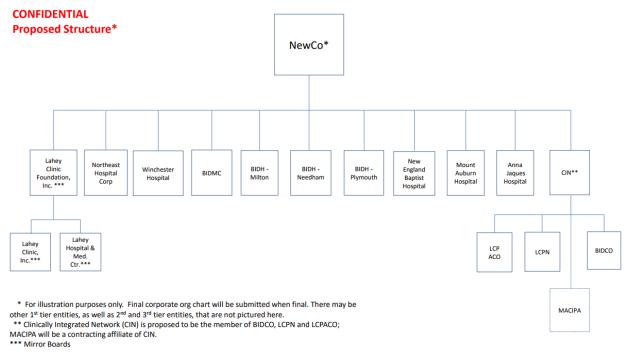
Exhibits

## **TABLE OF CONTENTS**

TABLE OF CONTENTS1
Exhibit 1: NewCo Corporate Structure2
Exhibit 2: Patient Panel Map
Exhibit 3: List of Patient Panel Zip Codes4
Exhibit 4: Patient Panel Demographic Summary5
Exhibit 5: 2017 Estimated Percent of Population by Race
Exhibit 6: 2017 Estimated Percent of Population Aged 25+ by Educational Attainment5
Exhibit 7: 2017 Estimated Distribution of Household Income6
Exhibit 8: Health Status Adjusted TME by Physician Group for Three Largest MA Payers7
Exhibit 9: Blended Relative Hospital Price, All Commercial Claims8
Exhibit 10: Physician Group Relative Price, BCBSMA Commercial Claims, All Product Types Combined9
Exhibit 11: Case-Mix Adjusted Cost Per Discharge10
Exhibit 12: Sample Employers – Distribution of Employees
Exhibit 13: LCPN and BIDCO Initiatives for MassHealth ACO
Exhibit 14: Selected Community-Based Initiatives Addressing Health Inequities15
Exhibit 15: CHNA Approach and Methods20
Exhibit 16: Community Engagement Meeting Dates21

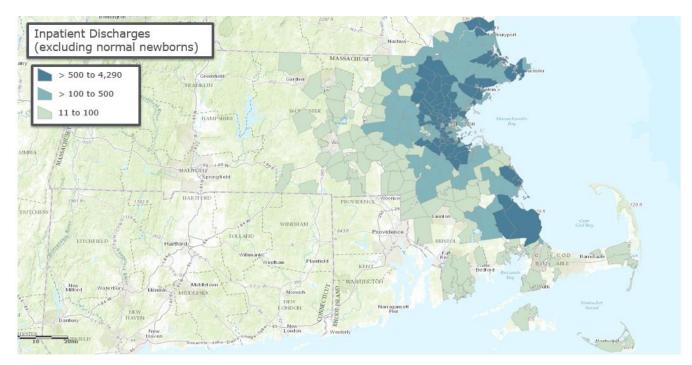
**Exhibits** 

Exhibit 1: NewCo Corporate Structure



As of 6/30/2017





<sup>&</sup>lt;sup>1</sup> Combined geographic service area of each Party's member hospitals, representing 75% of total discharges at each hospital, excluding normal newborns, and encompassing the service areas defined in each hospital's most recent Community Health Needs Assessment ("CHNA").

