jpg](#)

Hi Redact,

I wanted to share this document with you regarding Dr. Redacted. As of March 5, 2025, Dr. Redacted has been fully reinstated with all Federal Health and Human Services healthcare programs. His criminal records were expunged in 2015 and remain cleared.

We simply wanted to ensure that UMB has the most current information on this matter.

We look forward to hosting soon!

All the best,



From: Redacted
To: Redacted
Cc: Redacted Redacted
Subject: Re: MARCH / CARE / Invoice Template for review
Date: Wednesday, May 14, 2025 1:21:31 PM
Attachments: Outlook-sahue2ul.png

Hi Redact,

Thank you for sending over the pre-filled invoice template and including the PO # for our site. It's much appreciated. I reviewed the document and everything looks accurate on our end - the only detail that needs correction is the phone number; our number is Redacted. Please feel free to send it via DocuSign for signature.

We can revisit the details together once we get to that point, but it looks pretty straightforward.

Thanks again for your support,



From: Redacted
Sent: Wednesday, May 14, 2025 1:07 PM
To: Redacted
Subject: MARCH / CARE / Invoice Template for review

Hi Redacte,

Attached is the MARCH program invoice template for your site. This has mostly been pre-filled for your convenience, but all future invoices will have to include the PO# assigned to your site: 1000024007

This PO # has already been included in the attached template.

Your template already has the 50K line items included as part of the pre-fill as what you can invoice UMB immediately. Once you have trainees rotate through, then you can invoice for the staffing and non-personnel costs. I have included your site budget as a reference. Once we're at that point of invoicing for staffing, etc., we can discuss how the template works, but it's pretty straightforward with those line items.

Please review the attached invoice and If you agree to the accuracy, I can send this through DocuSign to be electronically signed. Once we submit a signed invoice internally, it generally takes about 30 days for a check to be sent to your site, but it will be the initial startup payment

of 50K.

Very best,
Redacted

From: Redacte
To: Redacted
Cc: Redacte
Subject: Re: MARCH / CARE / Additional PIs
Date: Tuesday, March 25, 2025 1:55:01 PM
Attachments: [image001.png](#)
[Outlook-F4q0fri.png](#)

I understand.

Dr. Reda has agreed to being CARE's primary site preceptor. I have cc'd her in this email for updates to contracts.

All the best,



From: Redacted
Sent: Tuesday, March 25, 2025 12:59 PM
To: Redacted
Subject: RE: MARCH / CARE / Additional PIs

Thanks, Redac. I wasn't provided any additional rationale from the University beyond another qualified medical individual will have to be identified at your clinic in order to move forward. I've never encountered this issue before.

Best,
Redacted

From: Redacted
Sent: Tuesday, March 25, 2025 12:56 PM
To: Redacted
Subject: Re: MARCH / CARE / Additional PIs

Hi Reda,

Thank you for letting me know! Can you let me know why this adjustment was made? I'm sharing with Dr. Reda now the details you explained to me.

All the best,



From: Redacted
Sent: Tuesday, March 25, 2025 12:53 PM
To: Redacted
Subject: RE: MARCH / CARE / Additional PIs

Thanks, [Redac](#). Just to let you know what this means, Dr. [Redac](#) would serve as the lead individual for contractual materials between CARE and UMB along with serving as the primary site preceptor who will be responsible for training at CARE. This does not prevent Dr. [Redacted](#) from serving on the team for training at CARE, just Dr. [Redac](#) would be the ultimate responsible individual.

We would need to amend some documents if you wish you move forward with this plan.

Thanks,
[Redacted](#)

From: [Redacted](#)
Sent: Tuesday, March 25, 2025 12:25 PM
To: [Redacted](#)
Subject: Re: MARCH / CARE / Additional Pls

Yes,

[Redacted](#)

All the best,



From: [Redacted](#)
Sent: Tuesday, March 25, 2025 10:57 AM
To: [Redacted](#)
Subject: RE: MARCH / CARE / Additional Pls

Hi [Redac](#),

I was informed by the University today that another lead medical individual will need to be identified at your clinic. Is there anyone else besides Dr. [Redacted](#) who can serve as a lead medical individual for the MARCH program at CARE?

Thanks,
[Redacted](#)

[Book a meeting with me](#)

From: Redacted
Sent: Monday, March 3, 2025 10:58 AM
To: Redacted
Subject: Re: MARCH / CARE / Budget Template

Hi Reda,

No, thank YOU! Seriously. You've been very helpful and patient through this process and although it took some time, I'm glad I was able to work on and submit the necessary information so CARE can host UMB students!

Quick question before signing the contract sent over this morning. Our organization is no longer a non-profit, but because this is done for the education and experience of those selecting this elective, would I be able to sign off on the second mark? I've attached an image for reference.

