



*The Commonwealth of Massachusetts
Health Policy Commission
Two Boylston Street
Boston, MA 02116*

August 1, 2014

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

Dear Ms. Schuster:

The Health Policy Commission (HPC), in collaboration with the Office of the Attorney General (AGO) and the Center for Health Information and Analysis (CHIA), is required by state law to hold annual public hearings concerning health care cost trends in the Commonwealth. (See the Notice of Public Hearing attached as "Exhibit A.") G.L. c. 6D § 8 requires the HPC to identify a representative sample of health care providers and payers as witnesses for the hearing. In accordance with these provisions, Emerson Hospital has been identified as a witness and is hereby requested to submit written testimony in response to the questions of the HPC in "Exhibit B" and questions of the AGO in "Exhibit C."

Please note that the HPC will not consider your Pre-Filed Testimony responses in connection with the HPC's Community Hospital Acceleration, Revitalization, and Transformation (CHART) Phase 2 application process, which is ongoing.

The annual health care cost trends hearing is a public examination into the drivers of health care costs as well as the engagement of experts and witnesses to identify particular challenges and opportunities within the Commonwealth's health care system. For the first time, this year's hearing will focus on the state's performance under the health care cost growth benchmark. Your assistance and active participation in this hearing process will contribute to the on-going public dialogue about how to develop a more affordable, effective, and accountable health care system.

In summary, Emerson Hospital is required to electronically submit to HPC written testimony, signed under the pains and penalties of perjury, responding to the areas of inquiry identified on the attached "Exhibit B" and "Exhibit C" on or before the close of business on **Monday, September 8, 2014**.

The written testimony should be submitted to HPC-Testimony@state.ma.us. Any and all written testimony will be a public record and will be posted on the HPC's website at www.mass.gov/hpc.

Thank you for your attention to this important matter.

Sincerely,

A handwritten signature in blue ink, appearing to read "David Seltz". The signature is stylized with a large "D" and a long horizontal stroke.

David Seltz
Executive Director

CC: Stuart Altman, Ph.D., Chair, Health Policy Commission

CC: Margret Cooke, Acting Chief, Health Care Division, Office of the Attorney General

CC: Áron Boros, Executive Director, Center for Health Information and Analysis