Exhibit 3: List of Patient Panel Zip Codes<sup>2</sup>

	Zip Code - Town	Zip Code - Town	Zip Code - Town	Zip Code - Town
01720 - Acton   02638 - Dennis   02048 - Mansfield   01970 - Salem   02743 - Acushnet   02112 - Dorchester   01945 - Marblehead   01952 - Salisbury   02124 - Dorchester   02738 - Marion   02563 - Sandwich   01913 - Amesbury   02125 - Dorchester   01752 - Marborough   01906 - Saugus   01910 - Saugus   01910 - Andover   02124 - Dorchester   02050 - Marshfield   02066 - Scituate   02474 - Arington   01826 - Dracut   01754 - Matynard   01770 - Sherborn   02476 - Arington   01826 - Dracut   01754 - Maynard   01770 - Sherborn   02761 - Arington   01826 - Dracut   01754 - Maynard   01770 - Sherborn   01721 - Ashland   01571 - Dudley   02052 - Medfield   01545 - Shrewsbury   02703 - Attleboro   01827 - Dunstable   02155 - Medford   02143 - Somerville   02666 - Aubtumdale   02333 - East Bridgewater   02176 - Melrose   02145 - Somerville   02466 - Aubtumdale   02333 - East Bridgewater   02176 - Melrose   02145 - Somerville   02139 - Belingham   02189 - East Walpole   02184 - Methuen   02375 - South Easton   021919 - Belingham   02189 - East Walpole   02184 - Methuen   02375 - South Easton   02191 - Belingham   02189 - East Walpole   02184 - Methuen   02375 - South Weymouth   02184 - Methuen   02375 - South Weymouth   02181 - Belont   02540 - Falmouth   02054 - Millis   01564 - Sterling   02108 - Boston   02035 - Foxboro   02186 - Millis   01564 - Sterling   02109 - Boston   01701 - Framingham   02554 - Mallis   01564 - Sterling   02111 - Boston   02038 - Franklin   01760 - Natick   01566 - Sturbridge   02111 - Boston   01831 - Georgetown   02494 - Needham Heights   01590 - Sudthory   02111 - Boston   01831 - Haverhill   02464 - Newton Upper Falls   02560 - Usbridge   02121 - Boston   01391 - Gardon   01951 - Newbury   01977 - Swampscott   02121 - Boston   01391 - Hancsom AFB   02459 - Newton   01867 - Tewksbury   01976 - Tewksbury   02121 - Boston   01831 - Haverhill   01856 - Norfolk   02466 - Nortolk   02468 - Wileyard Haven   02452 - Willisham   02452 - Willisham   02452 - Willisham   02452 - Willisham   02452 - Wil				
02743 - Acushnet				_
1913   Amesbury   02125 - Dorchester   01752 - Marborough   01906 - Saugus   01810 - Andover   02124 - Dorchester Center   02246 - Arlington   02030 - Dover   02125 - Martapan   02067 - Sharon   02476 - Arlington   01825 - Dracut   01754 - Maynard   01770 - Sherborn   01721 - Ashland   01571 - Dudley   02052 - Medfield   01545 - Shrewsbury   02703 - Attleboro   01827 - Dunstable   02155 - Medford   02143 - Somerville   02466 - Aubumdale   02333 - East Bridgwater   02165 - Medroway   02144 - Somerville   02466 - Aubumdale   02333 - East Bridgwater   02165 - Medroway   02144 - Somerville   02103 - Bedford   02032 - East Walpole   01844 - Methuen   02375 - South Easton   02019 - Belingham   02189 - East Walpole   01844 - Methuen   02375 - South Easton   02190 - South Warmouth   02478 - Belmont   01929 - Essex   01949 - Middleton   02190 - South Warmouth   02181 - Beverly   02146 - Everly   02146				
0.1810   Andover   0.1244 - Dorrchester Center   0.1265 - Amishfield   0.2066 - Scikluate   0.2444 - Amington   0.1826 - Dracut   0.1754 - Maynard   0.1770 - Sherborn   0.1721 - Ashland   0.1571 - Dudley   0.2052 - Medfield   0.1545 - Sherwsbury   0.1271 - Ashland   0.1571 - Dudley   0.2052 - Medfield   0.1545 - Sherwsbury   0.1271 - Ashland   0.1571 - Dudley   0.2053 - Medway   0.1243 - Somerville   0.1253 - Medford   0.1243 - Somerville   0.1265 - Amington   0.1265 - Amington   0.1265 - Sherwsbury   0.1265 - Amington   0.1265 - Amington   0.1265 - Sherwsbury   0.1265 - Amington   0.1265 - Amington				
0,243				
1721 - Ashland   0.1571 - Dudley   0.2052 - Medfield   0.1545 - Shrewbury   0.2731 - Attleboro   0.1827 - Dunstable   0.2155 - Medford   0.2143 - Somerville   0.2466 - Auburndale   0.2333 - East Bridgewater   0.2176 - Melrose   0.2144 - Somerville   0.2322 - Avon   0.2536 - East Falmouth   0.1860 - Merrimac   0.2748 - South Bartmouth   0.1730 - Bedford   0.2032 - East Walpole   0.1844 - Methuen   0.2737 - South East on   0.2019 - Bellingham   0.2189 - East Weymouth   0.2346 - Middleboro   0.1927 - South Bartmouth   0.2478 - Belmont   0.1929 - Essex   0.1949 - Middleboro   0.1920 - South Weymouth   0.1918 - Best Weymouth   0.2346 - Millibury   0.1772 - South Bartmouth   0.1818 - Best Weymouth   0.2546 - Millis   0.1920 - South Weymouth   0.1918 - Best Weymouth   0.2546 - Millis   0.1920 - South Weymouth   0.1918 - Best Weymouth   0.2546 - Millis   0.1940 - Weymouth   0.1918 - Best Weymouth   0.2014 - Millis   0.1940 - Weymouth   0.1918 - Best Weymouth   0.1940 - Millis   0.1940 - Weymouth				
0.1721 - Ashland				
02103 - Attleboro   01827 - Dunstable   02155 - Medford   02144 - Somerville   02466 - Auburndale   02332 - Dusbury   02053 - Medway   02144 - Somerville   02366 - Auburndale   02332 - East Ridgewater   02167 - Melrose   02145 - Somerville   02370 - Melrose   02146 - South Dartmouth   02371 - Bedford   02032 - East Walpole   01844 - Methuen   02375 - South Easton   020478 - Belmont   02199 - Essex   01849 - Middleboro   01982 - South Hamitton   01981 - Billerica   02540 - Falmouth   02054 - Millis   01772 - Southborough   01812 - Billerica   02540 - Falmouth   02054 - Millis   01772 - Southborough   02109 - Boston   02035 - Foxboro   02186 - Milton   02180 - Stothehorough   021010 - Boston   01702 - Framingham   02554 - Nantucket   01775 - Stow   02111 - Boston   02038 - Franklin   01760 - Natick   01566 - Sturbridge   02113 - Boston   01833 - Georgetown   02492 - Needham   01766 - Sudbury   02114 - Boston   01833 - Georgetown   02494 - Needham Heights   02156 - Suston   02159 - Gloucester   02494 - Needham   01767 - Sudbury   02116 - Boston   01519 - Grafton   01951 - Newbury   01907 - Swampscott   02127 - Boston   01731 - Hanscom AFB   02459 - Newton   01983 - Topsfield   02127 - Boston   01731 - Hanscom AFB   02459 - Newton   01983 - Topsfield   02127 - Boston   01451 - Hanvard   02464 - Newton Highlands   01568 - Upton   01568 - Upton   02168 - Water   02168 - Water   02169 - Boston   01451 - Hanvard   02464 - Newton Highlands   01568 - Upton   02169 - Water   02169 - Boston   01451 - Hanvard   02464 - Newton Highlands   01568 - Upton   02169 - Upton   02169 - Water   02169 -				
01501 - Aubum         02332 - Duxbury         02076 - Melrose         02144 - Somerville           02322 - Avon         02536 - East Falmouth         01860 - Merrimac         02748 - South Dartmouth           01730 - Bedford         02323 - East Walpole         01844 - Methuen         02375 - South East Dartmouth           0194 - Bellingham         02189 - East Weyrmouth         02346 - Middleboro         01982 - South Harmitton           01915 - Beverly         02149 - Everett         01527 - Millis         02190 - South Weyrmouth           01821 - Billerica         02540 - Falmouth         02054 - Millis         01564 - Sterling           02108 - Boston         03055 - Foxboro         02186 - Million         02186 - Storhom           02110 - Boston         01701 - Framingham         01908 - Nahatt         02072 - Stoughton           02111 - Boston         02038 - Franklin         01760 - Natick         01566 - Sturbridge           02113 - Boston         01331 - Georgetown         02492 - Needham         01776 - Studbury           02116 - Boston         01591 - Grafton         01951 - Newbury         01907 - Swampsott           02116 - Boston         01334 - Groveland         01950 - Newburyport         01876 - Tewksbury           02127 - Boston         02341 - Hanscon         02459 - Newton Center         01879 - Tyngsboro <td></td> <td></td> <td></td> <td></td>				
02346 - Auburndale				
0.232 - Avon				
0.1730 - Bedford   0.2032 - East Walpole   0.1844 - Methuen   0.2375 - South Easton   0.2019 - Bellingham   0.1289 - East Weymouth   0.2346 - Middleboro   0.1982 - South Hamilton   0.2478 - Belmont   0.1992 - Essex   0.1949 - Middleboro   0.1992 - South Weymouth   0.1515 - Beverty   0.2149 - Everett   0.1527 - Millbury   0.1772 - Southbrough   0.1521 - Billerica   0.2540 - Falmouth   0.1564 - Mills   0.1564 - Sterling   0.2180 - Storeham   0.2180 - Storeham   0.2180 - Storeham   0.2190 - Boston   0.1701 - Framingham   0.2554 - Mantucket   0.1775 - Stow   0.2111 - Boston   0.1702 - Framingham   0.2554 - Nantucket   0.1756 - Sturbridge   0.2111 - Boston   0.038 - Franklin   0.1760 - Natick   0.1566 - Sturbridge   0.2113 - Boston   0.1833 - Georgetown   0.2494 - Needham   0.1776 - Sudbury   0.1114 - Boston   0.1519 - Grafton   0.1951 - Newbury   0.1976 - Swampscott   0.2115 - Boston   0.1519 - Grafton   0.1951 - Newbury   0.1907 - Swampscott   0.2116 - Boston   0.1519 - Grafton   0.1951 - Newbury   0.1907 - Swampscott   0.2116 - Boston   0.1531 - Hanscom AFB   0.2459 - Newton Highlands   0.1566 - Tewksbury   0.1216 - Boston   0.1731 - Hanscom AFB   0.2459 - Newton Highlands   0.1569 - Ukbridge   0.2127 - Boston   0.1451 - Harvard   0.2461 - Newton Highlands   0.1569 - Ukbridge   0.2126 - Boston   0.1451 - Harvard   0.2461 - Newton Highlands   0.1569 - Ukbridge   0.2568 - North   0.1801 - Haverhill   0.2056 - Norfolk   0.2468 - Waban   0.1569 - Ukbridge   0.2568 - North   0.1861 - North Chelmsford   0.2451 - Walpole   0.2561 - North   0.1861 - North Chelmsford   0.2451 - Walpole   0.2452 - Walpole   0.2451 - Walpole   0.2452 - Walpole   0.2452 - Walpole   0.2				
Decimination   Deci				
Description				
0.1515 - Beverly	_	•		
0.1512   Fillerica   0.2540   Falmouth   0.2054   Millis   0.1564   Sterling   0.2108   Foxboro   0.2108   Millis   0.2180   Stoneham   0.2109   Boston   0.1701   Framingham   0.1908   Nahant   0.2072   Stoughton   0.2111   Boston   0.2038   Franklin   0.2554   Nantucket   0.1775   Stow   0.2111   Boston   0.2038   Franklin   0.1760   Natick   0.1566   Sturbridge   0.2111   Boston   0.1833   Georgetown   0.492   Needham   0.1776   Sudbury   0.2114   Boston   0.1930   Gloucester   0.2494   Needham   0.1776   Sudbury   0.2115   Boston   0.1930   Gloucester   0.2494   Needham   0.1776   Sudbury   0.2116   Boston   0.1519   Grafton   0.1951   Newbury   0.1907   Swampscott   0.2116   Boston   0.1834   Groveland   0.1950   Newburyport   0.1876   Tewsbury   0.1907   Swampscott   0.2118   Boston   0.2339   Hanover   0.2458   Newton   0.1983   Topsfield   0.2128   Boston   0.2341   Hanson   0.2461   Newton Highlands   0.1568   Upton   0.2163   Boston   0.2341   Hanson   0.2461   Newton Highlands   0.1568   Upton   0.2163   Boston   0.2341   Hanson   0.2464   Newton Upper Falls   0.1569   Uxbridge   0.2199   Boston   0.1451   Harvard   0.2464   Newton Upper Falls   0.1569   Uxbridge   0.2199   Boston   0.1830   Haverhill   0.2056   Norfolk   0.2468   Waban   0.2210   Boston   0.1830   Haverhill   0.2056   Norfolk   0.2468   Waban   0.2210   Boston   0.1832   Haverhill   0.1845   North Andover   0.1880   Wakefield   0.1911   Boxford   0.2043   Hingham   0.1862   North Alteboro   0.2041   Walpole   0.1921   Boxford   0.2043   Hingham   0.1862   North Dartmouth   0.2451   Waltham   0.2451   Waltham   0.2451   Boxford   0.2454   Hull   0.1532   North Chelmsford   0.2452   Waltham   0.2302   Brockton   0.1749   Hudson   0.1938   Ipswich   0.1633   North Chelmsford   0.2451   Waltham   0.2302   Brockton   0.1749   Hudson   0.1938   Ipswich   0.1616   Nortwell   0.1938   West Bolylston   0.2135   Bridgewater   0.1460   Hull   0.1532   North Dardwide   0.2461   Waltham   0.2451   Waltham   0.2441   Bridgewater   0.1460   Hull				
