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The Commonwealth of Massachusetts  
HEALTH POLICY COMMISSION  
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DAVID M. SELTZ  
EXECUTIVE DIRECTOR

July 26, 2017

Mr. Alan Macdonald  
President & CEO  
Hallmark Health System  
170 Governors Ave  
Medford, MA 02155

Dear Mr. Macdonald:

The Massachusetts Health Policy Commission (HPC) hosts the **Health Care Cost Trends Hearing** each year to examine the drivers of health care costs, identify particular challenges, and discuss opportunities for improving care and reducing costs in the Commonwealth's health care system. This year's hearing will be held on October 2 and 3 at Suffolk University Law School in Boston.

This prominent two-day public hearing features live, in-person testimony from top health care executives, industry leaders, and government officials. Questions are posed from Massachusetts and national health care experts about the state's performance under the Health Care Cost Growth Benchmark, health care cost drivers, and other health care reform efforts.

Since 2012, pre-filed written testimony has afforded the HPC an opportunity to engage more deeply with Massachusetts health care market participants. State law requires the HPC to seek testimony from a cross-section of the market, including providers (e.g., acute care hospitals, community health centers, physician groups), health plans, and municipalities. All written testimony is a public record, posted on the HPC's website ([www.mass.gov/HPC](http://www.mass.gov/HPC)), and used to inform ongoing policy development work and promote public transparency.

**The HPC has identified Hallmark Health System as an organization required to submit pre-filed written testimony in anticipation of the 2017 hearing.** The questions are attached. Your organization's response should be saved as a Word document and submitted to [HPC-Testimony@state.ma.us](mailto:HPC-Testimony@state.ma.us) by **Friday, September 8, 2017**. Please expect to receive an email in August indicating whether your organization will be called upon to provide in-person testimony.

Your active participation in this process contributes to the ongoing public dialogue about how to develop a more affordable, effective, and accountable health care system. Thank you for your attention to this important matter.

Sincerely,

A handwritten signature in black ink, appearing to read "David Seltz".

David Seltz  
Executive Director

CC: Eric Gold, Deputy Chief, Health Care Division, Office of the Attorney General  
CC: Ray Campbell, Executive Director, Center for Health Information and Analysis