

STEWARD CARNEY HOSPITAL, INC. TRANSITION AND CLOSURE PLAN  
August 12, 2024

The document serves to inform the Massachusetts Department of Public Health of Steward Healthcare’s transition plan for the proposed closure of Steward Carney Hospital, Inc (the “hospital”). The Carney Hospital inpatient operations, located at 2100 Dorchester Avenue, Dorchester MA 02124 will be phased down with a planned closure date of August 31, 2024.

Due to continued financial issues, Steward Healthcare is no longer able to continue operating Carney Hospital. Due to the hospital relying on a Medicare/Medicaid Payor mix of 73.8%, as well as a decreased number of discharges, denied claims post-discharge, credit issues, and the ongoing need for capital expenditures and repairs to the physical plant and equipment, it has become financially impossible to continue hospital operations.

Two public hearings will be held, one virtual and the second in person. The in person public hearing will be held on August 13, 2024, at Florian Hall, 55 Hallett Street, Dorchester MA 02124. The virtual public hearing will be held on August 14, 2024.

To provide a safe and orderly transition and closure, the Hospital is providing the following information necessary for preserving access to healthcare in the Carney Hospital service area.

**Pursuant to 105 CMR 130.122(F) the hospital provides the following information by service line:**

- (1) Information on utilization of the service prior to proposed closure.**
- (2) Information on the location and service capacity of alternative delivery sites.**
- (3) Travel times to alternative service delivery sites.**
- (4) An assessment of transportation needs post discontinuance and a plan for meeting those needs.**
- (5) A protocol that details mechanisms to maintain continuity of care for current patients of the discontinued service; and,**
- (6) A protocol that describes how patients in the service areas will access the services at alternative delivery sites.**

**Medical and Surgical Services**

12- month utilization of services: July 1, 2023- June 30, 2024

<b>Inpatient Discharges</b>	<b>12 Month Utilization</b>
Medical-Surgical	1,512

Elective admission to inpatient units will cease on August 16, 2024.

All patients will receive options for care, the opportunity to continue with the physicians providing their care, if able, and will have access to their medical records.

Inpatients are being followed by case management, and/or social work service to assure a safe and orderly discharge/transfer prior to the closure date. All required in-home, and outpatient services will be

arranged prior to discharge. Patients being transferred to another medical facility or long-term care facility will be transferred by ambulance or chair car as indicated. All patients will receive a follow up appointment with their provider, or a referral to a preferred provider when indicated.

Previously scheduled surgical cases will continue as scheduled until August 19, 2024. Any patient scheduled after this date have been contacted by their provider to reschedule for an alternative date, facility, and provider, if necessary.

There are 3 hospitals within close driving distance of Carney Hospital. Driving distances range from 2.9 miles to 12 miles. Off-peak drive times range from 6 to 31 minutes and peak travel drive time range from 14 minutes to 1 hour as below **See Appendix A: Alternate Delivery Sites with Travel Time & Mileage**

Carney to Beth Israel Deaconess Milton Hospital: 2.2 miles.

- Off-peak travel time: 6 minutes
- Peak travel time: 14 minutes

Carney to Boston Medical Center: 6.1 miles

- Off-Peak travel time: 31 minutes
- Peak travel time: 31 minutes

Carney to St. Elizabeth Medical Center: 12 miles.

- Off-peak travel time: 30 minutes
- Peak travel time: 30 minutes to 1 hour

Public transportation is available for residents of Dorchester to other local health facilities. Beth Israel Deaconess in Milton is an 8-minute bus ride from Dorchester (Ashmont stop). This bus leaves every 30 minutes. St. Elizabeth Medical Center and Boston Medical Center can also be accessed via the commuter rail using the Red line or by MBTA using the Ashmont stop. Other options include the use of Uber, Lyft, and local taxi services. There are also several agencies within the Carney area that provide transportation services to seniors.

- Age Strong Shuttle offers free transportation to Boston residents aged 60 and over. They can be reached at 617-635-3000 or via email at <https://www.boston.gov/departments/age-strong-commission/age-strong-shuttle>
- Care.Com provides transportation for non-urgent medical appointments and can be reached at <https://www.care.com/senior-transportation/dorchester-ma>

### **Intensive Care Unit**

12- month utilization of services: July 1, 2023- June 30, 2024

<b>Inpatient Discharges</b>	<b>12 Month Utilization</b>
Intensive Care	152

Elective admissions to inpatient units will cease on August 16, 2024.

All patients will receive options for care, the opportunity to continue with the physicians following them if able and will have access to their medical records.

Any patients in the Intensive Care Unit that requires continued critical care after the August 23, 2024, will be transferred according to existing hospital protocol.

All inpatients are being followed by case management, and/or social work service to assure a safe and orderly discharge/transfer prior to the closure date. All required in home, and outpatient services will be arranged prior to discharge. Patients being transferred to another medical facility or long-term care facility will be transferred by ambulance or chair car as indicated. All patients will receive a follow up appointment with their provider, or a referral to a preferred provider when indicated.

There are 3 hospitals within driving distance of Carney Hospital that can provide emergency needs and service. Driving distances range from 2.9 miles to 12 miles. Off-peak drive times range from 6 to 31 minutes and peak travel drive time range from 14 minutes to 1 hour as below: **See Appendix A**

Carney to Beth Israel Deaconess Milton Hospital: 2.2 miles.

- Off-peak travel time: 6 minutes
- Peak travel time: 14 minutes

Carney to Boston Medical Center: 6.1 miles

- Off-Peak travel time: 31 minutes
- Peak travel time: 31 minutes

Carney to St. Elizabeth Medical Center: 12 miles.

- Off-peak travel time: 30 minutes
- Peak travel time: 30 minutes to 1 hour

Public transportation is available for residents of Dorchester to other local health facilities. Beth Israel Deaconess in Milton is an 8-minute bus ride from Dorchester(Ashmont stop). This bus leaves every 30 minutes. St. Elizabeth Medical Center and Boston Medical Center can also be accessed via the commuter rail using the Red or Orange line via MBTA using the (Ashmont) stop. Other options include the use of Uber, Lyft, and local taxi services.

There are also several agencies within the Carney area that provide transportation services to seniors.

- Age Strong Shuttle offers free transportation to Boston residents aged 60 and over. They can be reached at 617-635-3000 or via email at <https://www.boston.gov/departments/age-strong-commission/age-strong-shuttle>
- Care.Com provides transportation for non-urgent medical appointments and can be reached at <https://www.care.com/senior-transportation/dorchester-ma>

### **Pediatric Service**

12- month utilization of services: July 1, 2023- June 30, 2024

Inpatient Discharges	12 Month Utilization
Pediatrics	0

The 7 licensed pediatric beds at Carney Hospital have been temporarily out of service. All Pediatric patients presenting to the emergency department will continue to be transferred to local hospitals with inpatient pediatric units until closure of the Emergency Department of August 30, 2024. Pediatric patients requiring admission will continue to be transferred to local hospitals with inpatient Patients requiring outpatient follow-up, will be referred to their pediatrician or specialist.

All patients will receive option for care, the opportunity to continue with the physicians following them if able and will have access to their medical records.

There are 2 Children’s hospitals within driving distance of Carney Hospital who can provide pediatric care. **See Appendix A**

Carney to Boston Children’s Hospital: 6.6 miles

- Off-Peak travel time: 18 - 35 minutes
- Peak travel time: 28 minutes – 1 hour

Carney to Mass General Hospital for Children: 9.2 miles

- Off-peak travel time: minutes
- Peak travel time: 20 – 40 minutes

Public transportation is available for residents of Dorchester to other local health facilities. All pediatric hospitals can be accessed via the commuter rail using either the Red line or Orange line or via the MBTA system using Bus 24 Ashmont stop. Other options include the use of Uber, Lyft, and local taxi services.