02108 - Boston   02035 - Foxboro   02186 - Milton   02180 - Stoneham   02109 - Boston   01701 - Framingham   01908 - Nahant   02072 - Stoughton   02110 - Boston   01702 - Framingham   02554 - Nantucket   01775 - Stow   02111 - Boston   02038 - Franklin   01760 - Natick   01566 - Sturbridge   02113 - Boston   01833 - Georgetown   02492 - Needham   01776 - Sudbury   02114 - Boston   01930 - Gloucester   02494 - Needham Heights   01590 - Sutton   02115 - Boston   01519 - Grafton   01951 - Newbury   01907 - Swampscott   02116 - Boston   01834 - Groveland   01950 - Newburyport   01876 - Tewksbury   02116 - Boston   01834 - Groveland   01950 - Newburyport   01876 - Tewksbury   02117 - Boston   01331 - Hanscom AFB   02459 - Newton   01983 - Topsfield   02127 - Boston   01371 - Hanscom AFB   02459 - Newton   01983 - Topsfield   02127 - Boston   01361 - Harvard   02464 - Newton Highlands   01568 - Upton   02163 - Boston   02645 - Harwich   02460 - Newtonville   02568 - Vineyard Haven   02210 - Boston   01830 - Haverhill   02056 - Norfolk   02468 - Waban   02215 - Boston   01830 - Haverhill   02056 - Norfolk   02468 - Waban   02215 - Boston   01832 - Haverhill   02760 - North Attleboro   02081 - Walpole   01921 - Boxford   02043 - Hingham   01862 - North Billerica   02452 - Waltham   02334 - Bridgewater   01520 - Holden   02747 - North Dartmouth   02452 - Waltham   02334 - Bridgewater   01520 - Holden   02747 - North Dartmouth   02452 - Waltham   02334 - Bridgewater   01746 - Holliston   01864 - North Reading   02472 - Watertown   02453 - Brookline   02136 - Hyde Park   02766 - North Billerica   02451 - Waltham   02632 - Brookline   02136 - Hyde Park   02766 - North Billerica   02452 - Waltham   02632 - Brookline   02136 - Hyde Park   02766 - North Billerica   02452 - Waltham   02632 - Brookline   02136 - Hyde Park   02766 - North Billerica   02452 - Waltham   02633 - Brookline   02136 - Hyde Park   02766 - North Billerica   02452 - Waltham   02652 - Brookline   02136 - Hyde Park   02766 - North Billerica   02472 - Wat				01772 - Southborough
02109 - Boston	01821 - Billerica	02540 - Falmouth	02054 - Millis	01564 - Sterling
D2110 - Boston	02108 - Boston	02035 - Foxboro	02186 - Milton	02180 - Stoneham
D2111 - Boston   D2038 - Franklin   D1760 - Natick   D1566 - Sturbridge	02109 - Boston	01701 - Framingham	01908 - Nahant	02072 - Stoughton
02113 - Boston   01833 - Georgetown   02494 - Needham   01776 - Sudbury   02115 - Boston   01930 - Gloucester   02494 - Needham Heights   01590 - Sutton   02115 - Boston   01519 - Grafton   01951 - Newbury   01907 - Swampscott   02116 - Boston   01834 - Groveland   01950 - Newburyport   01876 - Tewksbury   02118 - Boston   02339 - Hanover   02458 - Newton   01983 - Topsfield   02127 - Boston   01731 - Hanscom AFB   02459 - Newton Center   01879 - Tyngsboro   02128 - Boston   02341 - Hanson   02461 - Newton Highlands   01569 - Ubton   02163 - Boston   01451 - Harvard   02464 - Newton Upper Falls   01569 - Ubton   02199 - Boston   02645 - Harwich   02460 - Newtonville   02568 - Vineyard Haven   02215 - Boston   01832 - Haverhill   02055 - Norfolk   02468 - Waban   02215 - Boston   01832 - Haverhill   02760 - North Attleboro   02081 - Walpole   01921 - Boxford   02043 - Higham   01862 - North Attleboro   02451 - Waltham   02631 - Brewster   01520 - Holden   02747 - North Dartmouth   02453 - Waltham   02334 - Bridgewater   01746 - Holliston   02356 - North Easton   02571 - Waltham   02302 - Brockton   01748 - Hopkinton   01864 - North Neymouth   02452 - Waltham   02302 - Brockton   01749 - Hudson   02191 - North Weymouth   01778 - Wayland   02442 - Brookline   02136 - Hyde Park   02061 - Norwell   01938 - Ipswich   02061 - Norwell   01938 - Ipswich   02061 - Norwell   01938 - West Bridgewater   02130 - Jamaica Plain   02062 - Norwood   01583 - West Bridgewater   02130 - Jamaica Plain   02062 - Norwood   01583 - West Brylston   02332 - Bridlington   02130 - Jamaica Plain   02062 - Norwood   01583 - West Brylston   02352 - Buzzards Bay   02347 - Lakeville   02359 - Pembroke   01985 - West Newbury   02139 - Cambridge   01841 - Lawrence   02762 - Plainville   02455 - West Newton   02130 - Jamaica Plain   02062 - Norwood   01583 - West Brylston   02130 - Jamaica Plain   02062 - Norwood   01583 - West Brylston   02130 - Cambridge   01841 - Lawrence   02767 - Plainville   02455 - West Newton   02130 - Cambridge   01460	02110 - Boston	01702 - Framingham	02554 - Nantucket	01775 - Stow
02114 - Boston         01930 - Gloucester         02494 - Needham Heights         01590 - Suttron           02115 - Boston         01519 - Grafton         01951 - Newbury         01907 - Swampscott           02116 - Boston         01834 - Groveland         01950 - Newburyport         01876 - Tewksbury           02117 - Boston         01731 - Hanscom AFB         02459 - Newton Center         01879 - Tyngsboro           02128 - Boston         01451 - Harvard         02461 - Newton Highlands         01568 - Upton           02163 - Boston         01451 - Harward         02464 - Newton Upper Falls         01569 - Usknidge           02199 - Boston         02645 - Harwich         02460 - Newtonville         02568 - Vineyard Haven           02210 - Boston         01832 - Haverhill         02056 - Norfolk         02468 - Waban           02117 - Boxborough         01832 - Haverhill         02760 - North Andover         01880 - Walkfield           01719 - Boxford         02043 - Holbrook         01862 - North Billerica         022451 - Waltham           02184 - Braintree         03234 - Holbrook         01863 - North Chenford         02452 - Waltham           02315 - Brighton         01746 - Holliston         02356 - North Easton         02472 - Watertown           02310 - Brockton         01749 - Holpkinton         01364 - North Meymouth         01	02111 - Boston	02038 - Franklin	01760 - Natick	01566 - Sturbridge
02115 - Boston   01519 - Grafton   01951 - Newbury   01907 - Swampscott   02116 - Boston   01834 - Groveland   01950 - Newburyport   01876 - Tewksbury   02118 - Boston   02339 - Hanover   02458 - Newton   01983 - Topsfield   02127 - Boston   01731 - Hanscom AFB   02459 - Newton Center   01879 - Tyngsboro   02128 - Boston   01451 - Harvard   02464 - Newton Upper Falls   01569 - Uxbridge   02199 - Boston   02645 - Harwich   02460 - Newtonville   02568 - Vineyard Haven   02210 - Boston   01830 - Haverhill   02056 - Norfolk   02468 - Waban   02215 - Boston   01832 - Haverhill   02056 - Norfolk   02468 - Waban   02215 - Boston   01832 - Haverhill   02760 - North Artleboro   0281 - Walpole   01921 - Boxford   02433 - Holbrook   01863 - North Chelmsford   02451 - Waltham   02361 - Brewster   01520 - Holden   02747 - North Dartmouth   02452 - Waltham   02334 - Brighton   01748 - Holkiston   02356 - North Reading   02472 - Watertown   02302 - Brockton   02045 - Hull   01532 - North Meymouth   02778 - Waltham   02780 - Brockton   02785 - Hull   01532 - Brookline   02130 - Brockton   02045 - Hull   01532 - North Weymouth   01778 - Wayland   02452 - Waltham   02302 - Brockton   02045 - Hull   01532 - North Weymouth   01778 - Wayland   02452 - Brookline   02130 - Jamaica Plain   02062 - Norwold   01984 - Wenham   02481 - Wellesley   02446 - Brookline   02130 - Jamaica Plain   02062 - Norwold   01984 - Wenham   02193 - Cambridge   01841 - Lawrence   02762 - Plainville   02465 - West Newtorn   02131 - Lakeville   02359 - Pembroke   01985 - West Newtorn   02131 - Lakeville   02359 - Pembroke   01985 - West Newtorn   02410 - Cambridge   02421 - Lexington   02170 - Quincy   01473 - Westford   02493 - Westford   02142 - Cambridge   02421 - Lexington   02170 - Quincy   01473 - Westford   02184 - Cambridge   02421 - Lexington   02170 - Quincy   01473 - Westford   02182 - Charlestown   01851 - Lowell   0266 - Rockport   01475 - Westford   01581 - Lowell   02767 - Raynham   02090 - Westford   02182 - Chelmsford   01851 - Lowell   0	02113 - Boston	01833 - Georgetown	02492 - Needham	01776 - Sudbury
02115 - Boston   01519 - Grafton   01951 - Newbury   01907 - Swampscott   02116 - Boston   01834 - Groveland   01950 - Newburyport   01876 - Tewksbury   02118 - Boston   02339 - Hanover   02458 - Newton   01983 - Topsfield   02127 - Boston   01731 - Hanscom AFB   02459 - Newton Center   01879 - Tyngsboro   02128 - Boston   01451 - Harvard   02464 - Newton Upper Falls   01569 - Uxbridge   02199 - Boston   02645 - Harwich   02460 - Newtonville   02568 - Vineyard Haven   02210 - Boston   01830 - Haverhill   02056 - Norfolk   02468 - Waban   02215 - Boston   01832 - Haverhill   02056 - Norfolk   02468 - Waban   02215 - Boston   01832 - Haverhill   02760 - North Artleboro   0281 - Walpole   01921 - Boxford   02433 - Holbrook   01863 - North Chelmsford   02451 - Waltham   02361 - Brewster   01520 - Holden   02747 - North Dartmouth   02452 - Waltham   02334 - Brighton   01748 - Holkiston   02356 - North Reading   02472 - Watertown   02302 - Brockton   02045 - Hull   01532 - North Meymouth   02778 - Waltham   02780 - Brockton   02785 - Hull   01532 - Brookline   02130 - Brockton   02045 - Hull   01532 - North Weymouth   01778 - Wayland   02452 - Waltham   02302 - Brockton   02045 - Hull   01532 - North Weymouth   01778 - Wayland   02452 - Brookline   02130 - Jamaica Plain   02062 - Norwold   01984 - Wenham   02481 - Wellesley   02446 - Brookline   02130 - Jamaica Plain   02062 - Norwold   01984 - Wenham   02193 - Cambridge   01841 - Lawrence   02762 - Plainville   02465 - West Newtorn   02131 - Lakeville   02359 - Pembroke   01985 - West Newtorn   02131 - Lakeville   02359 - Pembroke   01985 - West Newtorn   02410 - Cambridge   02421 - Lexington   02170 - Quincy   01473 - Westford   02493 - Westford   02142 - Cambridge   02421 - Lexington   02170 - Quincy   01473 - Westford   02184 - Cambridge   02421 - Lexington   02170 - Quincy   01473 - Westford   02182 - Charlestown   01851 - Lowell   0266 - Rockport   01475 - Westford   01581 - Lowell   02767 - Raynham   02090 - Westford   02182 - Chelmsford   01851 - Lowell   0				
