

November 25, 2019

**BY EMAIL and FEDEX**

Stephen Davis MBA  
Division of Health Care Facility Licensure and Certification  
Massachusetts Department of Public Health  
67 Forest Street  
Marlborough, MA 01752

Re: Cambridge Public Health Commission (License No. VVA5)  
Conversion of Somerville Emergency Department to Urgent Care

Dear Mr. Davis:

As licensee Cambridge Public Health Commission, d/b/a Cambridge Health Alliance (“CHA”), has communicated with community and internal stakeholders through an extensive engagement process, CHA intends to convert the Emergency Department at its CHA Somerville Hospital campus (the “Somerville ED”) to an urgent care clinic. CHA presently anticipates that the conversion will occur in early April, 2020.

The new CHA Somerville Urgent Care Center will be staffed by emergency medicine physicians and registered nurses. Open daily from 9 a.m. to 9 p.m., it will offer X-rays, lab services/blood tests and IV medications and fluids, all of which are generally not available at other area urgent care centers. Patients requiring higher-level care will have access to the Cambridge Hospital Emergency Department located on the Somerville/Cambridge city line and less than two miles from the CHA Somerville Hospital campus.

The decision to convert the Somerville ED into an urgent care center is driven by changes in patient behavior and the utilization of the service, which has steadily dropped over the past decade. Shifting to urgent care fills a gap in care for underserved populations, offering an innovative and lower-cost option for patients who use the Somerville ED to address urgent health issues while providing a culturally sensitive environment with interpreter services that is not available at other urgent care centers. CHA will continue to welcome all patients regardless of their ability to pay.

Pursuant to and in accordance with 105 CMR 130.122(B), CHA hereby informs the Department of Public Health (the “Department”) of CHA’s intent to submit a notice

AFFILIATED WITH:



Beth Israel Deaconess  
Medical Center



Mass General Hospital  
for Children



HARVARD MEDICAL SCHOOL  
TEACHING HOSPITAL



HARVARD  
SCHOOL OF  
DENTAL MEDICINE



HARVARD  
SCHOOL OF  
PUBLIC HEALTH



Tufts  
UNIVERSITY | School of  
Medicine

of this conversion to the Department as required under this regulation (the “90 Day Notice”). CHA intends to submit the 90 Day Notice at least 90 days before the conversion is planned to occur and at least 30 days after the date of this letter.

In addition to informing the Department, CHA has also informed the following parties of its intent to file a 90 Day Notice regarding the conversion of the Somerville ED to and urgent care clinic:

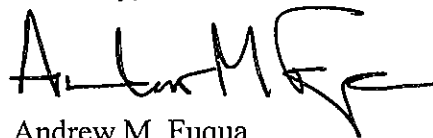
- (1) CHA’s patient and family council;
- (2) Each staff member of CHA;
- (3) Every labor organization that represents CHA’s workforce during the period of the essential services closure;
- (4) The members of the General Court who represent the City of Somerville where the CHA Somerville Hospital campus is located and other communities served by CHA; and
- (5) The Mayor of the City of Somerville and the Somerville City Council.

Copies of the emails informing these parties are attached to this letter.

CHA recognizes that converting the Somerville ED to an urgent care clinic is subject to its meeting all applicable Department Plan Review and licensure requirements for the new urgent care clinic as well as the applicable requirements set forth 105 CMR 130.122.

In the coming months, CHA will conduct an extensive campaign to educate the public, patients and our partners about the change in service and options for care. CHA looks forward to working with the Department, CHA staff and the community to effect this conversion and ensure that CHA continues to meet the health needs of the Somerville community.

Sincerely,



Andrew M. Fuqua  
SVP and General Counsel

Enc.