All the best,



From: Redacted
Sent: Monday, March 3, 2025 10:24 AM
To: Redacted
Cc: Redacted >; Redacted
Subject: RE: MARCH / CARE / Budget Template

Thanks, Redac.

Attached is what will be submitted internally. I've cleaned up and removed the notes and highlights. I've also increased your clinic's MCATN Network Participation reimbursement to 20K. This is to cover for multiple years in participating in the newly created Maryland Clinical Abortion Training Network (MCATN).

Once your site has a fully executed contract and an assigned Purchase Order (PO) number, you will be able to invoice UMB for line 20 of your budget.

I anticipate this contract process will take about 2 months.

Please feel free to reach out with any status update questions.

Very best,

Redacted

From: Redacted
Sent: Tuesday, February 25, 2025 2:40 PM
To: Redacted
Subject: Re: MARCH / CARE / Budget Template

Hi [Reda](#),

Please see the attached document!

All the best,



From: [Redacted](#)
Sent: Monday, February 24, 2025 10:47 AM
To: [Redacted](#)
Subject: RE: MARCH / CARE / Budget Template

Hi [Redac](#),
We'll still need you to complete the budget. We will need to know what your maximum staffing cost will be in a 4-month budgetary period.
Please complete the attached spreadsheet with your site's specific information.

Please complete this by Friday, or CARE won't be able to execute a contract within this budgetary year. This means your clinic's start-up funding will not be provided.

Thanks,

[Redacted](#)

From: [Redacted](#)
Sent: Tuesday, February 18, 2025 4:05 PM
To: [Redacted](#)
Subject: Re: MARCH / CARE / Budget Template

Hi [Redact](#),

I appreciate you following up. Our physician has indicated the budget should include \$500/week for the three doctors and then the rest can be adjusted according to the hourly pay for the two nurses and admin.

All the best,

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From: [Redacted](#)

Sent: Friday, February 7, 2025 11:50 AM

To: [Redacted](#)

Subject: Re: MARCH / CARE / Budget Template

Our physician will have a look at the budget template and gather CARE's information and I will send that to you early next week!

A question that came up is will Drs. [Redacted](#) and [Reda](#) have adjunct titles at University of Maryland - Baltimore?

All the best,



From: [Redacted](#)

Sent: Thursday, February 6, 2025 1:42 PM

To: [Redacted](#)

Cc: [Redacted](#)

[Redacted](#)

Subject: RE: MARCH / CARE / Budget Template

Hi [Redac](#),

I'm following up on my previous email. Due to contracting timelines and the grant's end-of-fiscal-year closing in June, if your site does not agree to any budgetary items before Friday, February 28th, we won't be able to process your contract before Year 2 ends.

Please do not hesitate to reach with any questions.

Best,

[Redacted](#)

Redacted

From: Redacted
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Cc: Redacted
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If your clinic has an accountant or bookkeeper, they may be able to provide a possible estimate of what an individual's base salary would be in a 12 month period.

Happy to discuss on a call any further questions.

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Redacted

From: Redacted
Sent: Wednesday, January 8, 2025 11:13 AM
To: Redacted
Subject: Re: MARCH / CARE / Budget Template

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I have the following information for CARE Clinic:

Name	Title	Base Salary Pay	Effort %	Fringe
Redacted	Physician Medical Director	20% of weekly total	50%	NAH membership, lodging, travel, retirement plans
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All the best,



From: Redacted
Sent: Friday, December 6, 2024 1:17 PM
To: Redacted
Cc: Redacted
Subject: RE: MARCH / CARE / Budget Template

Hi Redac,
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Very best,

Redacted

From: Redacted
Sent: Friday, December 6, 2024 1:14 PM
To: Redacted
Cc: Redacted
Subject: Re: MARCH / CARE / Budget Template

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Also, Redacted has departed from our clinic. You can list Redacted as the nursing

staff in her place.

I adjusted and attached the budget template. Please let me know if you need any additional information.

All the best,

Redac

From: Redacted

Sent: Friday, December 6, 2024 1:06:02 PM

To: Redacted

Cc: Redacted

Subject: MARCH / CARE / Budget Template

Dear Redac ,

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Please return this back to me by December 16.

There are notes in Column J, but please do not hesitate to reach out to me with any questions you may have.

I'm finalizing the Scope of Work and hope to have it to you for review before the December holidays.

