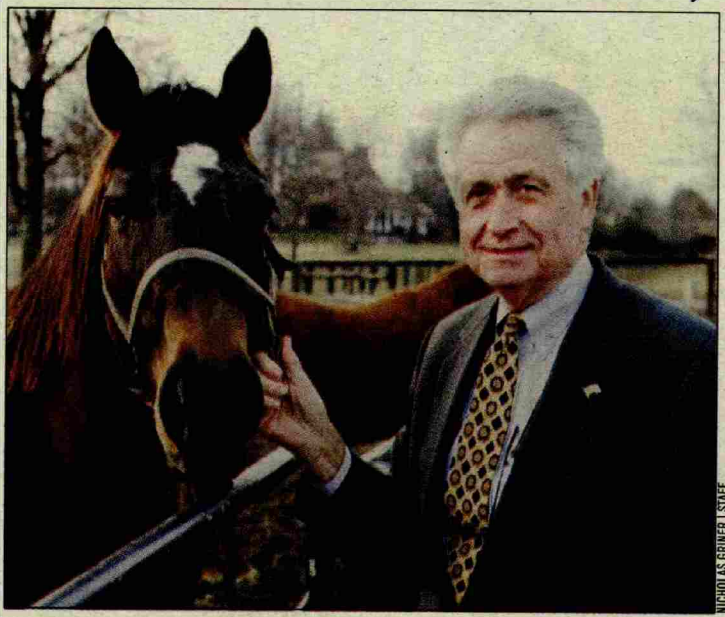




Define power. In our book, it's the people who influence Greater Baltimore in many ways — whether they use their money, pull or talent to make the region a better place to live and work. Meet these power players and find out why they're shaping our destiny.

THE CONNECTORS



JOHN P. MCDANIEL
Former CEO, MedStar Health
Age: 66

Power is ... *"I don't know how to define it, but I know you can't see it."*

John P. McDaniel stepped down as CEO of MedStar Health more than a year ago. And he is no longer chair of the Greater Baltimore Committee, Maryland State Racing Commission or Greater Washington Board of Trade.

But he certainly has not finished making an impression on the Baltimore-Washington region.

Next up for the 66-year-old former health system executive could be an



important behind-the-scenes roll in helping to bridge the disjointed life sciences industry agendas of the neighboring cities. And McDaniel, who still sits on the boards of the GBC, racing commission and Greater Washington Board of Trade, may be uniquely qualified to help make it happen.

After guiding the merger of Baltimore's Helix Health and D.C.'s Medlantic Health-care Group to form MedStar in 1998, McDaniel understands the challenges of marrying the two sides. And with his extensive network of political and civic connections, he can bring the players involved to the same table.

"That's what excites me," McDaniel said, "the opportunity to use the connections between people I know in Baltimore as well as in Washington to foster that life sciences agenda for the entire region."

In Maryland, the industry is estimated to be worth \$29 billion. And Gov. Martin O'Malley has pledged spending more than \$1 billion over the next decade to bolster it.

While McDaniel has not spoken to O'Malley about his plans, the chair of MedStar's foundation has spoken informally about his ideas with U.S. Sen. Ben-

jamin Cardin, Maryland Senate President Thomas V. Mike Miller and state House Speaker Michael E. Busch.

Critical to his plan would be creating links between health care providers, academic medical researchers and biotech business leaders in both Baltimore and D.C. Many economic development leaders overlook the role hospitals and other providers could play in building the industry.

"We need someone who understands the health care delivery and biotech areas," said McDaniel, who owns Hickory Ridge horse-breeding farm in Howard County. "There aren't a lot of folks who know both spaces."

Meanwhile, McDaniel said he also is working with some real estate developers to help create new freestanding ambulatory care centers and medical office parks in the region. One of those facilities could be built at the emerging Metro Centre at Owings Mills, a mixed-used project being developed around the Metro station there.

McDaniel's connection? Whiting-Turner Contracting Co. CEO Willard Hackerman, whose firm is developing part of Metro Centre.