August 6, 2015

Dr. Howard Grant
President and CEO
Lahey Health System
41 Burlington Mall Road
Burlington, MA 01805

Dear Dr. Grant:

The Health Policy Commission (HPC), in collaboration with the Office of the Attorney General (AGO) and the Center for Health Information and Analysis (CHIA), is required by state law to hold annual public hearings concerning health care cost trends in the Commonwealth. (See the Notice of Public Hearing attached as "Exhibit A.") G.L. c. 6D § 8 requires the HPC to identify a representative sample of health care providers and payers as witnesses for the hearing. In accordance with these provisions, Lahey Health System has been identified as a witness and is hereby requested to submit written testimony in response to the questions of the HPC in "Exhibit B" and questions of the AGO in "Exhibit C."

In addition to the submission of written testimony, **you may also be called for oral testimony** on one or more dates of the hearing scheduled for October 5 and 6, 2015. You will receive further information regarding oral testimony in a separate correspondence.

The annual health care cost trends hearing is a public examination into the drivers of health care costs as well as the engagement of experts and witnesses to identify particular challenges and opportunities within the Commonwealth's health care system. This year's hearing will focus on a number of important topics, including the state's performance under the health care cost growth benchmark. Your assistance and active participation in this hearing process will contribute to the on-going public dialogue about how to develop a more affordable, effective, and accountable health care system.

In summary, Lahey Health System is required to:

1. Electronically submit written testimony to HPC, signed under the pains and penalties of perjury, responding to the areas of inquiry identified on the attached "Exhibit B" and "Exhibit C" on or before the close of business on **Friday, September 11, 2015**; and
2. Be prepared to appear at a public hearing to provide oral testimony at some time on October 5 and 6, 2015.

The written testimony should be submitted to HPC-Testimony@state.ma.us. Any and all written testimony will be a public record and will be posted on the HPC's website at www.mass.gov/hpc.

Thank you for your attention to this important matter.

Sincerely,

David Seltz
Executive Director

CC: Karen Tseng, Chief, Health Care Division, Office of the Attorney General
CC: Áron Boros, Executive Director, Center for Health Information and Analysis