Email Informing CHA's Patient and Family Council



Fuqua, Andrew <afuqua@challiance.org>

**PFAC: Update on Somerville Plan**

**Cassesso, Mary** <mcassesso@challiance.org> Mon, Nov 25, 2019 at 2:04 PM  
To: Adrienne Frankel <afrankel@challiance.org>, Alexandra Hollencamp <ahollencamp@gmail.com>, Alyson Visser <alysonvisser@gmail.com>, Andrea Taylor <arjtaylor@gmail.com>, Anita Diabate <adiabate@challiance.org>, Barbara August <barbaralaugust@hotmail.com>, Cathy Haines <cathy.haines@gmail.com>, Christine Hoepfner <cnmihoeopfner@gmail.com>, eddie ferreria <mascao123@gmail.com>, Eileen Welch <ejwelch@challiance.org>, Ela Jacek <ejacek@challiance.org>, Judith Medeiros <jmedeiros@challiance.org>, Julia Saggese <jsaggese@challiance.org>, Mariale Celimen Savino <marialecelimen@gmail.com>, Nadine Dorcena <dorcenan@gmail.com>, Nicole O'Connor <noconnor@challiance.org>, Potty Marvin <pollywmarvin@gmail.com>, Richard Balaban <rbalaban@challiance.org>, Sharon DeVos <sharondevos@gmail.com>, Shiksha Mukand <shikshamukand@yahoo.com>, Benjamin Milligan <bmilligan@challiance.org>, Stephen Lui <Lui.stephen.a@gmail.com>, Assaad Sayah <asayah@challiance.org>, "Primeau, Sarah" <sprimeau@challiance.org>  
Cc: Andrew Fuqua <afuqua@challiance.org>

Hi Everyone,  
Thank you for all of your sage counsel, input, and feedback on CHA Services and in particular our commitment in Somerville to ensure a healthy community. I have included a note from our Interim CEO, Dr Assaad Sayah, regarding the conversion of the Somerville Hospital ED to an Urgent Care Center in April 2020. This is a piece of our overall plan for a Healthy Somerville. CHA will be starting the mandated DPH notification process and I wanted you to know. I look forward to continuing to seek your advice and input to ensure a smooth process on this change and other work in the community. Please feel free to contact me with questions and suggestions.  
I hope you and your family have a Happy Thanksgiving!

Best,  
M  
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**Mary Cassesso**  
President, CHA Foundation & Chief Community Officer  
Cambridge Health Alliance  
230 Highland Ave. 5th Floor. Somerville, MA 02143  
Office: 617-591-4091 Fax: 617-591-4003



Dear CHA Staff and Providers,

I am writing to update you on the next steps in the conversion of the CHA Somerville Hospital Emergency Department to an urgent care center in April 2020.

In accordance with Massachusetts Department of Public Health (DPH) regulations, CHA will be formally notifying DPH of this service change at least 90 days before it occurs. We expect to send this notice on or about January 1, 2020. In the coming months, we will conduct an extensive campaign to educate the public, patients and our partners about the change in service and options for care.

The ED conversion is part of a larger CHA Healthy Somerville 2022 strategy that maintains a strong safety net for vulnerable populations, responds to demographic and industry changes, increases access to our core services including primary care and behavioral health and supports our ongoing efforts to deliver an integrated continuum of care. We will keep you informed of any further developments.

Thank you.

Sincerely,

*Assaad Sayah, MD*  
Interim Chief Executive Officer  
Cambridge Health Alliance

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Email Informing All CHA Staff



Fuqua, Andrew &lt;afuqua@challiance.org&gt;

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## Update on Somerville ED conversion to urgent care center

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A Message from Interim CEO Assaad Sayah MD <ceomessage@challiance.org>  
Bcc: afuqua@challiance.org

Mon, Nov 25, 2019 at 2:00 PM



Dear CHA Staff and Providers,

I am writing to update you on the next steps in the conversion of the CHA Somerville Hospital Emergency Department to an urgent care center in April 2020.

In accordance with Massachusetts Department of Public Health (DPH) regulations, CHA will be formally notifying DPH of this service change at least 90 days before it occurs. We expect to send this notice on or about January 1, 2020. In the coming months, we will conduct an extensive campaign to educate the public, patients and our partners about the change in service and options for care.

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Thank you.

