

December 18, 2020

BY ELECTRONIC MAIL

Massachusetts Department of Public Health
Determination of Need Program
250 Washington Street
Boston, MA 02511
Attn: Lara Szent-Gyorgi, Director

RE: Cambridge Health Alliance: Addition of Inpatient Psychiatric Beds

Dear Ms. Szent-Gyorgi:

In accordance with the Updated Guidance dated November 24, 2020 issued by the Determination of Need Program (the "Updated Guidance"), Cambridge Public Health Commission, d/b/a Cambridge Health Alliance ("CHA"), an acute care hospital, hereby notifies the Massachusetts Department of Public Health (the "Department") that CHA intends to add inpatient psychiatry beds at its existing facilities as described in Section B below ("the "Proposed Project").

A. Identity of Applicant/ Health Care Facility.

CHA is the Applicant and the Health Care Facility where the inpatient psychiatry beds are proposed to be added. CHA is a licensed acute care hospital currently operating two inpatient hospital campuses and 17 satellite locations, including the former Somerville Hospital campus, under a single acute care hospital license issued by the Department (License No. VVA5.)

B. Description of the Proposed Project.

CHA has worked closely with the Department of Mental Health ("DMH") and MassHealth to develop a plan to address the growing demand for inpatient psychiatric care arising from the COVID-19 pandemic. Out of this collaboration, CHA has developed the plan described below to (1) add 64 new inpatient psychiatry beds, consisting of 42 net new youth beds and 22 new adult beds, and (2) provide new services to address the needs of special populations identified as priorities DMH and MassHealth.

1. Inpatient Center of Excellence for Child and Adolescent Psychiatry at the CHA Somerville Campus

The Proposed Project will create a new patient- and family-centered child and adolescent inpatient psychiatry center of excellence at the CHA Somerville Hospital campus¹, resulting in an

¹ The former CHA Somerville Hospital campus was licensed by the Department as a hospital campus until April 29, 2020. The site is currently licensed as a satellite facility and will need to be re-licensed as a hospital campus in connection with the Proposed Project.

AFFILIATED WITH:



M=General Hospital
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HARVARD MEDICAL SCHOOL
TEACHING HOSPITAL



expanded scope of services and adding 42 new youth beds. The following units and services will be located at this center of excellence:

- a. **21 Bed Adolescent Assessment Unit.** CHA will relocate the current 14 bed Adolescent Assessment Unit (the "AAU") from the CHA Cambridge Hospital campus to a new 21 bed unit at the CHA Somerville Hospital campus for a net increase of 7 adolescent inpatient beds. CHA is presently assessing design options to maximize the number of single bed patient rooms and better maintain unit capacity.
- b. **Two 12 Bed Child Assessment Units.** CHA will relocate the current 13 bed Child Assessment Unit from the CHA Cambridge Hospital campus to two new 12 bed unit at the CHA Somerville Hospital campus for a net increase of 11 child inpatient beds. To better maintain unit capacities , all patient rooms will be single bed rooms.
- c. **Two 12 Bed Youth Neuro-Developmental Units.** To provide for patients with complex neuro-developmental needs who are frequently sent outside Massachusetts for services, CHA will create two new 12 bed neuro-developmental units, one for children and one for adolescents through age 20. All patient rooms will be single-bed rooms.
- d. **Evaluation Unit.** On the main floor of the Somerville campus, CHA will build out an evaluation unit for assessing and triaging youth presenting in psychiatric crisis.

CHA is collaborating closely with DMH and MassHealth to ensure the Proposed Project meets the needs of patients in the Commonwealth. The specific mix of youth beds may be adjusted based on the ongoing discussions among CHA, MassHealth, and DMH.

2. **22 New Adult Psychiatry Beds at CHA Cambridge Hospital Campus.**

- a. **New 14 Bed Adult Inpatient Unit.** CHA will remodel and convert the existing Adolescent Assessment Unit at the CHA Cambridge Hospital campus to a new 14 bed adult inpatient psychiatry unit.
- b. **New 8 Bed Adult Intensive Unit.** CHA will remodel and convert the existing Child Assessment Unit at the CHA Cambridge Hospital campus to a new 8 bed inpatient psychiatry unit for more acutely ill adult inpatient psychiatry who require a more intensive level of psychiatric care. This new unit will have single bed rooms in an appropriate setting to care for complex patients who require specialized programming.

This unit will provide new access for the highest acuity patients who make up a high portion of the psychiatric patients boarding in emergency departments because of difficulties in placing these patients. By providing a distinct specialized setting to care for the highest acuity patients who require single rooms, this unit will also improve access to and improve the clinical environment of CHA's other adult units.

3. Summary Charts of Bed Changes.

a. Beds by Service.

Service	Current	Uuon Project Comuletion
Adult	40 beds*	62 beds
Geriatric	22 beds	22 beds
Child	13 beds	24 beds
Ado lescent	14 beds**	21 beds
Youth Neuro-Developmental	- - -	24 beds - 12 child beds - 12 adolescent beds
TOTAL:	89 beds	153 beds

b. Beds by Unit.

