



The Commonwealth of Massachusetts  
HEALTH POLICY COMMISSION  
50 MILK STREET, 8TH FLOOR  
BOSTON, MASSACHUSETTS 02109  
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STUART H. ALTMAN  
CHAIR

DAVID M. SELTZ  
EXECUTIVE DIRECTOR

August 13, 2018

Ms. Christine Schuster  
President and CEO  
Emerson Hospital  
133 Old Rd to 9 Acre Corner  
Concord, MA 01742

Dear Ms. Schuster:

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 16 and 17 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 Emerson Hospital as an organization required to submit pre-filed written testimony in anticipation of the 2018 hearing.** The questions are attached. Your organization's response should be saved as a Word document and submitted to [HPC-Testimony@mass.gov](mailto:HPC-Testimony@mass.gov) by **Friday, September 14, 2018**. Please expect to receive an email in the coming weeks 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