Sincerely,

Assaad Sayah, MD  
Interim Chief Executive Officer  
Cambridge Health Alliance

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Email Informing All Labor Organizations Representing CHA Workforce



Fuqua, Andrew &lt;afuqua@challiance.org&gt;

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**Fwd: Update on Somerville ED conversion to urgent care center**

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Curtis, Joy &lt;jocurtis@challiance.org&gt;

Mon, Nov 25, 2019 at 1:09 PM

To: Kris Rondeau <kris.rondeau@huctw.org>, Roland Goff <RGoff@mnarn.org>, JGrogan@mnarn.org, Lisa Valley <lvalley@challiance.org>, Diane Roberto <drobotto@challiance.org>, Lizete Barbosa <lbarbosa@challiance.org>, Donna Mondeau <dmondeau@challiance.org>, Jean Mazzola <jeanmazzola@yahoo.com>, Sharen Froilan <sfroilan@challiance.org>, Nelson Carneiro <ncarneiro@masslaborers.org>, "Richard Kirk Jr." <rkirk@challiance.org>, Michael ORourke <miorourke@challiance.org>, Josephine Brown <jbrown@challiance.org>, Rachel Grenier <rgrenier@challiance.org>, Vinroy Paul <vpaul@challiance.org>, Richard Rose <rrose@challiance.org>, "teamsterslocal122@gmail.com CHA" <teamsterslocal122@gmail.com>, kim.jones@1199.org, preason@cirseiu.org, lireson@local3seiu.com, mbyrnes@local3seiu.com, Paul Travassos <patravassos@challiance.org>, Regina Kelly <rkelly@challiance.org>, Joan Corey <jcorey@teamsterslocal25.com>, bchristo@local877.org, filaine.deronnette@1199.org, Allan Panarese <apanarese@challiance.org>  
Bcc: afuqua@challiance.org

Please see the letter below. A similar notice will be going to all staff later today.



Dear Union Leaders,

I am writing to update you on the next steps in the conversion of the CHA Somerville Hospital Emergency Department to an urgent care center in April 2020.

The new CHA Somerville Urgent Care Center will be staffed by emergency medicine physicians and registered nurses. Open daily from 9 a.m. to 9 p.m., it will offer X-rays, lab services/blood tests and IV medications and fluids, all of which are generally not available at other area urgent care centers. Patients requiring higher-level care will have access to the Cambridge Hospital ED, which is less than two miles from Somerville Hospital and located on the Somerville/Cambridge city line.

The decision to convert the ED into an urgent care center is driven by changes in patient behavior and the utilization of the service, which has steadily dropped over the past decade. Shifting to urgent care fills a gap in care for underserved populations, offering an innovative and lower-cost option for patients who use the ED to address urgent health issues while providing a culturally sensitive environment with interpreter services that is not available at other urgent care centers. CHA will continue to welcome all patients regardless of their ability to pay.

The ED conversion is part of a larger CHA Healthy Somerville 2022 strategy that maintains a strong safety-net for vulnerable populations, responds to demographic and industry changes, increases access to our core services including primary care and behavioral health and supports our ongoing efforts to deliver an integrated continuum of care. It is the culmination of a three-year process in which we received extensive feedback from the community, elected officials, our staff, community partners and other stakeholders to help us understand how we can best serve Somerville and its changing population.

In 2017, CHA and the City of Somerville published the *Wellbeing of Somerville Report* – a health needs assessment that laid the groundwork for the development of a



comprehensive CHA strategy to meet the evolving health needs of the Somerville community. In 2018, a Somerville/CHA Health Care Advisory Group formed to prioritize health needs in the city and offer programming and service recommendations. The group held six "listening sessions" in Somerville neighborhoods in March and April 2018 and conducted a comprehensive survey which received more than 1,000 responses. CHA hosted three more community meetings this summer to present a series of service recommendations and solicit further input.

In July, CHA's Board of Trustees unanimously voted to adopt our Healthy Somerville 2022 strategy, which includes increased primary care access and a new health center in Union Square, renovation of the Central Street Care Center, a new Teen Health Center at the new Somerville High School, ongoing collaboration with the City of Somerville to support its wellness agenda and the aforementioned ED conversion into an urgent care center.

In accordance with Massachusetts Department of Public Health (DPH) regulations, CHA will be formally notifying DPH of this service change at least 90 days before it occurs. We expect to send this notice on or about January 1, 2020. In the coming months, we will conduct an extensive campaign to educate the public, patients and our partners about the change in service and options for care.

We appreciate your support and partnership in improving health in the Somerville community and will keep you informed of any further developments. Please feel free to contact me with any questions.