### **Psychiatric Service**

12- month utilization of services: July 1, 2023- June 30, 2024

<b>Inpatient Discharges</b>	<b>12 Month Utilization</b>
Adolescent	228
Adult	527
Older Adult	104

Admission to inpatient Adolescent, Adult, and Older Adult Behavioral Health Units ceased on July 29, 2024.

A working group was established to facilitate the safe discharge for all patients prior to August 26<sup>th</sup>, 2024. The purpose of this group is to identify and eliminate barriers to discharge planning and facilitate a safe discharge or transfer. This group meets each weekday and membership includes EOHHS Manager of Complex Discharge Support, Vice President of Behavioral Health Services for Steward, Carney Hospital Director of Social Work, Carney Hospital Behavioral Health Director, Steward Chief Financial & Administrative Officer, North Region (member of Clinical Command Center) and Steward Senior Director of Quality & Regulatory (member of Clinical Command Center). Patients, family, and care givers are also included in this process and must be agreeable to the discharge plan.

Steward in collaboration with the Mass DPH and Mass DMH is in the process of re-licensing Good Samaritan Medical Center’s 16-bed Geriatric Psychiatry Unit. These beds were taken offline to increase medical surgical capacity in response to the Brockton Hospital fire.

There are 3 hospitals within driving distance of Carney Hospital that can supply emergency stabilization for psychiatric patients. Driving distances range from 2.9 miles to 12 miles. Off-peak-drive times range from 6 to 31 minutes and peak travel drive time range from 14 minutes to 1 hour as below. **See Appendix A.**

In addition, the following alternative behavioral health facilities having adult, adolescent, and geriatric inpatient Psychiatric Units have been identified (**See Appendix B Massachusetts DMH Licensed Hospitals**). Admission to these units is determined by providers at the referring Emergency Department.

Carney to Beth Israel Deaconess Milton Hospital: 2.2 miles.

- Off-peak travel time: 6 minutes
- Peak travel time: 14 minutes

Carney to Boston Medical Center: 6.1 miles

- Off-Peak travel time: 31 minutes
- Peak travel time: 31 minutes

Carney to St. Elizabeth Medical Center: 12 miles.

- Off-peak travel time: 30 minutes
- Peak travel time: 30 minutes to 1 hour

Public transportation is available for residents of Dorchester to other local health facilities. Beth Israel Deaconess in Milton is an 8-minute bus ride from Dorchester. St. Elizabeth Medical Center and Boston Medical Center can also be accessed using the commuter rail via the Red or Orange Line or via MBTA using the Ashmont stop. Other options include the use of Uber, Lyft, and local taxi services.

### **Outpatient Surgery**

12-month utilization of services: July 1, 2023- June 30, 2024

<b>Outpatient</b>	<b>12 Month Utilization</b>
Outpatient Surgical Procedures	1,401

Outpatient surgical services will cease on August 19, 2024. Individual provider requests for outpatient procedures, will be reviewed on a case-by-case basis until August 23, 2024, and will be approved based on staff and supply availability. All patients will receive options for care, the opportunity to continue with the physicians providing their care, if able, and will have access to their medical records.

Information regarding future appointments will be provided to patients by mail and/or telephone calls. This information will detail the name, date, and time of the appointment impacted by the hospital closure. The communication will also include information on a process to reschedule the appointment at another location and the Patient Assistance Line phone number. **See Appendix D Patient Letters**

There are 3 hospitals within driving distance of Carney Hospital that can supply surgical services to patients. Driving distances range from 2.9 miles to 12 miles. Off-peak drive times range from 6 to 31 minutes and peak travel drive time range from 14 minutes to 1 hour as below: **See Appendix A**

Carney to Beth Israel Deaconess Milton Hospital: 2.2 miles.

- Off-peak travel time: 6 minutes
- Peak travel time: 14 minutes

Carney to Boston Medical Center: 6.1 miles

- Off-Peak travel time: 31 minutes
- Peak travel time: 31 minutes

Carney to St. Elizabeth Medical Center: 12 miles.

- Off-peak travel time: 30 minutes
- Peak travel time: 30 minutes to 1 hour

Public transportation is available for residents of Dorchester to other local health facilities. Beth Israel Deaconess in Milton is an 8-minute bus ride from Dorchester(Ashmont stop). This bus leaves every 30 minutes. St. Elizabeth Medical Center and Boston Medical Center can also be accessed via the commuter rail using the Red or Orange line via MBTA using the (Ashmont) stop. Other options include the use of Uber, Lyft, and local taxi services.

There are also several agencies within the Carney area that provide transportation services to seniors.

- Age Strong Shuttle offers free transportation to Boston residents aged 60 and over. They can be reached at 617-635-3000 or via email at <https://www.boston.gov/departments/age-strong-commission/age-strong-shuttle>
- Care.Com provides transportation for non-urgent medical appointments and can be reached at <https://www.care.com/senior-transportation/dorchester-ma>

**Endoscopy Services**

12 moth utilization of services: July 1, 2023- June 30, 2024

Outpatient	12 Month Utilization
Endoscopy Procedures	2,750

Endoscopy procedures will cease on August 16<sup>th</sup>. Carney Steward Medical Group (SMG) employed gastroenterologist will remain in the Seton Medical Office Building (MOB) providing GI endoscopy services at Good Samaritan Medical Center. Carney and SMG, in conjunction with the physician’s office staff, will notify patients of the change in location for procedural services.

**Driving distance from Carney Hospital to Good Samaritan Medical Center: 14.8 miles**

Off peak travel time: 24- 35 minutes

Peak travel time: 26 – 40 minutes

Information regarding future appointments will be provided to patients by mail and/or telephone calls. This information will detail the name, date, and time of the appointment impacted by the hospital closure. The communication will also include information on a process to reschedule the appointment and the Patient Assistance Line phone number.

**Pain Clinic Services**

12 – month utilization of services: July 1, 2023- June 30, 2024

<b>Outpatient</b>	<b>12 Month Utilization</b>
Pain Clinic Procedures	2,348

Pain clinic services will cease on August 16<sup>th</sup>, 2024.

Information regarding future appointments will be provided to patients by mail and/or telephone calls. This information will detail the name, date, and time of the appointment impacted by the hospital closure. The communication will also include information on a process to reschedule the appointment and the Patient Assistance Line phone number.

The following pain specialists have been identified in the community.

Provider	Address	Estimated Travel Time
Hyde Park Pain Management	923 Hyde Park Hyde Park MA. 02136	Off Peak: 14 minutes
		Peak: 14 – 24 minutes
Boston Pain Clinic	188 Providence St., Hyde Park MA. 02136	Off Peak: 15 minutes
		Peak: 26 minutes

Public transportation is available for residents of Dorchester to other local health facilities. Beth Israel Deaconess in Milton is an 8-minute bus ride from Dorchester(Ashmont stop). This bus leaves every 30 minutes. St. Elizabeth Medical Center and Boston Medical Center can also be accessed via the commuter rail using the Red or Orange line via MBTA using the (Ashmont) stop. Other options include the use of Uber, Lyft, and local taxi services.

There are also several agencies within the Carney area that provide transportation services to seniors.

- Age Strong Shuttle offers free transportation to Boston residents aged 60 and over. They can be reached at 617-635-3000 or via email at <https://www.boston.gov/departments/age-strong-commission/age-strong-shuttle>
- Care.Com provides transportation for non-urgent medical appointments and can be reached at <https://www.care.com/senior-transportation/dorchester-ma>

**Diagnostic Imaging**

Diagnostic Imaging consists of the following specific modalities:

Modality	12 Month Utilization
General Radiology	5,681
General Ultrasound	2,487
Digital 3D Mammography	3,092
CT scan	1,557
Magnetic Resonance Imaging (MRI)	958
ECHO	1,238
Stereotactic breast biopsy	8
Bone Densitometry	367

Diagnostic Imaging services will cease on August 26<sup>th</sup>, 2024. All patients scheduled after this date have been referred to an alternative provider.