Very best,

Redacted

From: Redacted
To: Redacted
Subject: Re: MARCH / CARE / Additional PIs
Date: Tuesday, March 25, 2025 12:25:07 PM
Attachments: [image001.png](#)
[Outlook-fqbdvjvk.png](#)

Yes,

Redacted

All the best,



From: Redacted
Sent: Tuesday, March 25, 2025 10:57 AM
To: Redacted
Subject: RE: MARCH / CARE / Additional PIs

Hi Redac,

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Redacted

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Cc: [Redacted](#)

[Redacted](#)

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Subject: RE: MARCH / CARE / Budget Template

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Very best,

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To: [Redacted](#)

Cc: [Redacted](#)

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Very best,
Redacted

From: Redacted
To: Redacted
Cc: Redacted
Subject: RE: MARCH / MCATN / Student Trainees this Spring
Date: Tuesday, November 18, 2025 2:43:47 PM
Attachments: [image001.png](#)

Hello Redacted,

Great, thanks so much for your openness to host. We are still confirming details, and will be in touch with additional information shortly if we are able to place a student.

Please let me know if you need anything in the meantime.

Best,
Redacted

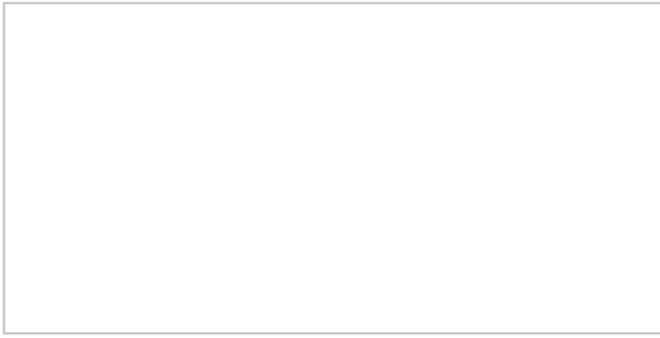
From: Redacted
Sent: Monday, November 17, 2025 1:09 PM
To: Redacted
Cc: Redacted Redacted
Subject: Re: MARCH / MCATN / Student Trainees this Spring

Hi Redacted,

I'm glad to hear about MARCH's success with hosting students!

CARE Reproductive Health has availability to host this Spring and I've copied our physicians in this thread. Please let me know of any additional information you may need.

All the best,



From: [Redacted](#)

Sent: Monday, November 17, 2025 10:13 AM

Cc: [Redacted](#)

Subject: MARCH / MCATN / Student Trainees this Spring

Dear MCATN Colleagues,

Hope everyone is doing well!

We are seeking clinical sites to host MARCH Program DNP students this spring. The rotation consists of **80 clinical hours from mid-March through early May.**

We currently have 2 Doctor of Nurse Practitioner students registered for our elective course. A brief summary of each student is below.

Please respond to this email if you can host a student this spring. We'll work closely with you on learning outcomes and provide detailed information about your matched student.

Enrollment may change as students add/drop courses, and we're reaching out to our entire training network, so not every site will need to host a student this spring.

Additionally, the MARCH Program has currently trained 77 currently licensed and practicing clinicians (92% are APCs) in early abortion care. If you're recruiting, we're happy to share your job postings with our Reproductive Health Fellows.

--

Student 1:
[Redacted](#)

Redacted

Student 2:
Redacted

All the best.
Redacted

From: Redacted
To: Redacted
Cc: Redacted ; Redacted
Subject: RE: MARCH / MCATN / Student Trainees this Spring
Date: Wednesday, November 26, 2025 12:08:08 PM
Attachments: [image001.png](#)

Hi Redacted,
d

Thank you again for offering to host a student. While we are currently unable to place a student for the spring semester, we are looking forward to future opportunities to work together.

Wishing everyone a relaxing and joyful Thanksgiving holiday.

Best regards,
Redacted

From: Redacted
Sent: Tuesday, November 18, 2025 2:44 PM
To: Redacted
Cc: Redacted Redacted
Redacted
Subject: RE: MARCH / MCATN / Student Trainees this Spring

Hello Redacted,
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All the best,

Redacted

Redacted

From: Redacted
To: Redacted
Cc: Redacted
Subject: RE: MARCH / CARE / Budget Template
Date: Monday, March 3, 2025 10:24:00 AM
Attachments: [Budget_CARE_03MAR25.xlsx](#)
[image001.png](#)

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[Book a meeting with me](#)

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To: Redacted
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Redacted

From: Redacted
To: Redacted
Cc: Redacted
Subject: RE: MARCH / CARE / Budget Template
Date: Wednesday, March 5, 2025 12:09:00 PM
Attachments: [image001.png](#)

Hi Redact ,


Thank you for your friendly follow-up. I checked internally, and to list any affiliation, your clinic needs to host a learner. Until then, we will hold off on the appointment status and revisit the discussion later.

There is certain information we need to collect on our end to offer the appointment status. It will be easier to process this internally once we can confirm and present that we have student learners planned at your clinic.

Very Best,

--

Redacted

From: Redacted
Sent: Wednesday, March 5, 2025 11:48 AM
To: Redacted
Cc: Redacted
Subject: Re: MARCH / CARE / Budget Template

Also,

For our signed contract, the Federal ID No. (TIN) was left blank and I wanted to submit this for CARE Clinic as: 86-3816601.