02116 - Boston         01834 - Groveland         01950 - Newburyport         01876 - Tewksbury           02117 - Boston         02339 - Hanover         02459 - Newton         01893 - Topsfield           02127 - Boston         01731 - Hanscom AFB         02459 - Newton Center         01879 - Tyngsboro           02163 - Boston         01451 - Harvard         02461 - Newton Highlands         01568 - Upton           02199 - Boston         02645 - Harwich         02460 - Newtonville         02568 - Vineyard Haven           02210 - Boston         01830 - Haverhill         02056 - Norfolk         02468 - Waban           02175 - Boston         01832 - Haverhill         02760 - North Andover         01880 - Wakefield           01719 - Boxborough         01835 - Haverhill         02760 - North Attleboro         02081 - Walpole           01921 - Boxford         0243 - Hilopan         01862 - North Billerica         02451 - Waltham           02184 - Braintree         02343 - Holbrook         01863 - North Chelmsford         02452 - Waltham           02313 - Brewster         01500 - Holden         02747 - North Dartmouth         02452 - Waltham           02324 - Bridgewater         01746 - Holliston         02364 - North Reading         02472 - Watertown           02301 - Brockton         01748 - Huldson         02191 - North Weymouth         01778 -	02115 - Boston	01519 - Grafton		01907 - Swampscott
O2118 - Boston		01834 - Groveland		
02127 - Boston   01731 - Hanscom AFB   02469 - Newton Center   01879 - Tyngsboro   02128 - Boston   02341 - Hanson   02461 - Newton Highlands   01568 - Upton   01569 - Uxbridge   02199 - Boston   02645 - Harwich   02460 - Newton Upper Falls   02566 - Vineyard Haven   02210 - Boston   01830 - Haverhill   02056 - Norfolk   02468 - Waban   02215 - Boston   01830 - Haverhill   01845 - North Andover   01880 - Wakefield   01719 - Boxborough   01835 - Haverhill   02760 - North Attleboro   01880 - Wakefield   01719 - Boxford   02043 - Hingham   01862 - North Billerica   02451 - Waltham   02184 - Braintree   02343 - Holbrook   01863 - North Chelmsford   02452 - Waltham   02343 - Bridgewater   01746 - Holliston   02747 - North Dartmouth   02453 - Waltham   02314 - Bridgewater   01746 - Holliston   02356 - North Reading   02472 - Watertown   02302 - Brockton   01749 - Hudson   02191 - North Weymouth   01778 - Wayland   02302 - Brockton   02136 - Hyde Park   02766 - Norton   02481 - Wellesley Hills   02445 - Brookline   01364 - Kingston   02136 - Norton   02481 - Wellesley Hills   02532 - Buzzards Bay   02364 - Kingston   01960 - Peabody   02379 - West Bridgewater   01947 - Lakeville   02359 - Pembroke   01983 - West Bridgewater   01941 - Lawrence   02762 - Plainville   02465 - West Newton   02136 - Plympton   01581 - West Newton   02141 - Cambridge   01843 - Lawrence   02360 - Plympton   01581 - West Newton   02141 - Cambridge   01453 - Leorinister   02367 - Plympton   01581 - West Newton   02142 - Cambridge   02421 - Lexington   02170 - Quincy   01473 - Westport   02265 - Cohasset   01960 - Lynn   01960 - Reabody   02132 - West Newton   02147 - Cambridge   02421 - Lexington   02170 - Quincy   01473 - Westport   02267 - Cambridge   02467 - Lewell   02767 - Raynham   02090 - Westport   02030 - Carver   01851 - Lowell   01867 - Reading   02185 - West Newton   02190 - Westport   02265 - Cohasset   01960 - Lynn   01960 - Rookland   01887 - Wintington   01462 - Lunenburg   02370 - Rookland   01887 - Wintington   01462 - Lune				
02128 - Boston         02341 - Hanson         02461 - Newton Highlands         01568 - Upton           02163 - Boston         01451 - Harvard         02464 - Newton Upper Falls         01569 - Upton           02199 - Boston         02645 - Harvich         02460 - Newtonville         02568 - Vineyard Haven           02210 - Boston         01830 - Haverhill         02056 - Norfolk         02468 - Waban           02215 - Boston         01832 - Haverhill         01845 - North Andover         01880 - Wakefield           01719 - Boxborough         01835 - Haverhill         02760 - North Arttleboro         02081 - Walpole           01921 - Boxford         02043 - Hingham         01862 - North Billerica         02451 - Waltham           02631 - Brewster         01520 - Holden         02747 - North Dartmouth         02452 - Waltham           02324 - Bridgewater         01746 - Holliston         02356 - North Easton         02571 - Wareham           02301 - Brockton         01748 - Holpkinton         01864 - North Reading         02472 - Watertown           02302 - Brockton         01749 - Hudson         02191 - Northborough         02482 - Wellesley           02445 - Brookline         02136 - Hyde Park         02766 - Norton         02481 - Wellesley Hills           02445 - Brookline         01938 - Ipswich         02061 - Norwell         01984 -				
02163 - Boston   01451 - Harvard   02460 - Newton Upper Falls   01569 - Uxbridge   02199 - Boston   02645 - Harwich   02460 - Newtonville   02568 - Vineyard Haven   02210 - Boston   01830 - Haverhill   02056 - Norfolk   02468 - Waban   02215 - Boston   01832 - Haverhill   01845 - North Andover   01880 - Wakefield   01719 - Boxford   02043 - Hingham   01862 - North Attleboro   02081 - Walpole   01921 - Boxford   02043 - Hingham   01862 - North Billerica   02451 - Waltham   02184 - Braintree   02343 - Holbrook   01863 - North Chelmsford   02452 - Waltham   02631 - Brewster   01520 - Holden   02747 - North Dartmouth   02453 - Waltham   02336 - Bridgewater   01746 - Holliston   02356 - North Easton   02571 - Wareham   02302 - Brockton   01749 - Hudson   02191 - North Weymouth   01778 - Wayland   02302 - Brockton   02045 - Hull   01532 - Northborough   02482 - Wellesley   02445 - Brookline   01938 - Ipswich   02766 - Norton   02481 - Wellesley Hills   02446 - Brookline   01938 - Ipswich   02061 - Norwell   01984 - Wenham   01803 - Burlington   02130 - Jamaica Plain   02062 - Norwood   01583 - West Boylston   02532 - Buzzards Bay   02364 - Kingston   01960 - Peabody   02379 - West Bridgewater   01922 - Byfield   02347 - Lakeville   02359 - Pembroke   01985 - West Newbury   02139 - Cambridge   01841 - Lawrence   02762 - Plainville   02465 - West Newton   02141 - Cambridge   01453 - Leominster   02367 - Plympton   01581 - Westborough   02142 - Cambridge   02421 - Lexington   02169 - Quincy   01473 - Westminster   02021 - Canton   01773 - Lincoln   02171 - Quincy   02493 - Westbord   02139 - Charlestown   01851 - Lowell   01867 - Reading   02188 - Weymouth   01852 - Lowell   02769 - Rehoboth   01588 - Weithran   01587 - Reading   02188 - Weymouth   01587 - Reading   02188 - Weymouth   01587 - Reading   02188 - Weymouth   02150 - Chelsea   01462 - Lunenburg   02370 - Rockland   01887 - Wilmington   01500 - Winchester   02265 - Cohasset   01904 - Lynn   01966 - Rockport   01475 - Winchendon   01510 - Clinton   01905 - L				
02199 - Boston   02645 - Harwich   02460 - Newtonville   02568 - Vineyard Haven   02210 - Boston   01830 - Haverhill   02056 - Norfolk   02468 - Waban   02215 - Boston   01832 - Haverhill   01845 - North Andover   01880 - Wakefield   01719 - Boxborough   01835 - Haverhill   02760 - North Artleboro   02081 - Walpole   01921 - Boxford   02043 - Hingham   01862 - North Billerica   02451 - Waltham   02184 - Braintree   02343 - Holbrook   01863 - North Chelmsford   02452 - Waltham   02631 - Brewster   01520 - Holden   02747 - North Dartmouth   02453 - Waltham   02324 - Bridgewater   01746 - Holliston   02356 - North Easton   02571 - Wareham   02315 - Brighton   01748 - Hopkinton   01864 - North Reading   02472 - Watertown   02301 - Brockton   01749 - Hudson   02191 - North Weymouth   01778 - Wayland   02302 - Brockton   02045 - Hull   01532 - Northborough   02482 - Wellesley   02445 - Brookline   02136 - Hyde Park   02766 - Norton   02481 - Wellesley Hills   01803 - Burlington   01938 - Ipswich   02061 - Norwell   01994 - West Boylston   02532 - Buzzards Bay   02364 - Kingston   01960 - Peabody   02379 - West Bridgewater   01922 - Byfield   02347 - Lakeville   02359 - Pembroke   01985 - West Newton   02140 - Cambridge   01841 - Lawrence   02762 - Plainville   02465 - West Newton   02141 - Cambridge   01453 - Leominster   02367 - Plympton   01581 - Westborough   02141 - Cambridge   02421 - Lexington   02170 - Quincy   01866 - Westford   02141 - Carboridge   02421 - Lexington   02170 - Quincy   01866 - Westford   02171 - Quincy   02493 - Weston   02194 - Canbridge   01453 - Lowell   02767 - Raynham   02090 - Westwood   02189 - Carboridge   01453 - Lowell   02767 - Raynham   02090 - Westwood   02189 - Carboridge   01453 - Lowell   02767 - Raynham   02090 - Westwood   02186 - Carboridge   01462 - Lunenburg   02367 - Reading   02188 - Weymouth   02188 - Weymouth   02633 - Chatham   01852 - Lowell   02769 - Rehoboth   01887 - Wilmington   01582 - Wilmington   02150 - Rosbury   02188 - Wilmington   01585 - Wilmington   0				
02210 - Boston         01830 - Haverhill         02056 - Norfolk         02468 - Waban           02215 - Boston         01832 - Haverhill         01845 - North Andover         01880 - Wakefield           01719 - Boxborough         01835 - Haverhill         02760 - North Attleboro         02081 - Walpole           01921 - Boxford         02043 - Hingham         01862 - North Billerica         02451 - Waltham           02184 - Braintree         02343 - Holbrook         01863 - North Chelmsford         02452 - Waltham           02361 - Brewster         01520 - Holden         02747 - North Dartmouth         02452 - Waltham           02324 - Bridgewater         01746 - Holliston         02356 - North Easton         02571 - Wareham           02315 - Brighton         01748 - Hokinton         01864 - North Reading         02472 - Watertown           02301 - Brockton         01749 - Hudson         02191 - North Weymouth         01778 - Wayland           02302 - Brockline         02045 - Hull         01532 - Northoorough         02482 - Wellesley           02445 - Brookline         02136 - Hyde Park         02766 - Norton         02481 - Wellesley           02446 - Brookline         01938 - Ipswich         02061 - Norwell         01984 - Wenham           01803 - Burlington         02130 - Jamaica Plain         02062 - Norwood         01583 - West B				
02215 - Boston         01832 - Haverhill         01845 - North Andover         01880 - Wakefield           01719 - Boxborough         01835 - Haverhill         02760 - North Attleboro         02081 - Walpole           01921 - Boxford         02043 - Hingham         01862 - North Billerica         02451 - Waltham           02184 - Braintree         02343 - Holbrook         01863 - North Chelmsford         02452 - Waltham           02631 - Brewster         01520 - Holden         02747 - North Dartmouth         02453 - Waltham           02324 - Bridgewater         01746 - Holliston         02356 - North Easton         02571 - Wareham           02135 - Brighton         01748 - Hopkinton         01864 - North Reading         02472 - Watertown           02301 - Brockton         01749 - Hudson         02191 - North Weymouth         01778 - Wayland           02302 - Brockton         02045 - Hull         01532 - Northborough         02482 - Wellesley           02445 - Brookline         02136 - Hyde Park         02766 - Norton         02481 - Wellesley Hills           02446 - Brookline         01938 - Ipswich         02061 - Norwell         01984 - Wenham           01803 - Burlington         02130 - Jamaica Plain         02062 - Norwood         01583 - West Bridgewater           01922 - Byfield         02347 - Lakeville         02359 - Pembroke				