Information regarding future appointments will be provided to patients by mail and/or telephone calls. This information will detail the name, date, and time of the appointment impacted by the hospital closure. The communication will also include information on a process to reschedule the appointment and the Patient Assistance Line phone number.

We have identified the following alternate diagnostic radiology sites in the Dorchester and surrounding community that provide outpatient diagnostic tests. **(See Appendix C: Diagnostic Imaging Alternate Site with Milage and Travel Times)**

Alternate Facility	Cat Scan	MRI	X-Ray	PET Scan	Bone Density	Mammo-gram	Sleep Studies	Ultrasound	Lab	Travel Times
St. Elizabeth Medical Center	Yes	Yes	Yes	Yes	No	Yes	Yes	Yes	Yes	12 miles Off-peak travel time: 18 - 30 min Peak travel time: 30 min to 1 hr.
South Shore Hospital	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	11 miles Off-peak travel time: 30 minutes Peal travel time: 28 min to 1 hr.
Longwood MRI	No	Yes	No	No	No	No	No	No	No	7.3 miles Off-peak travel time: 20 – 40 min Peak travel time: 24 – 55 min
Boston Medical Center	Yes	Yes	Yes	Yes	No	Yes	Yes	Yes	Yes	12 miles Off-peak travel time: 12-22 min Peak travel time: 20-45 min
Mass General Hospital	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	9 miles Off-peak travel time: 24 min Peak travel time: 20 to 40 min



Alternate Facility	Cat Scan	MRI	X-Ray	PET Scan	Bone Density	Mammo-gram	Sleep Studies	Ultrasound	Lab	Travel Times
Atrius Health	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	8 miles Off-peak travel time: 20-40 min Peak travel time: 22-25 min
Shield's MRI	Yes	Yes	No	Yes	No	No	No	No	No	1.1 Miles Off-peak travel time: 4-8 min Peak travel time: 5-12 min
Quest Diagnostics	No	No	No	No	No	Yes	No	No	Yes	2 Miles Off-peak travel time: 7-10 min Peak travel time: 8-12 min

Public transportation is available for residents of Dorchester to other local health facilities. Beth Israel Deaconess in Milton is an 8-minute bus ride from Dorchester(Ashmont stop). This bus leaves every 30 minutes. St. Elizabeth Medical Center and Boston Medical Center can also be accessed via the commuter rail using the Red or Orange line via MBTA using the (Ashmont) stop. Other options include the use of Uber, Lyft, and local taxi services.

There are also several agencies within the Carney area that provide transportation services to seniors.

- Age Strong Shuttle offers free transportation to Boston residents aged 60 and over. They can be reached at 617-635-3000 or via email at: <https://www.boston.gov/departments/age-strong-commission/age-strong-shuttle>
- Care.Com provides transportation for non-urgent medical appointments and can be reached at: <https://www.care.com/senior-transportation/dorchester-ma>

Requests for Diagnostic imaging studies for former Carney Hospital patients can be requested by contacting Saint Elizabeth's Medical Center Radiology Department. Letters will be mailed to physician practices and patient outlining the process for requests.

***Saint Elizabeth's Medical Center – Radiology Department***  
736 Cambridge Street  
Brighton, MA 02135  
(617) 789-3000

**PET Scan**

12-month utilization of services:

Outpatient	12 Month Utilization
PET Scan	13

PET Scan services will cease on August 26, 2024. All patients scheduled after this date have been referred to an alternative provider.

Information regarding future appointments will be provided to patients by mail and/or telephone calls. This information will detail the name, date, and time of the appointment impacted by the hospital

closure. The communication will also include information on a process to reschedule the appointment and the Patient Assistance Line phone number.

There are 3 hospitals within driving distance of Carney Hospital that can provide PET Scan services. Driving distances range from 2.9 miles to 12 miles. Off-peak drive times range from 6 to 31 minutes and peak travel drive time range from 14 minutes to 1 hour as below: **See Appendix A**

Carney to Boston Medical Center: 6.1 miles

- Off-Peak travel time: 31 minutes
- Peak travel time: 31 minutes

Carney to Beth Israel Deaconess Milton Hospital: 2.2 miles.

- Off-peak travel time: 6 minutes
- Peak travel time: 14 minutes

Carney to St. Elizabeth Medical Center: 12 miles.

- Off-peak travel time: 30 minutes
- Peak travel time: 30 minutes to 1 hour

Outpatient	12 Month Utilization
Nuclear Medicine	427

Nuclear medicine services ended on August 1, 2024. All patients scheduled after this date have been referred to an alternative provider.

Information regarding future appointments will be provided to patients by mail and/or telephone calls. This information will detail the name, date, and time of the appointment impacted by the hospital closure. The communication will also include information on a process to reschedule the appointment and the Patient Assistance Line phone number.

There are 3 hospitals within driving distance of Carney Hospital that can provide Nuclear Medicine services. Driving distances range from 2.9 miles to 12 miles. Off-peak drive times range from 6 to 31 minutes and peak travel drive time range from 14 minutes to 1 hour as below: **See Appendix A**

Carney to Boston Medical Center: 6.1 miles

- Off-Peak travel time: 31 minutes
- Peak travel time: 31 minutes

Carney to Beth Israel Deaconess Milton Hospital: 2.2 miles.

- Off-peak travel time: 6 minutes
- Peak travel time: 14 minutes

Carney to St. Elizabeth Medical Center: 12 miles.

- Off-peak travel time: 30 minutes
- Peak travel time: 30 minutes to 1 hour

Outpatient	12 Month Utilization
Primary Stroke Services	92

Carney is a designated Primary Stroke Service (PSS) Hospital in Region 4. Admission to inpatient Admissions to inpatient units will cease on August 16, 2024.

Patients requiring admission following medical screening examination will be transferred to the closest primary stroke center.

All inpatients are being followed by case management, and/or social work service to assure a safe and orderly discharge/transfer prior to the closure date. All required in home, and outpatient services will be arranged prior to discharge. Patients being transferred to another medical facility or long-term care facility will be transferred by ambulance or chair car as indicated. All patients will receive a follow up appointment with their provider, or a referral to a preferred provider when indicated.

There are 3 identified Primary Stroke hospitals within driving distance of Carney Hospital listed below. Driving distances range from 2.9 miles to 12 miles. Off-peak drive times range from 6 to 31 minutes and peak travel drive time range from 14 minutes to 1 hour as below: **See Appendix A**

Carney to Beth Israel Deaconess Milton Hospital: 2.2 miles.

- Off-peak travel time: 6 minutes
- Peak travel time: 14 minutes

Carney to Boston Medical Center: 6.1 miles

- Off-Peak travel time: 31 minutes
- Peak travel time: 31 minutes

Carney to St. Elizabeth Medical Center: 12 miles.

- Off-peak travel time: 30 minutes
- Peak travel time: 30 minutes to 1 hour

The following hospitals also participate in the MA DPH Stroke Program in Region 4.