All the best,



From: Redacted
Sent: Wednesday, March 5, 2025 11:44 AM
To: Redacted
Cc: Redacted
Subject: Fw: MARCH / CARE / Budget Template

Hi Reda ,

I'm following up on this email about physicians hosting at training facilities. Will they be able to list adjunct faculty at UMB as their faculty positions when renewing their medical licenses?

All the best,



From: Redacted
Sent: Friday, February 7, 2025 11:49 AM
To: Redacted
Subject: Re: MARCH / CARE / Budget Template

Our physician will have a look at the budget template and gather CARE's information and I will send that to you early next week!

A question that came up is will Drs. Redacted and Reda have adjunct titles at University of Maryland - Baltimore?

All the best,



From: Redacted
Sent: Thursday, February 6, 2025 1:42 PM
To: Redacted
Cc: Redacted
Subject: RE: MARCH / CARE / Budget Template

Redacted

Hi Redact,

I'm following up on my previous email. Due to contracting timelines and the grant's end-of-fiscal-year closing in June, if your site does not agree to any budgetary items before Friday, February 28th, we won't be able to process your contract before Year 2 ends.

Please do not hesitate to reach with any questions.

Best,

--
Redacted

From: Redacted

Sent: Thursday, January 9, 2025 4:40 PM
To: Redacted
Cc: Redacted
Subject: RE: MARCH / CARE / Budget Template

Hi Redact ,
Hope you had a lovely holiday time period. Thank you for this, however, this will not pass through contract review internally at UMB.

While I understand your clinical pay is determined based on volume at any given week, we have to determine how much approximately how much an individual's base salary is, and how much effort % they will contribute towards the MARCH program. Based on their base salary and expected effort % worked on the grant, that's how much the MARCH program will pay towards that individual.

If your clinic has an accountant or bookkeeper, they may be able to provide a possible estimate of what an individual's base salary would be in a 12 month period.

Happy to discuss on a call any further questions.

Best,

--
Redacted

From: Redacted
Sent: Wednesday, January 8, 2025 11:13 AM
To: Redacted
Subject: Re: MARCH / CARE / Budget Template

Good morning Reda ,

I have the following information for CARE Clinic:

Name	Title	Base Salary Pay	Effort %	Fringe
Redacted	Physician Medical Director	20% of weekly total	50%	NAH membership, lodging, travel, retirement plans
Redacted	Physician Laboratory Director	15% of weekly total	50%	NAH membership, travel, lodging, retirement plans
Redacted	Physician	20% of weekly total	30%	NAH membership, travel, lodging, retirement plans
Redact	Registered Nurse	\$60 hourly	20%	NAH membership, travel, lodging,

Redacte	Registered Nurse	\$55 hourly	20%	retirement plans NAH membership, travel, lodging, retirement plans
Redacted	Executive Administrator	\$45 hourly	10%	NAH membership, travel, lodging, retirement plans

Since our physicians are compensated weekly based on a percentage of the clinic's earnings, I've created this template for your reference. I hope it's helpful for the budget planning of our clinic. Please let me know if you need any additional information. I found the Excel sheet a bit tricky to work with!

All the best,



From: [Redacted](#)
Sent: Friday, December 6, 2024 1:17 PM
To: [Redacted](#)
Cc: [Redacted](#)
Subject: RE: MARCH / CARE / Budget Template

Hi [Redact](#) ,
Thank you for your prompt reply and notification of staff changes. Please complete in the sheet every cell that is highlighted yellow. This is information only available to your clinic.

If you have any formatting issues on your end, please do not hesitate to contact me.

Very best,

--
[Redacted](#)

From: [Redacted](#)
Sent: Friday, December 6, 2024 1:14 PM
To: [Redacted](#)
Cc: [Redacted](#)
Subject: Re: MARCH / CARE / Budget Template

Hi [Redact](#) ,

I can be listed as the administrative contact for CARE.

Also, [Redacted](#) has departed from our clinic. You can list [Redacted](#) as the nursing staff in her place.

I adjusted and attached the budget template. Please let me know if you need any additional information.

All the best,

[Redact](#)

From: [Redacted](#)

Sent: Friday, December 6, 2024 1:06:02 PM

To: [Redacted](#)

Cc: [Redacted](#)

Subject: MARCH / CARE / Budget Template

Dear [Redact](#) ,

Attached is your site's budget template. I've preloaded the information you provided in your completed survey into the attached budget template. You still have opportunities to add or remove anyone from it. This helps us with finalizing contracting amounts that we have to specify internally. I suggest you also add an administrative contact to the budget.

Please return this back to me by December 16.

There are notes in Column J, but please do not hesitate to reach out to me with any questions you may have.

I'm finalizing the Scope of Work and hope to have it to you for review before the December holidays.