01719 - Boxborough         01835 - Haverhill         02760 - North Attleboro         02081 - Walpole           01921 - Boxford         02043 - Hingham         01862 - North Billerica         02451 - Waltham           02184 - Braintree         02343 - Holbrook         01863 - North Chelmsford         02452 - Waltham           02631 - Brewster         01520 - Holden         02747 - North Dartmouth         02453 - Waltham           02324 - Bridgewater         01746 - Holliston         01864 - North Reading         02472 - Watertown           02301 - Brockton         01749 - Hudson         02191 - North Weymouth         01778 - Wayland           02302 - Brockton         02045 - Hull         01532 - Northborough         02482 - Wellesley           02445 - Brookline         02136 - Hyde Park         02766 - Norton         02481 - Wellesley Hills           02445 - Brookline         01938 - Ipswich         02061 - Norwell         01984 - Wenham           01803 - Burlington         02130 - Jamaica Plain         02062 - Norwood         01583 - West Boylston           02532 - Buzzards Bay         02364 - Kingston         01960 - Peabody         02379 - West Bridgewater           01922 - Byffield         02347 - Lakeville         02359 - Pembroke         01985 - West Newbury           02138 - Cambridge         01841 - Lawrence         02762 - Plainville				
01921 - Boxford         02043 - Hingham         01862 - North Billerica         02451 - Waltham           02184 - Braintree         02343 - Holbrook         01863 - North Chelmsford         02452 - Waltham           02631 - Brewster         01520 - Holden         02747 - North Dartmouth         02452 - Waltham           02324 - Bridgewater         01746 - Holliston         02356 - North Easton         02571 - Wareham           02301 - Brockton         01749 - Hudson         02191 - North Weymouth         01778 - Wayland           02302 - Brockton         02045 - Hull         01532 - Northborough         02481 - Wellesley           02445 - Brookline         02136 - Hyde Park         02766 - Norton         02481 - Wellesley Hills           02446 - Brookline         01938 - Ipswich         02061 - Norwell         01984 - Wenham           01803 - Burlington         02130 - Jamaica Plain         02062 - Norwood         01583 - West Boylston           02532 - Buzzards Bay         02364 - Kingston         01960 - Peabody         02379 - West Bridgewater           01922 - Byfield         02347 - Lakeville         02359 - Pembroke         01985 - West Newton           02139 - Cambridge         01841 - Lawrence         02762 - Plainville         02465 - West Newton           02140 - Cambridge         01453 - Leominster         02369 - Plympton				
02184 - Braintree         02343 - Holbrook         01863 - North Chelmsford         02452 - Waltham           02631 - Brewster         01520 - Holden         02747 - North Dartmouth         02453 - Waltham           02324 - Bridgewater         01746 - Holliston         02356 - North Easton         02571 - Wareham           02135 - Brighton         01748 - Holpkinton         01864 - North Reading         02472 - Watertown           02301 - Brockton         01749 - Hudson         02191 - North Weymouth         01778 - Wayland           02302 - Brockton         02045 - Hull         01532 - Northborough         02482 - Wellesley           02445 - Brookline         02136 - Hyde Park         02766 - Norton         02481 - Wellesley Hills           02446 - Brookline         01938 - Ipswich         02061 - Norwell         01984 - Wenham           01803 - Burlington         02130 - Jamaica Plain         02062 - Norwood         01583 - West Boylston           02532 - Buzzards Bay         02364 - Kingston         01960 - Peabody         02379 - West Bridgewater           01922 - Byfield         02347 - Lakeville         02359 - Pembroke         01985 - West Newbury           02138 - Cambridge         01841 - Lawrence         02762 - Plainville         02465 - West Newton           02139 - Cambridge         01843 - Leominster         02360 - Plymouth				
02631 - Brewster         01520 - Holden         02747 - North Dartmouth         02453 - Waltham           02324 - Bridgewater         01746 - Holliston         02356 - North Easton         02571 - Wareham           02301 - Brockton         01749 - Hudson         02191 - North Weymouth         02472 - Watertown           02302 - Brockton         02045 - Hull         01532 - Northborough         02482 - Wellesley           02445 - Brookline         02136 - Hyde Park         02766 - Norton         02481 - Wellesley Hills           02446 - Brookline         01938 - Ipswich         02061 - Norwell         01984 - Wenham           01803 - Burlington         02130 - Jamaica Plain         02062 - Norwood         01583 - West Boylston           02532 - Buzzards Bay         02364 - Kingston         01960 - Peabody         02379 - West Bridgewater           01922 - Byfield         02347 - Lakeville         02359 - Permbroke         01985 - West Newbury           02139 - Cambridge         01841 - Lawrence         02762 - Plainville         02465 - West Newbury           02140 - Cambridge         01453 - Leominster         02360 - Plymoth         02132 - West Roxbury           02140 - Cambridge         01453 - Leominster         02367 - Plympton         01581 - Westborough           02141 - Cambridge         02420 - Lexington         02169 - Quincy				
02324 - Bridgewater         01746 - Holliston         02356 - North Easton         02571 - Wareham           02135 - Brighton         01748 - Hopkinton         01864 - North Reading         02472 - Watertown           02301 - Brockton         01749 - Hudson         02191 - North Weymouth         01778 - Wayland           02302 - Brockton         02045 - Hull         01532 - Northborough         02482 - Wellesley           02445 - Brookline         02136 - Hyde Park         02766 - Norton         02481 - Wellesley Hills           02446 - Brookline         01938 - Ipswich         02061 - Norwell         01984 - Wenham           01803 - Burlington         02130 - Jamaica Plain         02062 - Norwood         01583 - West Boylston           02532 - Buzzards Bay         02364 - Kingston         01960 - Peabody         02379 - West Bridgewater           01922 - Byfield         02347 - Lakeville         02359 - Pembroke         01985 - West Newbury           02138 - Cambridge         01841 - Lawrence         02762 - Plainville         02465 - West Newbury           02139 - Cambridge         01841 - Lawrence         02360 - Plymouth         02132 - West Roxbury           02140 - Cambridge         01453 - Leominster         02360 - Plymouth         02132 - West Roxbury           02141 - Cambridge         01453 - Leominster         02360 - Plymouth				
02135 - Brighton         01748 - Hopkinton         01864 - North Reading         02472 - Watertown           02301 - Brockton         01749 - Hudson         02191 - North Weymouth         01778 - Wayland           02302 - Brockton         02045 - Hull         01532 - Northborough         02482 - Wellesley           02445 - Brookline         02136 - Hyde Park         02766 - Norton         02481 - Wellesley Hills           02446 - Brookline         01938 - Ipswich         02061 - Norwell         01984 - Wenham           01803 - Burlington         02130 - Jamaica Plain         02062 - Norwood         01583 - West Boylston           02532 - Buzzards Bay         02364 - Kingston         01960 - Peabody         02379 - West Bridgewater           01922 - Byfield         02347 - Lakeville         02359 - Pembroke         01985 - West Newton           02138 - Cambridge         01841 - Lawrence         02762 - Plainville         02465 - West Newton           02139 - Cambridge         01453 - Leominster         02360 - Plymouth         02132 - West Roxbury           02140 - Cambridge         01453 - Leominster         02367 - Plympton         01581 - Westborough           02141 - Cambridge         02420 - Lexington         02169 - Quincy         01886 - Westford           02142 - Cambridge         02421 - Lexington         02170 - Quincy         01				
02301 - Brockton         01749 - Hudson         02191 - North Weymouth         01778 - Wayland           02302 - Brockton         02045 - Hull         01532 - Northborough         02482 - Wellesley           02445 - Brookline         02136 - Hyde Park         02766 - Norton         02481 - Wellesley Hills           02446 - Brookline         01938 - Ipswich         02061 - Norwell         01984 - Wenham           01803 - Burlington         02130 - Jamaica Plain         02062 - Norwood         01583 - West Boylston           02532 - Buzzards Bay         02364 - Kingston         01960 - Peabody         02379 - West Bridgewater           01922 - Byfield         02347 - Lakeville         02359 - Pembroke         01985 - West Newbury           02138 - Cambridge         01841 - Lawrence         02762 - Plainville         02465 - West Newton           02139 - Cambridge         01843 - Lawrence         02360 - Plymouth         02132 - West Roxbury           02140 - Cambridge         01453 - Leominster         02367 - Plympton         01581 - Westborough           02141 - Cambridge         02420 - Lexington         02169 - Quincy         01886 - Westford           02142 - Cambridge         02421 - Lexington         02170 - Quincy         01473 - Westminster           02021 - Canton         01773 - Lincoln         02171 - Quincy         01473 - West				
02302 - Brockton         02045 - Hull         01532 - Northborough         02482 - Wellesley           02445 - Brookline         02136 - Hyde Park         02766 - Norton         02481 - Wellesley Hills           02446 - Brookline         01938 - Ipswich         02061 - Norwell         01984 - Wenham           01803 - Burlington         02130 - Jamaica Plain         02062 - Norwood         01583 - West Boylston           02532 - Buzzards Bay         02364 - Kingston         01960 - Peabody         02379 - West Bridgewater           01922 - Byfield         02347 - Lakeville         02359 - Pembroke         01985 - West Newbury           02138 - Cambridge         01841 - Lawrence         02762 - Plainville         02465 - West Newbury           02139 - Cambridge         01843 - Lawrence         02360 - Plymouth         02132 - West Roxbury           02140 - Cambridge         01453 - Leominster         02360 - Plympton         01581 - Westborough           02141 - Cambridge         02420 - Lexington         02169 - Quincy         01486 - Westford           02142 - Cambridge         02421 - Lexington         02170 - Quincy         01473 - Westminster           02021 - Canton         01773 - Lincoln         02171 - Quincy         01473 - Westminster           02021 - Cartor         01850 - Lowell         02767 - Raynham         02090 - Westwood	-	•	_	