Sincerely,

Joy

*Joy Curtis  
Senior Vice President/Chief Human Resources Officer  
Cambridge Health Alliance*

**STAY CONNECTED:**



Joy Curtis

pronouns: she, her, hers

**Cambridge Health Alliance**

Senior Vice President, Human Resources

Chief Human Resources Officer

Somerville Campus Room 238

230 Highland Avenue

Somerville, MA 02143



**CH**ange begins with **CHA**...Transforming healthcare!

[jocurtis@challiance.org](mailto:jocurtis@challiance.org)

(Office) 617 591-4513

(Fax) 617 440-7556

Emails Informing Members of the General Court Representing Somerville  
(and other communities in the CHA service area)



Fuqua, Andrew <afuqua@challiance.org>

Update on CHA Somerville Plan

Cassesso, Mary <mcassesso@challiance.org> Mon, Nov 25, 2019 at 2:02 PM
To: "Sal (SEN)" <sal.DiDomenico@masenate.gov>, "Joseph (SEN)" <Joseph.Boncore@masenate.gov>, "Jason (SEN)" <jason.lewis@masenate.gov>, "Paul - Rep. (HOU)" <paul.donato@mahouse.gov>, "Steven - Rep. (HOU)" <Steven.Ultrino@mahouse.gov>, "Jonathan - Rep. (HOU)" <jonathan.hecht@mahouse.gov>, "Jay - Rep. (HOU)" <jay.livingstone@mahouse.gov>, "McGonagle, Joseph - Rep. (HOU)" <Joseph.McGonagle@mahouse.gov>, "Dan.Ryan@mahouse.gov", "RoseLee - Rep. (HOU)" <Roselee.Vincent@mahouse.gov>, "Dave - Rep. (HOU)" <Dave.Rogers@mahouse.gov>, "Brodeur, Paul - Rep (HOU)" <paul.brodeur@mahouse.gov>, "DeLeo, Robert - Rep. (HOU)" <Robert.DeLeo@mahouse.gov>, "Christie (SEN)" <christie.young@masenate.gov>, "Christopher (SEN)" <Christopher.Smith@masenate.gov>, Zach Crowley <zachary.crowley@masenate.gov>, "Jehlen, Patricia (SEN)" <Patricia.Jehlen@masenate.gov>, Christine - Rep Barber <Christine.Barber@mahouse.gov>, Denise Provost <Denise.Provost@mahouse.gov>, "Decker, Marjorie - Rep. (HOU)" <marjorie.decker@mahouse.gov>, "Connolly, Mike - Rep. (HOU)" <mike.connolly@mahouse.gov>
Cc: "Bhambi, Akriti (HOU)" <Akriti.Bhambi@mahouse.gov>, "Bent, Nora (HOU)" <Nora.Bent@mahouse.gov>, "Schaber, Lucas (HOU)" <Lucas.Schaber@mahouse.gov>, David Cecere <dcecere@challiance.org>, Kim Keough <KKeough@challiance.org>, Sarah Primeau <sprimeau@challiance.org>, "Sarah (HOU)" <Sarah.Sabshon@mahouse.gov>, "Barbara (HOU)" <barbara.bishop@mahouse.gov>, "Prendergast, Patrick (HOU)" <patrick.prendergast@mahouse.gov>, "Christopher (HOU)" <christopher.addis@mahouse.gov>, "Kira (HOU)" <kira.arnott@mahouse.gov>, Dianne Lees <dianne.lees@mahouse.gov>, elizabeth.tran@masenate.gov, "Caitlin (HOU)" <Caitlin.Duffy@mahouse.gov>, "Getchell, Sean (HOU)" <sean.getchell@mahouse.gov>, susan.crowley@mahouse.gov, kathl.young@masenate.gov, "Richard (HOU)" <richard.serino@mahouse.gov>, "Iacovino, Zoe (SEN)" <Zoe.Iacovino@masenate.gov>, "Granoff, Emily" <Emily.Granoff@masenate.gov>, Andrew Fuqua <afuqua@challiance.org>

Senators & Representatives,
Thank you for all of your sage counsel, input, and feedback on CHA Services and in particular our commitment in Somerville to ensure a healthy community. I have included a note from our Interim CEO, Dr Assaad Sayah, regarding the conversion of the Somerville Hospital ED to an Urgent Care Center in April 2020. This is a piece of our overall plan for a Healthy Somerville. CHA will be starting the mandated DPH notification process and I wanted you to know. I look forward to continuing to seek your advice and input to ensure a smooth process on this change and other work in the community. Please feel free to contact me with questions and suggestions.
I hope you and your family have a Happy Thanksgiving!