Very best,

--

[Redacted](#)

Redacted

From: Redacted
To: Redacted
Cc: Redacted Redacted
Subject: RE: MARCH / CARE / Budget Template
Date: Thursday, February 6, 2025 1:42:00 PM
Attachments: [image001.png](#)

Hi Redacted ,

I'm following up on my previous email. Due to contracting timelines and the grant's end-of-fiscal-year closing in June, if your site does not agree to any budgetary items before Friday, February 28th, we won't be able to process your contract before Year 2 ends.

Please do not hesitate to reach with any questions.

Best,

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Cc: Redacted
Subject: RE: MARCH / CARE / Budget Template

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If your clinic has an accountant or bookkeeper, they may be able to provide a possible estimate of what an individual's base salary would be in a 12 month period.

Happy to discuss on a call any further questions.

Best,

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Redacted

From: Redacted
Sent: Wednesday, January 8, 2025 11:13 AM
To: Redacted
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All the best,



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Subject: RE: MARCH / CARE / Budget Template

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Very best,

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From: Redacted
Sent: Friday, December 6, 2024 1:14 PM
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Cc: Redacted
Subject: Re: MARCH / CARE / Budget Template

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All the best,
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From: Redacted
Sent: Friday, December 6, 2024 1:06:02 PM
To: Redacted
Cc: Redacted

Redacted

Subject: MARCH / CARE / Budget Template

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Please return this back to me by December 16.

There are notes in Column J, but please do not hesitate to reach out to me with any questions you may have.

I'm finalizing the Scope of Work and hope to have it to you for review before the December holidays.

Very best,

--

Redacted

From: Redacted
To: Redacted
Cc: Redacted
Subject: MARCH / CARE / RE: Update Regarding Redacted
Date: Thursday, May 8, 2025 10:14:43 AM
Attachments: [image001.png](#)

Hi Redacted and Dr. Redacted

Thanks for sending this, I'll certainly inform UMB Financials, but they have their own policies that even me on the staff side is not entirely sure what their criteria is.

Best,

--
Redacted

From: Redacted
Sent: Wednesday, May 7, 2025 4:45 PM
To: Redacted
Cc: Redacted
Subject: Update Regarding Redacted

Hi Redacted,

I wanted to share this document with you regarding Redacted. As of March 5, 2025, Dr. Redacted has been fully reinstated with all Federal Health and Human Services healthcare programs. His criminal records were expunged in 2015 and remain cleared.

We simply wanted to ensure that UMB has the most current information on this matter.

We look forward to hosting soon!

All the best,



From: Redacted
To: Redacted
Cc: Redacted
Subject: RE: MARCH / CARE / Budget Template
Date: Thursday, January 9, 2025 4:40:00 PM
Attachments: [image001.png](#)

Hi Redacted,

Hope you had a lovely holiday time period. Thank you for this, however, this will not pass through contract review internally at UMB.

While I understand your clinical pay is determined based on volume at any given week, we have to determine how much approximately how much an individual's base salary is, and how much effort % they will contribute towards the MARCH program. Based on their base salary and expected effort % worked on the grant, that's how much the MARCH program will pay towards that individual.

If your clinic has an accountant or bookkeeper, they may be able to provide a possible estimate of what an individual's base salary would be in a 12 month period.

Happy to discuss on a call any further questions.

Best,

--

Redacted

From: Redacted
Sent: Wednesday, January 8, 2025 11:13 AM
To: Redacted
Subject: Re: MARCH / CARE / Budget Template

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I have the following information for CARE Clinic:

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Redacted	Physician Laboratory Director	15% of weekly total	50%	NAH membership, travel, lodging, retirement plans
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All the best,



From: Redacted

Sent: Friday, December 6, 2024 1:17 PM

To: Redacted

Cc: Redacted

Subject: RE: MARCH / CARE / Budget Template

Hi Redacted,

Thank you for your prompt reply and notification of staff changes. Please complete in the sheet every cell that is highlighted yellow. This is information only available to your clinic. If you have any formatting issues on your end, please do not hesitate to contact me.

Very best,

--
Redacted

From: Redacted

Sent: Friday, December 6, 2024 1:14 PM

To: Redacted

Cc: Redacted

Subject: Re: MARCH / CARE / Budget Template

Hi Redacted,

I can be listed as the administrative contact for CARE.

Also, Redacted has departed from our clinic. You can list Redacted as the nursing staff in her place.

I adjusted and attached the budget template. Please let me know if you need any additional information.

All the best,

Redacted
d

From: Redacted

Sent: Friday, December 6, 2024 1:06:02 PM

To: Redacted

Cc: Redacted

Subject: MARCH / CARE / Budget Template

Dear Redacted ,

Attached is your site's budget template. I've preloaded the information you provided in your completed survey into the attached budget template. You still have opportunities to add or remove anyone from it. This helps us with finalizing contracting amounts that we have to specify internally. I suggest you also add an administrative contact to the budget.