Facility Name	Town
Beth Israel Deaconess Hospital – West Campus	Boston
Beth Israel Deaconess Hospital - Milton	Milton
Beth Israel Deaconess Hospital - Needham	Needham
Boston Medical Center Menino Pavilion	Boston
Brigham & Women's Faulkner Hospital	Boston
Brigham & Women's Hospital	Boston
Carney Hospital	Boston
CHA Cambridge Hospital	Cambridge
CHA Somerville Hospital	Somerville
Emerson Hospital	Concord

Facility Name	Town
Lahey Hospital & Medical Center	Burlington
Marlborough Hospital	Marlborough
Mass General Hospital	Boston
Metro-west Medical Center – Framingham Union	Framingham
Mount Auburn Hospital	Cambridge
Newton-Wellesley Hospital	Newton
Norwood Hospital	Norwood
South Shore Hospital	South Weymouth
St. Elizabeth's Medical Center	Brighton
Tufts Medical Center	Boston
Winchester Hospital	Winchester

1. **Data regarding Emergency Department (ED) visits on a quarterly basis for the one year period of July 1, 2023 through June 30, 2024. This data must include *at a minimum* the number of ED visits; how many ED visits resulted in an admission to Carney, and the reason for the admission; and how many ED visits resulted in a transfer to a hospital other than Carney, and the reason for transfer.**

From Q3, 2023 through Q2 2024, the Emergency Department at Carney had 31,090 patient visits; 9% were admitted, and 3.3% were transferred to other facilities (See table below).

Quarter	Number of ED Visits	Admission to Carney	Admit Reasons	Number of Transfers	Reason for Transfer
2023 Q3	7916	805	Med/Surg 590 Psychiatric 215	221	Psychiatric 110 Acute Care 108 Detox Treatment 2 Pediatric 1
2023 Q4	7865	717	Med/Surg 552 Psychiatric 215	243	Psychiatric 123 Acute Care 119 Detox Treatment 1
2024 Q1	7621	651	Med/Surg 476 Psychiatric 175	266	Psychiatric 141 Acute Care 124 Detox Treatment 1
2024 Q2	7688	642	Med/Surg 437 Psychiatric 205	289	Psychiatric 133 Acute Care 155 Detox Treatment 1

2. **Information on projected changes to ambulance run times as a result of the closure of the Carney, including during peak travel times and the anticipated impact of those changes on emergency medical service providers in the hospital's service area.**

Carney Hospital's closure will impact EMS travel time to Hospitals outside of the services area. Peak traffic will affect travel time to hospitals by 5 to 10 minutes. Depending on patient loads at other emergency departments, EMS waiting times may impact EMS' return to their primary service area.

Carney currently has an EMS affiliation agreement with Beauport EMS Company to provide medical director services and a medication exchange program, as well as medical control for the Dorchester

and Hyde Park communities and mutual aid calls for Boston EMS. These services will be transitioned to St Elizabeth's Medical Center.

**3. Timelines for the signing of agreements with other area providers for new or expanded services that will be offered in the community after the closure of Carney.**

Steward is committed to working with the Steward Medical Group (SMG) providers who have relied on Carney for the acute and chronic care of their patients. Steward will work with these providers to assure these services can continue at one of their 6 other hospitals in the system.

Many providers will continue to provide services and will be either relocating or keeping their offices in the Seton MOB. The office staff will notify their patients of the change to the office/clinic location. The services listed below will continue to be available for patients in the Seton MOB located adjacent to the hospital. Onsite parking, including ADA access will be available.

Behavioral Health Services – Carney Hospital BH services includes complex medication management, and individual, couples, group, and family counseling. Carney also operates a Clozapine Clinic, which addresses the needs of a specialty group of seriously and persistently mentally ill patients. Outpatient psychiatry services including adult the Clozapine Clinic and adult counselling, will continue to be offered at an office in the Seton MOB. Steward is working on providing an outpatient lab drawing station in the MOB.

Primary Care Services – is currently located in the Seton MOB and will be remaining.

Family Medicine – provider will be relocating the clinic from the hospital to the Seton MOB.

Cardiology Services – A medical cardiology clinic will continue to be offered in the Seton MOB building. Both the Coumadin Clinic and Heart Failure Clinic will remain in the area. Diagnostic testing will be arranged at an outpatient location by the office staff. Medical resident participation will continue.

Endocrinology Services – The Carpena Diabetes Center offers diabetes care, diabetes education classes, and diabetes support group for families. This service will be moved to the Seton MOB building.

Endoscopy Services – SMG's employed Gastroenterologist will be maintaining an office in the Seton MOB and will provide endoscopy procedures at Good Samaritan Hospital in Brockton. Carney will work in conjunction with the provider's office staff to notify patients on the change in location for procedural services.

Neurology Services – a neurology clinic will continue in an office in the Seton MOB. EMGs will be performed at the clinic.

General Surgery Service – a general surgeon will continue to see patients in an office in the Seton MOB. A wound care clinic will also be available. Patients requiring surgery will be booked at a hospital where the surgeon is credentialed or if the patient prefers to go elsewhere, arrangements will be made by the provider's office staff.

Otolaryngology – the provider will continue to see patients in his ENT Clinic. He will also continue to run the Sleep Implant Clinic.

Pulmonary – one provider will continue to see patients in an office in the MOB Building.

Good Samaritan Hospital will be opening a GPU unit with 16 geriatric behavioral health beds as soon as staffing can be recruited and the license is reinstated, with a projected opening in early September.

4. **Information concerning Carney’s transfer and monitoring plan for geriatric psychiatric patients, and Steward Health Care’s system-wide capacity to meet the behavioral health needs of geriatric patients.**

On July 29, 2024 admissions to the behavioral health units ceased. A working group has been assembled on July 29, 2024 to facilitate the safe discharge for all remaining patients prior to August 26, 2024.

A working group was established to facilitate the safe discharge for all patients prior to August 26<sup>th</sup>, 2024. The purpose of this group is to identify and eliminate barriers to discharge planning and facilitate a safe discharge or transfer. This group meets each weekday and membership includes EOHHS Manager of Complex Discharge Support, Vice President of Behavioral Health Services for Steward, Carney Hospital Director of Social Work, Carney Hospital Behavioral Health Director, Steward Chief Financial & Administrative Officer, North Region (member of Clinical Command Center) and Steward Senior Director of Quality & Regulatory (member of Clinical Command Center). Patients, family, and care givers are also included in this process and must be agreeable to the discharge plan.

Steward in collaboration with the Mass DPH and Mass DMH is in the process of re-licensing Good Samaritan Medical Center’s 16-bed Geriatric Psychiatry Unit. These beds were taken offline to increase medical surgical capacity in response to the Brockton Hospital fire.

There are 3 hospitals within driving distance of Carney Hospital that can supply emergency stabilization for psychiatric patients. Driving distances range from 2.9 miles to 12 miles. Off-peak-drive times range from 6 to 31 minutes and peak travel drive time range from 14 minutes to 1 hour as below. **See Appendix A.**

In addition, the following alternative behavioral health facilities having adult, adolescent, and geriatric inpatient Psychiatric Units have been identified (**See Appendix B Massachusetts DMH Licensed Hospitals**). Admission to these units is determined by providers at the referring Emergency Department

5. **Information detailing peak and off-peak travel times for patients to current and proposed alternative service delivery site; and what public transportation resources are available and what additional resources will be provided by Steward Health Care and for how long.**

There are 3 hospitals within driving distance from Carney Hospital. Distance ranges from 2.9 miles to 12 miles. The off-peak drive time ranges from 6 to 31 minute and the peak drive time ranges from 14 minutes to 1 hour. Details are listed below:

Carney to Boston Medical Center: 12 miles

- Off-Peak travel time: 12-22 minutes
- Peak travel time: 20-45 minutes

Carney to Beth Israel Deaconess Hospital: Milton: 2.9 miles

- Off-peak travel time: 6 minutes
- Peak travel time: 14 minutes

Carney to St. Elizabeth Medical Center: 12 miles

- Off-peak travel time: 30 minutes
- Peak travel time: 30 minutes to 1 hour

**Public Transportation Resources**

Public transportation is available for residents of Dorchester to other local health facilities. Beth Israel Deaconess in Milton is an 8-minute bus ride from Dorchester. St. Elizabeth Medical Center and Boston Medical Center can also be accessed via the Red line (Ashmont stop) or by bus. Other options include the use of Uber, Lyft, and local taxi services.