02445 - Brookline         02136 - Hyde Park         02766 - Norton         02481 - Wellesley Hills           02446 - Brookline         01938 - Ipswich         02061 - Norwell         01984 - Wenham           01803 - Burlington         02130 - Jamaica Plain         02062 - Norwood         01583 - West Boylston           02532 - Buzzards Bay         02364 - Kingston         01960 - Peabody         02379 - West Bridgewater           01922 - Byfield         02347 - Lakeville         02359 - Pembroke         01985 - West Newbury           02138 - Cambridge         01841 - Lawrence         02762 - Plainville         02465 - West Newton           02139 - Cambridge         01843 - Lawrence         02360 - Plymouth         02132 - West Roxbury           02140 - Cambridge         01453 - Leominster         02367 - Plympton         01581 - Westborough           02141 - Cambridge         02420 - Lexington         02169 - Quincy         01886 - Westford           02142 - Cambridge         02421 - Lexington         02170 - Quincy         01873 - Westminster           02021 - Canton         01773 - Lincoln         02171 - Quincy         02493 - Weston           01741 - Carlisle         01460 - Littleton         02368 - Randolph         02790 - Westport           02330 - Carver         01850 - Lowell         02767 - Raynham         02090 - Westwood				
02446 - Brookline         01938 - Ipswich         02061 - Norwell         01984 - Wenham           01803 - Burlington         02130 - Jamaica Plain         02062 - Norwood         01583 - West Boylston           02532 - Buzzards Bay         02364 - Kingston         01960 - Peabody         02379 - West Bridgewater           01922 - Byfield         02347 - Lakeville         02359 - Pembroke         01985 - West Newbury           02138 - Cambridge         01841 - Lawrence         02762 - Plainville         02465 - West Newton           02139 - Cambridge         01843 - Lawrence         02360 - Plymouth         02132 - West Roxbury           02140 - Cambridge         01453 - Leominster         02367 - Plympton         01581 - Westborough           02141 - Cambridge         02420 - Lexington         02169 - Quincy         01886 - Westford           02142 - Cambridge         02421 - Lexington         02170 - Quincy         01473 - Westminster           02021 - Canton         01773 - Lincoln         02171 - Quincy         01473 - Westmon           02730 - Carver         01850 - Lowell         02171 - Quincy         02493 - Weston           01741 - Carlisle         01460 - Littleton         02368 - Randolph         02790 - Westport           02330 - Carver         01850 - Lowell         02767 - Reynham         02090 - Westwood				
01803 - Burlington         02130 - Jamaica Plain         02062 - Norwood         01583 - West Boylston           02532 - Buzzards Bay         02364 - Kingston         01960 - Peabody         02379 - West Bridgewater           01922 - Byfield         02347 - Lakeville         02359 - Pembroke         01985 - West Newbury           02138 - Cambridge         01841 - Lawrence         02762 - Plainville         02465 - West Newton           02139 - Cambridge         01843 - Lawrence         02360 - Plymouth         02132 - West Roxbury           02140 - Cambridge         01453 - Leorninster         02367 - Plympton         01581 - Westborough           02141 - Cambridge         02420 - Lexington         02169 - Quincy         01886 - Westford           02142 - Cambridge         02421 - Lexington         02170 - Quincy         01473 - Westminster           02021 - Canton         01773 - Lincoln         02171 - Quincy         01473 - Westmort           01741 - Carlisle         01460 - Littleton         02368 - Randolph         02790 - Westport           02330 - Carver         01850 - Lowell         02767 - Raynham         02090 - Westwood           02129 - Charlestown         01851 - Lowell         01867 - Reading         02188 - Weymouth           02633 - Chatham         01852 - Lowell         02769 - Rehoboth         01588 - Whitinsville		,		
02532 - Buzzards Bay         02364 - Kingston         01960 - Peabody         02379 - West Bridgewater           01922 - Byfield         02347 - Lakeville         02359 - Pembroke         01985 - West Newbury           02138 - Cambridge         01841 - Lawrence         02762 - Plainville         02465 - West Newton           02139 - Cambridge         01843 - Lawrence         02360 - Plymouth         02132 - West Roxbury           02140 - Cambridge         01453 - Leominster         02367 - Plympton         01581 - Westborough           02141 - Cambridge         02420 - Lexington         02169 - Quincy         01886 - Westford           02142 - Cambridge         02421 - Lexington         02170 - Quincy         01473 - Westminster           02021 - Canton         01773 - Lincoln         02171 - Quincy         02493 - Weston           01741 - Carlisle         01460 - Littleton         02368 - Randolph         02790 - Westport           02330 - Carver         01850 - Lowell         02767 - Raynham         02090 - Westwood           02129 - Charlestown         01851 - Lowell         01867 - Reading         02188 - Weymouth           02633 - Chatham         01851 - Lowell         02769 - Rehoboth         01588 - Whitinsville           01824 - Chelmsford         01854 - Lowell         02151 - Revere         02382 - Whitman <tr< td=""><td></td><td></td><td></td><td></td></tr<>				
01922 - Byfield         02347 - Lakeville         02359 - Pembroke         01985 - West Newbury           02138 - Cambridge         01841 - Lawrence         02762 - Plainville         02465 - West Newton           02139 - Cambridge         01843 - Lawrence         02360 - Plymouth         02132 - West Roxbury           02140 - Cambridge         01453 - Leorinister         02367 - Plympton         01581 - Westborough           02141 - Cambridge         02420 - Lexington         02169 - Quincy         01886 - Westford           02142 - Cambridge         02421 - Lexington         02170 - Quincy         01473 - Westminster           02021 - Canton         01773 - Lincoln         02171 - Quincy         02493 - Weston           01741 - Carlisle         01460 - Littleton         02368 - Randolph         02790 - Westport           02330 - Carver         01850 - Lowell         02767 - Raynham         02090 - Westwood           02129 - Charlestown         01851 - Lowell         01867 - Reading         02188 - Weymouth           02633 - Chatham         01852 - Lowell         02769 - Rehoboth         01588 - Whitinsville           01824 - Chelmsford         01854 - Lowell         02151 - Revere         02382 - Whitman           02150 - Chelsea         01462 - Lunenburg         02370 - Rockland         01887 - Wilmington				
02138 - Cambridge         01841 - Lawrence         02762 - Plainville         02465 - West Newton           02139 - Cambridge         01843 - Lawrence         02360 - Plymputh         02132 - West Roxbury           02140 - Cambridge         01453 - Leominster         02367 - Plympton         01581 - Westborough           02141 - Cambridge         02420 - Lexington         02169 - Quincy         01886 - Westford           02142 - Cambridge         02421 - Lexington         02170 - Quincy         01473 - Westminster           02021 - Canton         01773 - Lincoln         02171 - Quincy         02493 - Weston           01741 - Carlisle         01460 - Littleton         02368 - Randolph         02790 - Westport           02330 - Carver         01850 - Lowell         02767 - Raynham         02090 - Westwood           02129 - Charlestown         01851 - Lowell         01867 - Reading         02188 - Weymouth           02633 - Chatham         01852 - Lowell         02769 - Rehoboth         01588 - Whitinsville           01842 - Chelmsford         01854 - Lowell         02151 - Revere         02382 - Whitman           02150 - Chelsea         01462 - Lunenburg         02370 - Rockland         01887 - Wilmington           02467 - Chestnut Hill         01901 - Lynn         01966 - Rockport         01475 - Winchester	,	3	•	
02139 - Cambridge         01843 - Lawrence         02360 - Plymouth         02132 - West Roxbury           02140 - Cambridge         01453 - Leoninster         02367 - Plympton         01581 - Westborough           02141 - Cambridge         02420 - Lexington         02169 - Quincy         01886 - Westford           02142 - Cambridge         02421 - Lexington         02170 - Quincy         01473 - Westminster           02021 - Canton         01773 - Lincoln         02171 - Quincy         02493 - Weston           01741 - Carlisle         01460 - Littleton         02368 - Randolph         02790 - Westport           02330 - Carver         01850 - Lowell         02767 - Raynham         02090 - Westwood           02129 - Charlestown         01851 - Lowell         01867 - Reading         02188 - Weymouth           02633 - Chatham         01852 - Lowell         02769 - Rehoboth         01588 - Whitinsville           01842 - Chelimsford         01854 - Lowell         02151 - Revere         02382 - Whitman           02150 - Chelsea         01462 - Lunenburg         02370 - Rockland         01887 - Wilmington           02467 - Chestnut Hill         01901 - Lynn         01966 - Rockport         01475 - Winchendon           01510 - Clinton         01902 - Lynn         02131 - Roslindale         01890 - Winchester           02				,
02140 - Cambridge         01453 - Leominster         02367 - Plympton         01581 - Westborough           02141 - Cambridge         02420 - Lexington         02169 - Quincy         01886 - Westford           02142 - Cambridge         02421 - Lexington         02170 - Quincy         01473 - Westminster           02021 - Canton         01773 - Lincoln         02171 - Quincy         02493 - Weston           01741 - Carlisle         01460 - Littleton         02368 - Randolph         02790 - Westport           02330 - Carver         01850 - Lowell         02767 - Raynham         02090 - Westwood           02129 - Charlestown         01851 - Lowell         01867 - Reading         02188 - Weymouth           02633 - Chatham         01852 - Lowell         02769 - Rehoboth         01588 - Whitinsville           01842 - Chelmsford         01854 - Lowell         02151 - Revere         02382 - Whitman           02150 - Chelsea         01462 - Lunenburg         02370 - Rockland         01887 - Wilmington           02467 - Chestnut Hill         01901 - Lynn         01966 - Rockport         01475 - Winchendon           01510 - Clinton         01902 - Lynn         02131 - Roslindale         01890 - Winchester           02025 - Cohasset         01904 - Lynn         01969 - Rowley         02152 - Winthrop           01742 - Concor				
02141 - Cambridge         02420 - Lexington         02169 - Quincy         01886 - Westford           02142 - Cambridge         02421 - Lexington         02170 - Quincy         01473 - Westminster           02021 - Canton         01773 - Lincoln         02171 - Quincy         02493 - Weston           01741 - Carlisle         01460 - Littleton         02368 - Randolph         02790 - Westport           02330 - Carver         01850 - Lowell         02767 - Raynham         02090 - Westwood           02129 - Charlestown         01851 - Lowell         01867 - Reading         02188 - Weymouth           02633 - Chatham         01852 - Lowell         02769 - Rehoboth         01588 - Whitinsville           01824 - Chelmsford         01854 - Lowell         02151 - Revere         02382 - Whitman           02150 - Chelsea         01462 - Lunenburg         02370 - Rockland         01887 - Wilmington           02467 - Chestnut Hill         01901 - Lynn         01966 - Rockport         01475 - Winchester           01510 - Clinton         01902 - Lynn         02131 - Roslindale         01890 - Winchester           02055 - Cohasset         01905 - Lynn         01969 - Rowley         02152 - Winthrop           01742 - Concord         01905 - Lynn         02119 - Roxbury         01801 - Woburn           02635 - Cotuit				