Please return this back to me by December 16.

There are notes in Column J, but please do not hesitate to reach out to me with any questions you may have.

I'm finalizing the Scope of Work and hope to have it to you for review before the December holidays.

Very best,

--

Redacted

From: Redacted
To: Redacted
Cc: Redacted
Subject: RE: MARCH / CARE / Invoice Template for review
Date: Wednesday, May 14, 2025 3:26:46 PM
Attachments: [image001.png](#)

Thanks, Redacted. Writing that UMB is currently processing the invoice.
Very best,

--
Redacted

From: Redacted
Sent: Wednesday, May 14, 2025 1:21 PM
To: Redacted
Cc: Redacted
Redacted Redacted
Subject: Re: MARCH / CARE / Invoice Template for review

Hi Redacted,

Thank you for sending over the pre-filled invoice template and including the PO # for our site. It's much appreciated. I reviewed the document and everything looks accurate on our end - the only detail that needs correction is the phone number; our number is Redacted. Please feel free to send it via DocuSign for signature.

We can revisit the details together once we get to that point, but it looks pretty straightforward.

Thanks again for your support,



From: Redacted
Sent: Wednesday, May 14, 2025 1:07 PM

To: Redacted

Cc: Redacted

Subject: MARCH / CARE / Invoice Template for review

Hi Redacted,

Attached is the MARCH program invoice template for your site. This has mostly been pre-filled for your convenience, but all future invoices will have to include the PO# assigned to your site: Redacted

This PO # has already been included in the attached template.

Your template already has the 50K line items included as part of the pre-fill as what you can invoice UMB immediately. Once you have trainees rotate through, then you can invoice for the staffing and non-personnel costs. I have included your site budget as a reference. Once we're at that point of invoicing for staffing, etc., we can discuss how the template works, but it's pretty straightforward with those line items.

Please review the attached invoice and If you agree to the accuracy, I can send this through DocuSign to be electronically signed. Once we submit a signed invoice internally, it generally takes about 30 days for a check to be sent to your site, but it will be the initial startup payment of 50K.

Very best,

--

Redacted

From: Redacted
To: Redacted
Cc: Redacted
Subject: RE: MARCH / CARE / Please Review Affiliation Agreement
Date: Thursday, January 16, 2025 3:05:00 PM
Attachments: [UMB_CARE_Clinical Affiliation Agreement_13NOV24.docx](#)
[image001.png](#)

Dear Redacted,

Before we can finalize your site's affiliation agreement with the UMB MARCH program, we need to resolve two outstanding items:

- Please confirm the **legal entity** name for CARE.
- Please confirm who should be listed to sign such contractual agreements.

Very best,

--

Redacted

From: Redacted
Sent: Wednesday, November 13, 2024 12:36 PM
To: Redacted
Cc: Redacted
Subject: RE: MARCH / CARE / Please Review Affiliation Agreement

Dear Redacted,

Please reference the affiliation agreement regarding your question about liability insurance.

Thanks,

--

Redacted

From: Redacted

Sent: Wednesday, November 13, 2024 12:19 PM

To: Redacted

Cc: Redacted

Subject: Re: MARCH / CARE / Please Review Affiliation Agreement

Hi Redacted,

Thank you for sending this to us. I have shared this with our physician, Dr. Redacted

To your points:

- Can you please share with me your specific liability insurance level requirements?

And yes, we can get this signed before December 4.

All the best,



From: Redacted

Sent: Wednesday, November 13, 2024 10:45 AM

To: Redacted

Cc: Redacted

Redacted

Subject: MARCH / CARE / Please Review Affiliation Agreement

Dear Redacted,

Attached is the clinical affiliation agreement. This document is the formal agreement that allows us to place student learners at CARE. Due to the number of signatories and legal reviews, it tends to take the longest to execute. If you have any questions or concerns regarding this document, please do not hesitate to contact me.

Some items to note:

- UMB School of Medicine is listed only to ensure flexibility in future if MD candidates would ever go through the UMB MARCH program. The current plan is to continue sending APC students.
- There are specific liability insurance level requirements, please let me know if would be any concerns based on your current coverage levels.

Upon your written acceptance back, we will route this document through DocuSign for formal execution. **Could you please have your formal review completed by December 4, 2024?**

Very best,

--

Redacted

Redacted

From: Redacted
To: Redacted
Cc: Redacted
Subject: RE: MARCH / CARE / Please Review Affiliation Agreement
Date: Friday, January 17, 2025 10:23:00 AM
Attachments: [image002.png](#)
[image003.png](#)

Great, thanks so much! I will let you know when we send the affiliation agreement through DocuSign to formally sign it.

Best,

--

Redacted

From: Redacted
Sent: Friday, January 17, 2025 10:21 AM
To: Redacted
Cc: Redacted
Subject: Re: MARCH / CARE / Please Review Affiliation Agreement

Hi Redacted!