Steward will provide 60 days, up to 500 single trips, of health care access bus fare to patients who are being displaced by the closure of Carney Hospital imaging services. MBTA paper tickets will be distributed to patients through our primary care and specialty practices as they are given lab and imaging orders. We will purchase these through the MBTA online group order program.

There are several agencies within the Carney area that provide transportation services to seniors.

- Age Strong Shuttle offers free transportation to Boston residents aged 60 and over. They can be reached at 617-635-3000 or via email at <https://www.boston.gov/departments/age-strong-commission/age-strong-shuttle>
- Care.Com provides transportation and can be reached at <https://www.care.com/senior-transportation/dorchester-ma>

In addition, there are 2 Children’s hospitals within driving distance of Carney Hospital who can provide pediatric care. **See Appendix A**

Carney to Boston Children’s Hospital: 6.6 miles

- Off-Peak travel time: 18 - 35 minutes
- Peak travel time: 28 minutes – 1 hour

Carney to Mass General Hospital for Children: 9.2 miles

- Off-peak travel time: minutes
- Peak travel time: 20 – 40 minutes

**Public Transportation**

Public transportation is available for residents of Dorchester to other local health facilities. All pediatric hospitals can be accessed via the commuter rail using either the Red line or Orange line or via the MBTA system using Bus 24 Ashmont stop. Other options include the use of Uber, Lyft, and local taxi services.

6. **A plan for the preservation of cultural competencies in care, including the breadth of translation services currently provided at Carney Hospital, throughout alternative service delivery sites identified by Steward Health Care.**

Carney Hospital is committed to providing linguistically and culturally appropriate services to our patients and families. Carney Hospital’s team of health care providers and support staff work closely with interpreter services to ensure that medical interpreters are prepared to support patient’s communication needs. The team is comprised of experienced trained medical interpreters to provides in-person interpreter services. When an in-person interpreter in not available for a specific language, they utilize telephonic and/or video remote interpretation. The customized, wireless conference phones and dual-handset phones are stationed at key hospital departments with access to both staff and outside interpreters in 200 language and dialects. Remote interpreting supported with a computer and webcam is also available when assisting deaf patients through American Sign Language (ASL) to supplement in-person ASL interpreters as requested from the Massachusetts Commission for the Deaf and Hard of Hearing (MCDHH).

Below is a table detailing interpreter utilization by language at Carney Hospital.

<b>Preferred Spoken Languages (top 10 most prevalent)</b>	<b>Percent of Patients Served as of 12/31/2022</b>
1. Vietnamese	38.87%
2. Spanish	11.07%
3. Haitian Creole	6.78%
4. Cape Verdean Creole	1.97%
5. Cantonese	1.35%
6. Portuguese	1.07%
7. Arabic	0.79%
8. Chinese	0.62%
9. Mandarin	0.62%
10. Bengali	0.5%

A plan for the preservation of cultural competencies in care, including the breadth of translation services currently provided will be available at the alternative service delivery sites identified by Steward Health Care. Both Beth Israel Deaconess Hospital (BID) and Boston Medical Center (BMC) provides access to interpreter services and other accommodations during all hours of operation for patients with hearing or visual impairments, and patients not fluent in English. These services are provided at no cost to patients and those who communicate on behalf of a patient, such as parents, legal guardians, agents under durable powers of attorney for health care, or other family members.

**7. Information detailing Steward Health Care’s communication plan to Residents and impacted employees, including a timeline, on service availability and alternative delivery sites available after closure.**

The Worker Adjustment and Retraining Notification Act (WARN) notifications were sent to employees, medical residents, and union representatives on July 26, 2024, providing them with sixty (60) days advance written notification of the Hospital’s intention to close as required by federal law. In addition, the unions (MNA, 1199SEIU, ATC, and USFSPO) were also notified of on July 26<sup>th</sup> of the plan to close Carney Hospital.

**Employees**



**See workforce section below:**

**Medical Residents**

The transition plan for the 43 residency slots at Carney will involve moving the slots to Saint Elizabeth Medical Center (SEMC). We have received preliminary approval from the ACGME for a full complement increase of the entire cohort of the IM program to SEMC as well as the entire Transitional Program to SEMC (notably this program is housed under the Lemuel Shattuck name).

This complement increase has been submitted for final approval to the ACGME. All of Carney's teaching faculty have been offered teaching appointments at Good Samaritan Medical Center and are fully in support of the move. We are facilitating the process of obtaining hospital privileges if not already in place.

In addition, program coordinator will move with the resident slots to SEMC/GSMC. The program coordinator will help support the move and offer ongoing assistance as needed. We are managing the onboarding process through the transition, for those residents on visas, from the Carney number to SEMC.

Our Designated Institutional Official (DIO) Dr. Khan has had high-level collaborative working meetings with the leadership at SEMC, Boston Medical Center, Lemuel Shattuck and GSMC, who are all working diligently to ensure a smooth transition. We have been in contact with CMS to alert them to the changes taking place and a process has been laid out.

Communications with the residents on July 28 from Dr. Khan (DIO):

*"This and much more is being done to ensure no lapse in your educational future. Know from the above that we have a detailed plan and are methodically implementing it. All the pieces are in place. In fact, I don't think I would be wrong to say that a teaching service could be started at Good Sam very shortly. Remember that your other rotations (LSH or at SEMC) will stay the same, ensuring as minimal disruption as possible. Despite this, it's normal for there to be anxiety and questions at this time. We will do everything we can to answer those for you. Please feel free to reach out to me or any of your faculty. We will also be present for an in-person meeting tomorrow at 5 PM (there will be a Teams connection for those who can't be there at the time).*

8. **Information on how Carney and Steward Health Care will work with local officials and the public to minimize any negative consequences associated with the closure of the hospital, and provide information to the community on its plans and how residents may access healthcare services, including, but not limited to, the following:**
  - a. Office of the Mayor and State Legislative Delegation - information on the impact of the closure of the hospital and follow-on services overall.
  - b. Local City Council – information on the impact of the closure of the hospital and follow-on services overall.
  - c. Local Fire Department – information on the impact of the closure of the hospital on emergency planning within the city, and response times for emergency responders.
  - d. Police Department – information on the impact of the closure of the hospital on police operations, and plans for securing site post closure.

- e. Neighborhood Associations – information on the impact of the closure of the hospital and plans for use of the hospital buildings and grounds following closure.

Office of Mayor and State Legislation

The Suffolk Group Government Relations Consultant for Steward Health Care, called the state legislative delegation for Carney Hospital on July 28, 2024, including local Representative, and Senator providing information on the impact of the closure of the hospital and follow-on services overall.

Local City Council

On July 28<sup>th</sup> the Suffolk Group Government Relations Consultant for Steward Health Care contacted members of the Boston City Council including the President.

Local Fire Department

The Senior Director of Security & Emergency Management, Regulatory & Facilities for Steward, contacted Boston Fire the week of 8/12/24.

Local Police Department

The Senior Director of Security & Emergency Management, Regulatory & Facilities for Steward contacted Boston Fire the week of 8/12/24.

Neighborhood Associations  
Steward Health Care will communicate with community officials and stakeholders, ways in which citizens can access health care services after the closure of Carney Hospital. We will provide communications to municipal officials that can be posted on their websites and social media platforms. The same communications will be appropriate for use by all stakeholders, including municipal officials, city councils, the state legislative delegation, fire and police, and civic and neighborhood organizations with whom we have partnered for community programs including Massachusetts Women of Color Coalition, Manet Community Health Center, Circulation, Inc./Modivcare.