Camuus/ Unit	Current	Uuon Project Comuletion
Cambridge - Cahill 4*	18 Adult	18 Adult - no change
Cambridge - Cahill 3	14 Adolesce nt**	14 Adult
Cambridg e - 7 West	13 Child	8 Adult (intens ive)
Somerville - 2d Floor	- - -	21 Adolescent
Somerville - 5t h Floor	- - -	24 Neuro-developmental beds - 12 bed Child unit - 12 bed Adolescent unit
So merville - 6thFloor	- - -	24 Child (Two 12 bed units)
Everett - West 2	22 Adult	22 Adult - no change
Everett - Lewis 2	22 Geriatric	22 Geriatric - no change

* CHA currently has a total of 35 licensed adult psychiatry beds attributed to its Cambridge Hospital campus, of which 18 are in service.

** CHA currently has a total of 20 licensed adolescent psychiatry beds attributed to its Cambridge Hospital campus, of which 14 are in service.

4. Timeframe for Proposed Project. The current anticipated timeline for the Proposed Project is as follows:

- January 2021: Anticipated project start;
- April-June 2021 (Month 4-6): Target date for opening the new Adolescent Assessment Unit;
- December 2021 (Month 12): Target date for opening the new Child Assessment Units and the new neuro-developmental units; and
- March-April 2022 (Month 15-16): Target date for opening the new adult units at the CHA Cambridge Hospital campus.

This timeline is based on conceptual designs and is subject to updates based on feedback from the outside architects, engineers and contractors being engaged by CHA.

CHA's objective is to bring the new/ expanded services online as expeditiously as possible. Throughout the planning and construction process CHA will assess opportunities for expediting project elements and opening units on a more accelerated schedule.

C. Why the Proposed Project is Needed to Address COVID-19 Emergency.

Because it will add inpatient psychiatric beds and thereby increase access to inpatient psychiatric services, the Proposed Project is necessary to manage and treat the COVID-19 virus. As the Department has determined, "[i]ndividuals with pre-existing psychiatric or substance use disorders are likely at higher risk for negative outcomes related to [] COVID-19" and "Emergency Department boarding has increased exponentially for both adult and pediatric patients needing psychiatric care." In addition, in recent years the overall inpatient psychiatric bed capacity in the Commonwealth has decreased by 270 beds. By adding 42 new inpatient psychiatric beds for youth, including services for special populations, and 22 new inpatient psychiatric beds for adults the Proposed Project will directly reduce the Commonwealth's shortage of inpatient psychiatric beds and directly respond to the increased demand for mental health services caused by the COVID-19 pandemic. In addition, establishing the new specialized unit for the most acute adult patients will further increase inpatient psychiatric capacity. The increased capacity resulting from the added beds and new service offerings will reduce the strains on CHA and other hospitals as they strive to provide care simultaneously for COVID-19 patients and patients with acute psychiatric needs.

D. Location and Projected Costs of the Project.

1. Location. The Proposed Project will be located at two existing CHA sites:

- a. The relocation and expansion of child and adolescent inpatient psychiatry services and the addition of new inpatient neuro-developmental services for youth will occur at the former CHA Somerville Hospital campus located at 230 Highland Street/ 33 Tower Street, Somerville, Massachusetts 02143.
- b. The expansion of inpatient adult services, including the new intensive service for the most acutely ill patients will occur at the CHA Cambridge Hospital campus located at 1493 Cambridge Street, Cambridge, Massachusetts 02139.

2. Estimated Project Costs.

CHA currently estimates the Proposed Project will cost approximately \$33,250,000.

The following table provides a breakdown of the current estimated project costs.

Campus	Estimated Capital Costs	Estimated Non-Capital Project Expenses (1)	Estimated Start-Up Operational Expenses (2)
CHA Somerville	\$25,250,000	\$2,800,000	\$4,100,000
CHA Cambridge	\$900,000	\$200,000	
Total:	\$26,150,000	\$3,000,000	\$4,100,000

(1) Non-Capital Project Expenses: Phone and IT systems and hardware, minor equipment and furnishings, relocation, permitting and other fees.

(2) Unreimbursed Start-up Operational Costs: Recruitment and one month training costs for approximately 150 FTEs and two months ramp up for new youth neuro-developmental and adult psychiatry ICU units.

Although it factors in contingencies, this estimate is subject to revision based on further construction and engineering needs identified as final architectural and engineering plans are developed and other needs identified during the course of construction.

Capital costs (*i.e.*, construction expense) may also exceed the above amounts if CHA expedites some or all of the project elements to sooner bring beds on line.

Please direct any questions or comments about this notification to CHA's General Counsel Andrew Fuqua at afuqua@challiance.org or (617) 665-1789.

This notification is signed on the date first written above under the pains and penalties of perjury.

Yours truly,

A stylized signature consisting of the lowercase letters 'ft' followed by two slanted parallel lines and a period.

/ David Sayah, MD
Chief Executive Officer