- CARE's legal entity name is: CARE Reproductive Health, LLC.
- I should be listed to sign contractual agreements on behalf of our organization - Redacted

All the best,



From: Redacted
Sent: Thursday, January 16, 2025 3:05 PM
To: Redacted
Cc: Redacted
Subject: RE: MARCH / CARE / Please Review Affiliation Agreement

Dear Redacted,

Before we can finalize your site's affiliation agreement with the UMB MARCH program, we need to resolve two outstanding items:

- Please confirm the **legal entity** name for CARE.
- Please confirm who should be listed to sign such contractual agreements.

Very best,

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Redacted

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Sent: Wednesday, November 13, 2024 12:36 PM

To: Redacted

Cc: Redacted

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Thanks,

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Redacted

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Sent: Wednesday, November 13, 2024 12:19 PM

To: Redacted

Cc: Redacted

Subject: Re: MARCH / CARE / Please Review Affiliation Agreement

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Thank you for sending this to us. I have shared this with our physician, Dr. Redacted

To your points:

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And yes, we can get this signed before December 4.

All the best,



From: Redacted

Sent: Wednesday, November 13, 2024 10:45 AM

To: Redacted

Cc: Redacted

Redacted

Subject: MARCH / CARE / Please Review Affiliation Agreement

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- There are specific liability insurance level requirements, please let me know if would be any concerns based on your current coverage levels.

Upon your written acceptance back, we will route this document through DocuSign for formal execution. **Could you please have your formal review completed by December 4, 2024?**

Very best,

--

Redacted

Redacted

From: [Redacted](#)
Cc: [MarchProject](#)
Subject: MARCH / MCATN / Update on APC Student Placement
Date: Friday, January 24, 2025 12:26:12 PM
Attachments: [24JAN25_MCATN_Memo.pdf](#)

Dear Clinical Partner Colleagues,

We are providing you with an administrative update regarding the University of Maryland, Baltimore (UMB) MARCH program and the possible placement of student APC learners at your clinic.

Our opt-in elective did not attract any Doctor of Nursing Practice (DNP) or Physician Assistant (PA) students this semester. We are examining possible reasons for the lack of enrollment and looking to make adjustments accordingly.

However, we view this as a positive step. We believe this is a long-term initiative that requires intentional planning and preparation with your clinic to host your first UMB MARCH program trainee. Additionally, we believe this elective will serve as a pathway for currently practicing community-based Advanced Practicing Clinicians (APCs) to access this type of training.

What does this mean for you?

- **We are still moving forward with creating contractual relationships with your clinic.**

- Once a contract is fully executed and a Purchase Order (PO) number is issued for your clinic, **you will be able to invoice the UMB MARCH program for startup funding.**
 - The startup funding is detailed in line items 20-22 of your budget Excel sheet.
 - This funding is intended as an investment in your clinic for this semester and beyond throughout the duration of the Maryland Clinical Abortion Training Network (MCATN).
 - If you have any questions about your budget, please contact [Redacted](#)

- Contract processing on the University of Maryland, Baltimore side can take up to 2 months. [Redacted](#) is always available if you have questions about the status of your site's contract.

- In the coming months, we will be reaching out to schedule an on-site visit to better understand your flow and operations. This will help the UMB MARCH program team as we plan for future cohorts and understand each site's unique capabilities and capacity. It will also be an excellent opportunity to meet the UMB MARCH program team and your clinic.

Please do not hesitate to reach out directly to [Redacted](#)
with any questions you may have.

On behalf of the entire UMB MARCH program team,

[Redacted](#)
d

--

[Redacted](#)

From: Redacted
To: Redacted
Subject: RE: MARCH / CARE / Additional PIs
Date: Tuesday, March 25, 2025 10:57:00 AM
Attachments: image001.png

Hi Redac,

I was informed by the University today that another lead medical individual will need to be identified at your clinic. Is there anyone else besides Dr. Redacted who can serve as a lead medical individual for the MARCH program at CARE?

Thanks,

--

Redacted

From: Redacted
Sent: Monday, March 3, 2025 10:58 AM
To: Redacted
Subject: Re: MARCH / CARE / Budget Template

Hi Reda,

No, thank YOU! Seriously. You've been very helpful and patient through this process and although it took some time, I'm glad I was able to work on and submit the necessary information so CARE can host UMB students!

Quick question before signing the contract sent over this morning. Our organization is no longer a non-profit, but because this is done for the education and experience of those selecting this elective, would I be able to sign off on the second mark? I've attached an image for reference.

All the best,

Redacted

From: Redacted
Sent: Monday, March 3, 2025 10:24 AM
To: Redacted
Cc: Redacted
Subject: RE: MARCH / CARE / Budget Template

Thanks, Redac.