Steward Health Care Government Relations Team is meeting with community officials and stakeholders to discuss ways in which local citizens can access health care services after the closure of Carney Hospital. Communications will be provided to municipal officials that can be posted on their websites and social media platforms. The same communications will be appropriate for use by all stakeholders, including municipal officials, city councils, the state legislative delegation, fire and police, and civic and neighborhood organizations.

We will provide them with:

- Email messages –
- Social media posts –
- Website messages –
- Hard copy posters for posting –

These messages will include information on distances to other area hospitals, how to retrieve medical records, and a statement regarding primary care physicians' practices that will remain in the medical office building adjacent to Carney Hospital. Posted information will be available in English, Spanish, Haitian Creole, Vietnamese, and Portuguese. It will also include information on

transportation options including a voucher program (if and when available), Uber, and Lyft services. See Appendix A.

9. Data on the number of:

- a. Full time, part time, or on a per diem or as needed basis employees that will be laid off as a result of the closure.
- b. How many full time, part time, or on a per diem or as needed basis jobs are potentially available for Carney employees within the Steward Health Care System.
- c. How many full time, part time, or on a per diem or as needed basis jobs are potentially available for Carney employees at alternative sites in Boston at which Steward Health Care has or anticipates making arrangements to offer service to patient after the closure of Carney; and,
- d. How many Carney employees have been offered full time, part time, or on a per diem or as needed basis employment with other Steward facilities to date.

**Work Force**

The Worker Adjustment and Retraining Notification Act (WARN) notifications were sent to employees, medical residents, and union representatives on July 26, 2024, providing them with sixty (60) days advance written notification of the Hospital’s intention to close as required by federal law. In addition, the unions (MNA, 1199SEIU, ATC, and USFSPO) were also notified of on July 26<sup>th</sup> of the plan to close Carney Hospital.

The table below lists employees who are currently working at Carney Hospital and are subject to being laid off if unable to or choose not to pursue a position at another Steward facility.

Type of Employee	Count
Per Diem	174
Part-Time	131
Full-Time	448

Below is the total number of positions available to displaced Carney employees within the Steward Massachusetts hospitals that will remain open.

Type of Position	Count
Per Diem	203
Part-Time	251
Full-Time	701

While we cannot specify details of all positions available at non-Steward facilities. A Massachusetts Health and Hospital Association (MHA) report from 2022 titled “The Hospital Workforce Shortage” asserts that approximately 19,000 healthcare positions across Eastern Massachusetts were vacant.

## The Hospital Workforce Shortage

The new Massachusetts Health & Hospital Association (MHA) survey was conducted in the summer of 2022 and found that respondent hospitals – representing 70% of total acute care hospital employment in the state – currently have 6,650 vacancies among 47 key positions that are critical to clinical care and hospital operations. These positions range from direct care nurses to laboratory personnel, clinical support staff, and more. The median vacancy rate for these positions is 17.2%, and for

several positions, as shown in *Figure 1*, the vacancy rate is much higher. Forty-two of these positions have double-digit vacancy rates and 18 have a vacancy rate that is greater than 20%.

These 47 positions account for less than half of all positions within hospitals. **Extrapolating the vacancy data to all positions in all Massachusetts acute care hospitals, an estimated 19,000 positions are unfilled.**

**Figure 1: Massachusetts Hospital Vacancy Rates by Job Family & Position**

NURSING	
Job Name	% Vacancy Rate
Licensed Practical Nurse (LPN)	56%
Infection Control Nurse	26%
Nurse-Midwife (Certified)	25%
Psychiatric RN	21%
Nurse Practitioner (APRN)	18%
Emergency Department RN	17%
Med/Surg RN (Acute Care)	17%
Nurse Anesthetist (CRNA)	17%
Operating Room Nurse	13%
ICU RN (NICU, PICU, ICU, etc.)	10%
PACU RN	8%
Labor and Delivery RN	8%
Clinical Nurse Specialist (CNS)	8%

  

SUPPORT	
Job Name	% Vacancy Rate
Home Health Aide	34%
Sitter	30%
Certified Nurses Aide (CNA)	24%
Environmental Services Worker	18%
Food Services Worker	15%
Medical Assistant (Certified)	15%
Operating Room Aide	14%
Patient Transporter/Courier	14%

  

PT/OT	
Job Name	% Vacancy Rate
Occupational Therapy Assistant	17%
Physical Therapist	13%
Physical Therapy Assistant	12%
Occupational Therapist	10%

  

BEHAVIORAL HEALTH	
Job Name	% Vacancy Rate
Mental Health Worker/Technician (MHW)	32%
MSW Social Worker (LCSW)	29%
Psychologist	27%
Licensed Independent Social Worker (LICSW)	24%
Mental Health Counselor	17%
Social Worker (BSW)	17%

  

TECH	
Job Name	% Vacancy Rate
Pulmonary Function Technician	35%
Paramedic	28%
Surgical Technician/Technologist	26%
Anesthesia Technologist	24%
Registered Respiratory Therapist (RRT)	20%
Cardiac Catheter Tech	19%
Endoscopy Technician	19%
Medical Technologist (MT)	16%
Pharmacy Technician	15%
Radiologic Technologist	13%

  

OTHER	
Job Name	% Vacancy Rate
Patient Safety Specialist	22%
Phlebotomist	21%
Laboratory Assistant	17%
Physician Assistant	16%
Pharmacist	11%
Administrative/Clerical Staff	10%

## Employees

Employee Assistance representatives began meeting with employees on August 2<sup>nd</sup>. On August 5<sup>th</sup>, hiring managers and leaders across various departments from other Steward Hospitals began conducting “meet and greet” sessions with staff at Carney Hospital, providing information regarding open positions, work environment, culture, and other aspects of working at their hospitals.

On August 8<sup>th</sup>, MassHire Rapid Response (**See Appendix D**) information sessions began for employees with a focus on the following topics:

- Rapid Response Services
- MassHire Career Center Services
- Unemployment Insurance Eligibility & Obligations
- Training Opportunities
- Massachusetts Health Connector Information

Employees will receive career and job support during the closure and WARN periods from a variety of resources, including, but not limited to, the RapidResponse and MassHire team, their respective unions (if bargaining unit members), and other local and nearby institutions seeking skilled and experienced healthcare staff. The services provided by the Rapid Response team include resume-writing, interview, and career workshops, as well as access to tools such as career centers, training funds for upskilling, and eligibility and application help for resources such as unemployment and MassHealth connector. Critically, internal, and external job fairs will occur on and off-site to aid workers in finding employment at a nearby facility.

Human Resource staff from Steward facilities that will remain open, will provide information regarding employment opportunities for individuals looking to remain within the system. This includes bargaining unit members represented by 1199SEIU, MNA, ATC, and USFSPO. In coordination and mutual agreement with the aforementioned unions, there will be job bidding procedures implemented permitting affected bargaining unit members to voluntarily bid into open positions across the Steward system. Throughout these transitions of employment, the clinical command center, along with the site-specific leadership teams are monitoring staffing levels within all active units to ensure safe patient care.

**10. Details of Decommissioning of Hospital between August 31 – October 3, 2024.**

- a. Describe what staff will remain and for how long?
- b. Describe the steps to be taken by Steward during this period.
- c. Provide details on patient communication and transport for individuals who seek care at these facilities post September 1, 2024.
- d. Describe how Steward will maintain security in facilities following August 31, 2024.
- e. Describe how Steward will maintain environmental conditions, including the timeline for disposing of biohazardous and radioactive waste following August 31, 2024
- f. Describe the plan for removal of the Chempack container including the timeframe for removal and relocation and assurance of continued security.
- g. Describe the plan for discontinuance of electronic products and platform related to building access control, surveillance systems, and MSDS vendor.