02142 - Cambridge         02421 - Lexington         02170 - Quincy         01473 - Westminster           02021 - Canton         01773 - Lincoln         02171 - Quincy         02493 - Weston           01741 - Carlisle         01460 - Littleton         02368 - Randolph         02790 - Westport           02330 - Carver         01850 - Lowell         02767 - Raynham         02090 - Westwood           02129 - Charlestown         01851 - Lowell         01867 - Reading         02188 - Weymouth           02633 - Chatham         01852 - Lowell         02769 - Rehoboth         01588 - Whitinsville           01824 - Chelmsford         01854 - Lowell         02151 - Revere         02382 - Whitman           02150 - Chelsea         01462 - Lunenburg         02370 - Rockland         01887 - Wilmington           02467 - Chestnut Hill         01901 - Lynn         01966 - Rockport         01475 - Winchendon           01510 - Clinton         01902 - Lynn         02131 - Roslindale         01890 - Winchester           02055 - Cohasset         01904 - Lynn         01969 - Rowley         02152 - Winthrop           01742 - Concord         01905 - Lynn         02119 - Roxbury         01801 - Woburn           02635 - Cotuit         01904 - Lynnfield         02120 - Roxbury Crossing         01602 - Worcester	02140 - Cambridge	01453 - Leominster	02367 - Plympton	01581 - Westborough
02021 - Canton         01773 - Lincoln         02171 - Quincy         02493 - Weston           01741 - Carlisle         01460 - Littleton         02368 - Randolph         02790 - Westport           02330 - Carver         01850 - Lowell         02767 - Raynham         02090 - Westwood           02129 - Charlestown         01851 - Lowell         01867 - Reading         02188 - Weymouth           02633 - Chatham         01852 - Lowell         02769 - Rehoboth         01588 - Whitinsville           01844 - Chelmsford         01854 - Lowell         02151 - Revere         02382 - Whitman           02150 - Chelsea         01462 - Lunenburg         02370 - Rockland         01887 - Wilmington           02467 - Chestnut Hill         01901 - Lynn         01966 - Rockport         01475 - Winchendon           01510 - Clinton         01902 - Lynn         02131 - Roslindale         01890 - Winchester           02025 - Cohasset         01904 - Lynn         01969 - Rowley         02152 - Winthrop           01742 - Concord         01905 - Lynn         02119 - Roxbury         01801 - Woburn           02635 - Cotuit         01904 - Lynnfield         02120 - Roxbury Crossing         01602 - Worcester	02141 - Cambridge	02420 - Lexington	02169 - Quincy	01886 - Westford
02021 - Canton         01773 - Lincoln         02171 - Quincy         02493 - Weston           01741 - Carlisle         01460 - Littleton         02368 - Randolph         02790 - Westport           02330 - Carver         01850 - Lowell         02767 - Raynham         02090 - Westwood           02129 - Charlestown         01851 - Lowell         01857 - Reading         02188 - Weymouth           02633 - Chatham         01852 - Lowell         02769 - Rehoboth         01588 - Whitinsville           01824 - Chelmsford         01854 - Lowell         02151 - Revere         02382 - Whitman           02150 - Chelsea         01462 - Lunenburg         02370 - Rockland         01887 - Wilmington           02467 - Chestnut Hill         01901 - Lynn         01966 - Rockport         01475 - Winchendon           01510 - Clinton         01902 - Lynn         02131 - Roslindale         01890 - Winchester           02025 - Cohasset         01904 - Lynn         01969 - Rowley         02152 - Winthrop           01742 - Concord         01905 - Lynn         02119 - Roxbury         01801 - Woburn           02635 - Cotuit         01904 - Lynnfield         02120 - Roxbury Crossing         01602 - Worcester	02142 - Cambridge	02421 - Lexington	02170 - Quincy	
02330 - Carver         01850 - Lowell         02767 - Raynham         02090 - Westwood           02129 - Charlestown         01851 - Lowell         01867 - Reading         02188 - Weymouth           02633 - Chatham         01852 - Lowell         02769 - Rehoboth         01588 - Whitinsville           01824 - Chelmsford         01854 - Lowell         02151 - Revere         02382 - Whitman           02150 - Chelsea         01462 - Lunenburg         02370 - Rockland         01887 - Wilmington           02467 - Chestnut Hill         01901 - Lynn         01966 - Rockport         01475 - Winchendon           01510 - Clinton         01902 - Lynn         02131 - Roslindale         01890 - Winchester           02025 - Cohasset         01904 - Lynn         01969 - Rowley         02152 - Winthrop           01742 - Concord         01905 - Lynn         02119 - Roxbury         01801 - Woburn           02635 - Cotuit         01940 - Lynnfield         02120 - Roxbury Crossing         01602 - Worcester	02021 - Canton	01773 - Lincoln	02171 - Quincy	02493 - Weston
02129 - Charlestown         01851 - Lowell         01867 - Reading         02188 - Weymouth           02633 - Chatham         01852 - Lowell         02769 - Rehoboth         01588 - Whitinsville           01824 - Chelmsford         01854 - Lowell         02151 - Revere         02382 - Whitman           02150 - Chelsea         01462 - Lunenburg         02370 - Rockland         01887 - Wilmington           02467 - Chestnut Hill         01901 - Lynn         01966 - Rockport         01475 - Winchendon           01510 - Clinton         01902 - Lynn         02131 - Roslindale         01890 - Winchester           02025 - Cohasset         01904 - Lynn         01969 - Rowley         02152 - Winthrop           01742 - Concord         01905 - Lynn         02119 - Roxbury         01801 - Woburn           02635 - Cotuit         01940 - Lynnfield         02120 - Roxbury Crossing         01602 - Worcester	01741 - Carlisle	01460 - Littleton	02368 - Randolph	02790 - Westport
02129 - Charlestown         01851 - Lowell         01867 - Reading         02188 - Weymouth           02633 - Chatham         01852 - Lowell         02769 - Rehoboth         01588 - Whitinsville           01824 - Chelmsford         01854 - Lowell         02151 - Revere         02382 - Whitman           02150 - Chelsea         01462 - Lunenburg         02370 - Rockland         01887 - Wilmington           02467 - Chestnut Hill         01901 - Lynn         01966 - Rockport         01475 - Winchendon           01510 - Clinton         01902 - Lynn         02131 - Roslindale         01890 - Winchester           02025 - Cohasset         01904 - Lynn         01969 - Rowley         02152 - Winthrop           01742 - Concord         01905 - Lynn         02119 - Roxbury         01801 - Woburn           02635 - Cotuit         01940 - Lynnfield         02120 - Roxbury Crossing         01602 - Worcester	02330 - Carver	01850 - Lowell	02767 - Raynham	02090 - Westwood
02633 - Chatham         01852 - Lowell         02769 - Rehoboth         01588 - Whitinsville           01824 - Chelmsford         01854 - Lowell         02151 - Revere         02382 - Whitman           02150 - Chelsea         01462 - Lunenburg         02370 - Rockland         01887 - Wilmington           02467 - Chestnut Hill         01901 - Lynn         01966 - Rockport         01475 - Winchendon           01510 - Clinton         01902 - Lynn         02131 - Roslindale         01890 - Winchester           02025 - Cohasset         01904 - Lynn         01969 - Rowley         02152 - Winthrop           01742 - Concord         01905 - Lynn         02119 - Roxbury         01801 - Woburn           02635 - Cotuit         01940 - Lynnfield         02120 - Roxbury Crossing         01602 - Worcester	02129 - Charlestown	01851 - Lowell		02188 - Weymouth
01824 - Chelmsford         01854 - Lowell         02151 - Revere         02382 - Whitman           02150 - Chelsea         01462 - Lunenburg         02370 - Rockland         01887 - Wilmington           02467 - Chestnut Hill         01901 - Lynn         01966 - Rockport         01475 - Winchendon           01510 - Clinton         01902 - Lynn         02131 - Roslindale         01890 - Winchester           02025 - Cohasset         01904 - Lynn         01969 - Rowley         02152 - Winthrop           01742 - Concord         01905 - Lynn         02119 - Roxbury         01801 - Woburn           02635 - Cotuit         01940 - Lynnfield         02120 - Roxbury Crossing         01602 - Worcester	02633 - Chatham			
02150 - Chelsea         01462 - Lunenburg         02370 - Rockland         01887 - Wilmington           02467 - Chestnut Hill         01901 - Lynn         01966 - Rockport         01475 - Winchendon           01510 - Clinton         01902 - Lynn         02131 - Roslindale         01890 - Winchester           02025 - Cohasset         01904 - Lynn         01969 - Rowley         02152 - Winthrop           01742 - Concord         01905 - Lynn         02119 - Roxbury         01801 - Woburn           02635 - Cotuit         01940 - Lynnfield         02120 - Roxbury Crossing         01602 - Worcester				
02467 - Chestnut Hill         01901 - Lynn         01966 - Rockport         01475 - Winchendon           01510 - Clinton         01902 - Lynn         02131 - Roslindale         01890 - Winchester           02025 - Cohasset         01904 - Lynn         01969 - Rowley         02152 - Winthrop           01742 - Concord         01905 - Lynn         02119 - Roxbury         01801 - Woburn           02635 - Cotuit         01940 - Lynnfield         02120 - Roxbury Crossing         01602 - Worcester				
01510 - Clinton         01902 - Lynn         02131 - Roslindale         01890 - Winchester           02025 - Cohasset         01904 - Lynn         01969 - Rowley         02152 - Winthrop           01742 - Concord         01905 - Lynn         02119 - Roxbury         01801 - Woburn           02635 - Cotuit         01940 - Lynnfield         02120 - Roxbury Crossing         01602 - Worcester				
02025 - Cohasset         01904 - Lynn         01969 - Rowley         02152 - Winthrop           01742 - Concord         01905 - Lynn         02119 - Roxbury         01801 - Woburn           02635 - Cotuit         01940 - Lynnfield         02120 - Roxbury Crossing         01602 - Worcester				
01742 - Concord         01905 - Lynn         02119 - Roxbury         01801 - Woburn           02635 - Cotuit         01940 - Lynnfield         02120 - Roxbury Crossing         01602 - Worcester				
02635 - Cotuit 01940 - Lynnfield 02120 - Roxbury Crossing 01602 - Worcester				

