



2001 Medical Parkway
Annapolis, Md. 21401
443-481-1000 | luminishealth.org

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To whom it may concern

I am writing this letter to offer my enthusiastic recommendation for Dr. Farrukh Kidwai as an expert in performance improvement.

I worked with Dr. Kidwai between 2021 and 2024, and can attest to his professionalism and expertise. Throughout our collaboration, he consistently demonstrated a keen understanding of systems improvement, quality methodologies, and change management. We collaborated on many projects together, focusing on hospital length of stay, perioperative oversight, ED throughput, and many others. Dr. Kidwai and his team were indispensable to the organizational improvements achieved over this period.

In addition, Dr. Kidwai trained many of our team in performance improvement, certifying many Six Sigma Green belts throughout the organization. This program was instrumental in expanding PI expertise throughout the organization and culminated in many initiatives that had significant impact. I personally took Dr. Kidwai's course and credit him with greatly increasing my expertise in Lean and Six Sigma concepts. His approach always has an outcome oriented mindset. His students continue to demonstrate the ability to translate PI concepts into practical projects that have improved patient care.

I wholeheartedly support Dr. Kidwai as a performance improvement expert and master trainer who can have significant organizational impact given his knowledge, experience and educational expertise.

Sincerely,

Stephen R. Selinger, M.D.,

Chief Medical Officer

Anne Arundel Medical Center

A handwritten signature in black ink, appearing to read "Stephen Selinger", written over the printed name.