Best,
M
Mary Cassesso
President, CHA Foundation & Chief Community Officer
Cambridge Health Alliance
230 Highland Ave. 5th Floor. Somerville, MA 02143
Office: 617-591-4091 Fax: 617-591-4003



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The ED conversion is part of a larger CHA Healthy Somerville 2022 strategy that maintains a strong safety net for vulnerable populations, responds to demographic and industry changes, increases access to our core services including primary care and behavioral health and supports our ongoing efforts to deliver an integrated continuum of care. We will keep you informed of any further developments.

Thank you.
Sincerely,

[Signature]
Assaad Sayah, MD
Interim Chief Executive Officer
Cambridge Health Alliance



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Reply Reply all Forward

Emails Informing Mayor Curtatone of Somerville and Somerville City Council



Fuqua, Andrew &lt;afuqua@challiance.org&gt;

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**Fwd: Update on Somerville ED conversion to urgent care center**

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**Cassesso, Mary** <mcassesso@challiance.org>

Mon, Nov 25, 2019 at 1:00 PM

To: Joseph Curtatone &lt;JCurtatone@somervillema.gov&gt;

Cc: Doug Kress &lt;dkress@somervillema.gov&gt;, Sarah Primeau &lt;sprimeau@challiance.org&gt;, Andrew Fuqua &lt;afuqua@challiance.org&gt;

Mayor,

Thank you for all of your sage counsel, input, and feedback on CHA Services and in particular our commitment in Somerville to ensure a healthy community. I have included a note from our Interim CEO, Dr Assaad Sayah, regarding the conversion of the Somerville Hospital ED to an Urgent Care Center in April 2020. This is a piece of our overall plan for a Healthy Somerville. CHA will be starting the mandated DPH notification process and I wanted you to know. I look forward to continuing to seek your advice and input to ensure a smooth process on this change and other work in the community. Please feel free to contact me with questions and suggestions.

I hope you and your family have a Happy Thanksgiving!

Best,

M



Dear Stakeholder,

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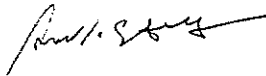
comprehensive CHA strategy to meet the evolving health needs of the Somerville community. In 2018, a Somerville/CHA Health Care Advisory Group formed to prioritize health needs in the city and offer programming and service recommendations. The group held six "listening sessions" in Somerville neighborhoods in March and April 2018 and conducted a comprehensive survey which received more than 1,000 responses. CHA hosted three more community meetings this summer to present a series of service recommendations and solicit further input.

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We appreciate your support and partnership in improving health in the Somerville community and will keep you informed of any further developments. Please feel free to contact me with any questions.

Sincerely,



*Assaad Sayah, MD  
Interim Chief Executive Officer  
Cambridge Health Alliance*

**STAY CONNECTED:**



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**Mary Cassesso**

President, CHA Foundation & Chief Community Officer  
Cambridge Health Alliance  
230 Highland Ave. 5th Floor. Somerville, MA 02143  
Office: 617-591-4091 Fax: 617-591-4003



Fuqua, Andrew <afuqua@challiance.org>

Update on Somerville Plan

Cassesso, Mary <mcassesso@challiance.org> Mon, Nov 25, 2019 at 2:01 PM
To: Katjana Ballantyne <katjana@katjana.org>, Matthew McLaughlin <mattforward1@gmail.com>, Stephanie Hirsch <stephanie@stephaniehirsch.org>, wilfred\_mbah@yahoo.com, Mary Jo Rossetti <aldermanrossetti@gmail.com>, william.a.white@verizon.net, JT Scott <jtscott@somervillema.gov>, Ben Ewen-Campen <benforward3@gmail.com>, Alderman Clingan <aldermanclingan@gmail.com>, Lance Davis <lancedavisward6@gmail.com>, MARK NIEDERGAN <m.niedergang@comcast.net>
Cc: Sarah Primeau <sprimeau@challiance.org>, Andrew Fuqua <afuqua@challiance.org>

Councillors,

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Best,
M

Mary Cassesso
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Thank you.

Sincerely,

Assaad Sayah, MD
Interim Chief Executive Officer
Cambridge Health Alliance

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Reply

Reply all

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