Attached is what will be submitted internally. I've cleaned up and removed the notes and highlights. I've also increased your clinic's MCATN Network Participation reimbursement to 20K. This is to cover for multiple years in participating in the newly created Maryland Clinical Abortion Training Network (MCATN).

Once your site has a fully executed contract and an assigned Purchase Order (PO) number, you will be able to invoice UMB for line 20 of your budget.

I anticipate this contract process will take about 2 months.

Please feel free to reach out with any status update questions.

Very best,

--
Redacted

From: Redacted
Sent: Tuesday, February 25, 2025 2:40 PM
To: Redacted
Subject: Re: MARCH / CARE / Budget Template

Hi Reda,

Please see the attached document!

All the best,

Redacted

From: Redacted
Sent: Monday, February 24, 2025 10:47 AM
To: Redacted
Subject: RE: MARCH / CARE / Budget Template

Hi Redac,

We'll still need you to complete the budget. We will need to know what your maximum staffing cost will be in a 4-month budgetary period.

Please complete the attached spreadsheet with your site's specific information.

Please complete this by Friday, or CARE won't be able to execute a contract within this budgetary year. This means your clinic's start-up funding will not be provided.

Thanks,

--
Redacted

From: Redacted
Sent: Tuesday, February 18, 2025 4:05 PM
To: Redacted
Subject: Re: MARCH / CARE / Budget Template

Hi Redact,

I appreciate you following up. Our physician has indicated the budget should include \$500/week for the three doctors and then the rest can be adjusted according to the hourly pay for the two nurses and admin.

All the best,
Redac

From: Redacted
Sent: Tuesday, February 18, 2025 3:14:26 PM
To: Redacted
Subject: RE: MARCH / CARE / Budget Template

Hi Redac,

Have you been able to f/u regarding budget? We can provide voluntary faculty appointment, depending on the school, but it doesn't come with any additional benefits. We can discuss more of that once we're closer to a placement.

Best,

--
Redacted

From: Redacted
Sent: Friday, February 7, 2025 11:50 AM
To: Redacted
Subject: Re: MARCH / CARE / Budget Template

Our physician will have a look at the budget template and gather CARE's information and I will send that to you early next week!

A question that came up is will Drs. Redacted and Red have adjunct titles at University of Maryland - Baltimore?

All the best,
Redacted

From: Redacted
Sent: Thursday, February 6, 2025 1:42 PM
To: Redacted
Cc: Redacted
Subject: RE: MARCH / CARE / Budget Template

Redacted

Hi [Redac](#),

I'm following up on my previous email. Due to contracting timelines and the grant's end-of-fiscal-year closing in June, if your site does not agree to any budgetary items before Friday, February 28th, we won't be able to process your contract before Year 2 ends.

Please do not hesitate to reach with any questions.

Best,

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[Redacted](#)

From: [Redacted](#)
Sent: Thursday, January 9, 2025 4:40 PM
To: [Redacted](#)
Cc: [Redacted](#)
Subject: RE: MARCH / CARE / Budget Template

Hi [Redac](#),

Hope you had a lovely holiday time period. Thank you for this, however, this will not pass through contract review internally at UMB.

While I understand your clinical pay is determined based on volume at any given week, we have to determine how much approximately how much an individual's base salary is, and how much effort % they will contribute towards the MARCH program. Based on their base salary and expected effort % worked on the grant, that's how much the MARCH program will pay towards that individual.

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Happy to discuss on a call any further questions.

Best,

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[Redacted](#)

From: [Redacted](#)

Sent: Wednesday, January 8, 2025 11:13 AM
To: Redacted
Subject: Re: MARCH / CARE / Budget Template

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Name	Title	Base Salary Pay	Effort %	Fringe
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All the best,

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From: Redacted
Sent: Friday, December 6, 2024 1:17 PM
To: Redacted
Cc: Redacted
Subject: RE: MARCH / CARE / Budget Template

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Very best,

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Redacted

Redacted

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To: Redacted
Cc: Redacted
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Also, Redacted has departed from our clinic. You can list Redacted as the nursing staff in her place.

I adjusted and attached the budget template. Please let me know if you need any additional information.

All the best,

Redac

From: Redacted
Sent: Friday, December 6, 2024 1:06:02 PM
To: Redacted
Cc: Redacted
Subject: MARCH / CARE / Budget Template

Dear Redac,

Attached is your site's budget template. I've preloaded the information you provided in your completed survey into the attached budget template. You still have opportunities to add or remove anyone from it. This helps us with finalizing contracting amounts that we have to specify internally. I suggest you also add an administrative contact to the budget.

Please return this back to me by December 16.

There are notes in Column J, but please do not hesitate to reach out to me with any questions you may have.

I'm finalizing the Scope of Work and hope to have it to you for review before the December holidays.

Very best,

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Redacted

Redacted