Staffing

Steward intends to retain Facilities Maintenance Staff, Security Staff, and Environmental Services (Housekeeping – Day shift only) staff until the building is fully decommissioned and ready to turn over to the owner, approximately 6-8 weeks. Leadership, consisting of a Chief Nursing Officer (CNO) and other identified staff to be retained, including personnel from Lab, medical records, Human Resources, and Pharmacy.

With the assistance from the Steward Command Center, legal counsel, and specialty vendors, the following will be conducted prior to relinquishing building to owner:

Regulatory

- Coordinate with DPH and appropriate Authority Having Jurisdiction (AHJ)'s to provide notices to terminate all applicable licenses and registrations e.g. Clinical Laboratory Improvement Amendments (CLIA), Drug Enforcement Agency (DEA) or where required

transfer licenses and permits to the property Owner (e.g. elevator permits, boiler permits, etc.)

- Coordinate with DOT for removal of highway and street signage. Identify, catalogue, and remove all PHI; relocate to secure off-site storage location.
- Contracts and Permits: Review all vendor agreements (e.g. mechanical electrical and plumbing (MEP) systems maintenance, elevator maintenance, etc.); implement closure or transition to new Owner.

#### Equipment Disposition

- Inventory Equipment and supplies, determine appropriate disposition (sale, transfer to another facility, dispose)
- Disconnect, sterilize where required, and remove all equipment; remove all supplies and appropriately dispose appropriately.
- Furniture, fixtures, and equipment (FF&E): remove all miscellaneous material; remove and dispose of all FF&E

#### Waste Removal

- Hazardous/Biohazardous Waste: Working with vendor (Stericycle) identify all Hazardous (chemical) and Biohazardous waste, remove and dispose appropriately, and clean (terminally clean where indicated) all areas.
- General Waste: Remove all waste materials and appropriately dispose of all waste; clean areas after removal.
- Pharmaceuticals: Working with vendor, Inmar remove and dispose appropriately, and clean (terminally clean where indicated) all areas.
- Working with vendor, Sodexo Management, Inc. to remove and transfer all food products. The kitchen and food storage areas will be cleaned.

#### Decommissioning and Building Closure

- Remove all signage from building exterior; install appropriate signage directing potential patients.
- Remove Interior signage for pharmacy, medications, and hazardous materials areas.
  - Assemble all MEP documentation and prepare for handover to building owner.
  - Assemble all Environmental documentation and prepare for handover to building owner.
  - Patch/paint any damaged interior surfaces.
  - Final Cleaning (or terminal cleaning where indicated) of all areas.
  - Close and secure all window and door openings.

#### Safety and Security

- Security personnel will remain on site until asset owner takes possession of building.
- Hourly rounding of the building will be conducted by Security staff.
- All perimeter entry and exit doors will be properly secured to ensure improper entry cannot result.
- All fire egress routes, and fire exits will be maintained free and clear to ensure safe exit in the event of fire.
- Fire Alarm System will continue to be maintained and fully operational.
- The Sprinkler System will continue to be maintained and fully operational.

### Environmental conditions

Will be maintained by Steward Facilities staff until asset owner takes possession of building.

- Utilities (natural gas, electric, water) will remain on to maintain appropriate environmental conditions.
- Qualified licensed trades (HVAC, electrician, boiler operators) will remain on staff or will be contracted to maintain mechanical, electrical, and plumbing engineering systems, and control environmental conditions.

### Biohazardous Waste

- Steward will retain qualified vendor (Stericycle) to identify, remove, and appropriately dispose of biohazardous, hazardous, and chemical wastes no later than October 31, 2024

### Radioactive waste

- Steward will retain a qualified vendor (FX Massey) to identify, remove, and appropriately dispose of radioactive waste no later than October 31, 2024

### Chempack

- The Emergency Management Coordinator communicated with Health and Human Services and DPH, Strategic National Stockpile Coordinator, on August 5, 2024. Carney Hospital received feedback from the Stockpile Coordinator, the Department is working to identify a temporary location for the container. The coordinator is aware of the August 31<sup>st</sup>, 2024 closing date.

### Building Access Control

- Electronic products and platform related to building access control, surveillance systems will remain operational and turned over to the asset owner.

### MSDS Vendor

Steward presently has a current detailed chemical inventory on file.

- After August 31,2024 all unnecessary chemicals will be removed from the facility by Steward's contracted hazardous chemical vendor Stericycle and removed from the SDS Inventory. There are chemicals that will remain as they are required to maintain and operate the water treatment system of the boilers, chillers, and cooling towers. At the time of turn-over to the owner, a current SDS Inventory will be provided to the asset owner.

## **11. Provide information regarding how Steward will work with MassDOT and local municipalities to remove signage regarding the hospital from highways and local roads.**

Steward will notify MA Department of Transportation (DOT) District and appropriate local municipality in advance of closure.

Corporate Real Estate and Facilities (CREF) will coordinate with MA DOT, local municipality and other contractors as needed to remove the road signs directing the public to the hospital. Local

Police, Fire Department, and Emergency Services will be notified when hospital signage has been removed.

In addition, large red Emergency signs and large hospital monument signs will be covered, and any signage attached to the building will be removed.

## 12. Communication Plan for Patients:

- a. Describe the plan for ongoing access to outpatient Behavioral Health Services and medication management.

Access to outpatient Behavioral Health Services and medication management will remain in place. The providers will be relocating to the Seton Medical Office Building. Signage will be placed in the existing space notifying patients of the location, floor, and office number, in the Seton Medical Office Building. Letters will be sent to patients alerting them that any future scheduled appointment will take place in the Seton Medical Office Building.

- b. Describe communication and assistance to be provided to patients with care scheduled to occur after closure and assistance to be provided by Steward to transfer these patients to alternate care providers.

Information regarding future appointments will be provided to patients by mail and/or telephone calls. This information will detail the name, date, and time of the appointment impacted by the hospital closure. The communication will also include information on a process to reschedule the appointment and the Patient Assistance Line phone number.

- c. Describe communication and assistance to be provided to patients impacted by the decommissioning of nuclear medicine equipment and assistance to be provided by Steward to transfer these patients to alternate care providers.

Information regarding future appointments will be provided to patients by mail and/or telephone calls. This information will detail the name, date, and time of the appointment impacted by the hospital closure. The communication will also include information on a process to reschedule the appointment and the Patient Assistance Line phone number.

A Patient Assistance Telephone Line has been created and will be accessible to the public on August 21, 2024. The number to reach the patient assistance line will be included in patient letters and postings. The patient assistance line will be staffed Monday – Friday 7:00 AM-5:00 PM EST. We will provide information regarding questions ranging from accessing medical records, rescheduling procedures, referrals to providers/services, pending test results, payments/billing questions, lost and found, and other issues that may arise. Patients will be provided with requested information and will be triaged to a subject matter expert for further follow up, if needed.

The Patient Assistance Line will be available to patient for 30-60 days depending on volume of calls received.

- d. Describe the plan for patients with ambulatory appointments (MRI, CT, Bone Density, Endoscopy, Mammography, etc.) after August 31, 2024 and assistance to be provided by Steward to transfer these patients to alternate care providers.

Information regarding future appointments will be provided to patients by mail and/or telephone calls. This information will detail the name, date, and time of the appointment



impacted by the hospital closure. The communication will also include information on a process to reschedule the appointment and the Patient Assistance Line phone number.

**13. Describe the plan for medical records access including:**

- a. How will records be available to patients/other providers in the future?
- b. How patients will be able to access medical records from September 1-November 1, 2024
- c. How patients will be able to access medical records from November 1, 2024 forward
- d. What facility will be the custodian of these records.
- e. What communication will go to patients regarding access to medical records including for which languages these communications will be translated.

Steward is working to ensure complete access to patient records. Beginning September 1<sup>st</sup> through September 24<sup>th</sup>, 2024, Steward will have a Medical Record Vendor (MRO) onsite at Carney Hospital to help patients access their records. Beginning on September 25<sup>th</sup>, MRO staff will be retained remotely to continue assisting with the record process request. A phone tree will be established facilitating patient’s retrieval of records and instructions will be placed on the hospital website with a downloadable form available for printing.

After November 1<sup>st</sup>, 2024, a website landing page will direct patients to medical records retrieval and the forms will remain posted. St. Elizabeth Medical Center will become the custodian of the records for Carney Hospital to ensure the safe transition of medical records. Medical records will be stored with a vendor with the ability to field requests and provide the requests in a timely manner. Steward is in the process of finalizing details with a selected vendor to ensure that the records will be available without delay.

Signage will be placed in the main lobby and in office areas providing instructions to patients on how to access a copy of their medical records.

**14. Provide dates for the following:**

<b>Service Closure</b>	<b>Date</b>
Elective Inpatient Admissions	<b>8/16/24</b>
Non-Emergent Procedures	<b>8/16/24</b>
Elective Surgery & Procedures Requiring Sedation will be approved on a case-by-case basis	<b>8/23/24</b>
ED Patients Requiring Admission Will Be Transferred	<b>8/23/24</b>
Elective Diagnostic Testing	<b>8/28/24</b>
Diagnostic Imaging and Laboratory ED	<b>8/30/24</b>
Emergency Department	<b>8/30/24</b>

Inpatient dialysis services will continue until the last patient requiring hemodialysis is discharged or transferred to another facility.

**15. EMS planning**

- a. Describe how transfer from the ED to local hospitals been coordinated with EMS by Steward.
- b. Describe how Long LOS patients in Med/Surg and ICU will be transferred to other sites or discharged.

Existing patient discharge transportation needs are assessed, and a plan developed as part of the discharge planning. Arrangements for ambulance or chair car services will be confirmed prior to discharge.

**16. Provide information on how employees will be able to access their HR files.**

Employees transferring to another Steward hospital will have of their file transferred to the receiving hospital. The original file will be maintained for 3 years as required.

We are in the process of completing work on designated storage and points of contact for future access of files for those employees not transitioning to another Steward facility. Specific details will be finalized prior to the closure date.

Files for employees not transferring to another Steward facility, records will be retained and accessible for 3 years.

**17. Describe the Pharmacy closure plan including:**

- a. Inventory to be maintained through closure date to ensure minimal supply needed to cover patient needs.
- b. Plan for disposition of remaining Schedule II-VI substances following closure including any substances that would be transferred to other Steward hospitals.
- c. Plan for Pharmacy staffing post closure to complete inventory and disposition of controlled substances.
- d. Plan for removal of controlled substances from each hospital unit.

All Schedule CII-V medications will be processed for return to Inmar (Stewards contracted reverse distributor). Any unopened non-Scheduled items, in wholesaler containers, will be returned to Cardinal through their existing return process. Medications targeted to be transferred to other sites will be inventoried, documented, and transferred accompanied by a licensed pharmacist. The process of designating inventory that will transfer and to which specific Steward location is ongoing and should be completed by August 14, 2024.

Upon hospital closure, all stock deemed to be transferred will be removed from existing stock areas, placed into transfer containers, and appropriately labeled with receiving site information. Drugs to be transferred will be secured and transported under the supervision of a licensed pharmacist or a certified transporter of medications (i.e., existing courier service, Medline, or Opti Freight). All drugs to be transferred will be removed from the building within 24 hours of closure. However, remaining drugs scheduled for destruction will be removed from Carney no later than September 3<sup>rd</sup>.

As hospital units close unused drug stock will be removed from the corresponding Pyxis drug dispensing units and consolidated into the central pharmacy. Items that are removed will be placed in their designated inventory bin or into the Pyxis CII Safe depending on following current storage procedures. Patient care areas that have activity on the day of closure will have their

associated Pyxis units emptied as soon as possible after closure. Selected high value items from the last remaining open Pyxis units (example Alteplase) will be transferred to another Steward existing site following previously stated procedures. The other items from the last day closure Pyxis machines will be destroyed by our vendor, Inmar including the schedule II-VI items previously outlined.

All drug transfer and transactions will be documented with an audit trail and will be in compliance with State and Federal guidelines for disposal and tracking. Advance notification will be provided to the Drug Enforcement Agency (DEA) divisional office, The Massachusetts Drug Control Program, and the Massachusetts Board of Pharmacy, detailing the date of closure, the plan for drug management, and notification of hospital pharmacy closure to patients on August 31, 2024. The disposition of all drug inventories will be completed on or before September 5, 2024, and close out of all licenses and Controlled Substance Ordering Systems (CSOS) will occur once all medications are removed from site.

**18. Describe the laboratory closure plan including:**

- a. Notice to the Department's Clinical Laboratory Program and accrediting agencies, if applicable.
- b. Plans for disposal of remaining specimens.
- c. Plans for retention or transfer of remaining specimens.
- d. Plans to provide results for any pending laboratory testing.
- e. Plans for removal of laboratory equipment, including plans for decontamination, if applicable

Notification letters will be sent to the College of American Pathologist (CAP) and the Clinical Laboratory Improvement Amendments (CLIA) on August 16, 2024.

An inventory is being conducted of all clinical Laboratory equipment and supplies.

All vendors will be notified of hospital closures in writing and plans will be coordinated for the return of leased equipment post closure date. Vendors will decontaminate and decommission equipment according to manufacturer's instructions and guidelines.

**Document and Specimen Retention**

An inventory of paper files (specimen requisitions, transfusion cards, logs, etc.) will be completed and transferred to a secure location after hospital closure. These records will be maintained for seven (7) years.

Pathology slides and tissue blocks will be transferred to a secure/temperature-controlled location and maintained for ten (10) years. Carney Hospital Pathology slides and tissue blocks will be stored at St. Elizabeth's Medical Center.

- Requests for pathology slides and/or blocks for former Carney Hospital patients can be requested by a patient's primary care physician (PCP) and/or consulting physician by contacting Saint Elizabeth's Medical Center Pathology Department. Letters will be mailed to physician practices outlining the process for requests.

***Saint Elizabeth's Medical Center – Pathology Department***

*736 Cambridge Street  
Brighton, MA 02135  
(617) 789-3000*

Hematology slides will be retained for one (1) month post closure. Blood products, blood samples, urine, spinal fluid, etc. will be disposed of properly according to destruction policies one (1) week after closing.

Upon hospital closure, we will relocate all remaining reagents to other Steward hospitals. Any remaining blood products will be transferred to other Steward hospitals for use and/or to be disposed of properly per policy. Refrigerator/freezer temperatures will be monitored in refrigerator(s)/freezer(s) until all specimens, reagents and products are relocated.

Pending Laboratory testing results will be sent to the ordering provider and will be available via the patient portal. Critical Laboratory results will be called to the ordering provider, per policy and documented in the EMR. Patients will be referred to their Primary Care Physician (PCP) for any future outpatient Laboratory testing needs.

**19. Describe the closure plans for any other services provided at Carney by other licensed providers, including but not limited to, laboratory, dialysis, and behavioral health.**

Fresenius Dialysis – Outpatient dialysis is managed by Fresenius who leases the space from Carney. Fresenius has made plans for the continuation of dialysis service to transition to other locations in the Boston area. They will work with their patients to identify an alternate location and will provide notification and documentation as needed.

Community Care Pharmacy – this company rents space in the hospital lobby. Steward has identified space in the Seton Medical Office Building (MOB) but the owner has declined the offer and will be looking for an alternate location. There are 2 CVS pharmacies located 0.5 – 1.2 miles from Carney.

Quest Diagnostics Labs has agreed to open a draw station in the Seton Medical Office Building located at 2110 Dorchester Ave, Dorchester MA to support laboratory services for the community.