 $<sup>^2</sup>$  Source: Nielson Segmentation & Market Solutions Pop-Facts Demographics Report. Accessed June 14, 2017. Zip codes represent combined geographic service area as illustrated in Exhibit 3.

Exhibit 4: Patient Panel Demographic Summary<sup>3</sup>

	NewCo	
	Service Area	MA
Total Population (2017 Est.)	4,971,366	6,861,490
Percent Growth since 2010	6.4%	4.8%
Projected Growth to 2022	4.5%	3.5%
Percent Female	51.5%	51.5%
Percent Male	48.5%	48.5%
Hispanic or Latino	11.0%	11.7%
Median Age	39.4	39.8
Percent of Households Without a Vehicle	13.1%	12.5%
Unemployment Rate	4.9%	5.1%

Exhibit 5: 2017 Estimated Percent of Population by Race4

	NewCo		
Race	Service Area	MA	
White Alone	75.3%	77.1%	
Asian	8.0%	6.6%	
Black or African American	8.0%	7.3%	
Two or More Races	5.3%	3.2%	
Some Other Race	3.2%	5.4%	
Amer. Indian and Alaska Native	0.3%	0.3%	
Native Hawaiian and Other Pac. Isl.	0.0%	0.0%	

Exhibit 6: 2017 Estimated Percent of Population Aged 25+ by Educational Attainment<sup>5</sup>

	NewCo	
Education Level	Service Area	MA
No High School Diploma	9.3%	10.4%
High School Graduate (or GED)	23.7%	25.4%
Some College, no degree	15.2%	16.1%
Associate Degree	7.2%	7.8%
Bachelor's Degree	24.8%	22.8%
Master's Degree or Above	19.8%	17.6%

 $<sup>^3</sup>$  Source: Nielson Segmentation & Market Solutions Pop-Facts Demographics Report. Accessed June 14, 2017.  $^4$  Ibid.

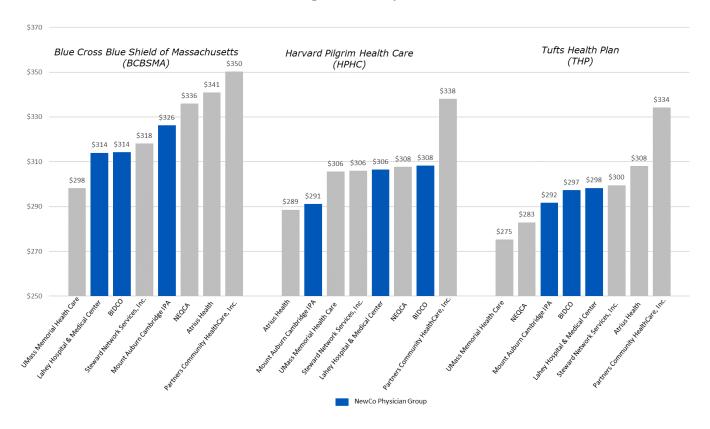
<sup>&</sup>lt;sup>5</sup> Ibid.

Exhibit 7: 2017 Estimated Distribution of Household Income<sup>6</sup>

	N	lewCo	
Annual Income	Serv	vice Area	MA
< \$15,000		9.6%	10.5%
\$15,000 - \$24,999		7.4%	8.3%
\$25,000 - \$34,999		6.5%	7.3%
\$35,000 - \$49,999		9.2%	10.1%
\$50,000 - \$74,999		14.5%	15.1%
\$75,000 - \$99,999		12.1%	12.2%
\$100,000 - \$124,999		10.2%	9.9%
\$125,000 - \$149,999		7.9%	7.4%
\$150,000 - \$199,999		9.6%	8.5%
\$200,000 - \$249,999		4.6%	4.0%
\$250,000 - \$499,999		5.5%	4.5%
\$500,000+		2.8%	2.2%
Est. Number of Families Below Poverty		7.3%	8.3%
2017 Est. Average Household Income	\$	112,065	\$ 102,378
2017 Est. Median Household Income	\$	80,605	\$ 72,859

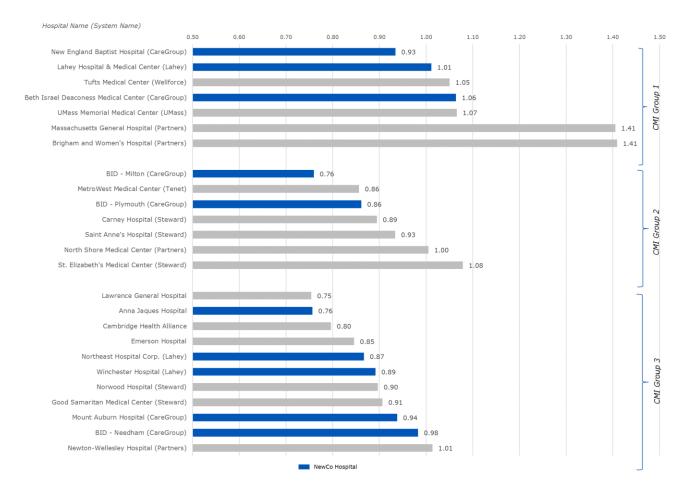
<sup>&</sup>lt;sup>6</sup> Ibid.

Exhibit 8: Health Status Adjusted TME by Physician Group for Three Largest MA Payers<sup>7</sup>



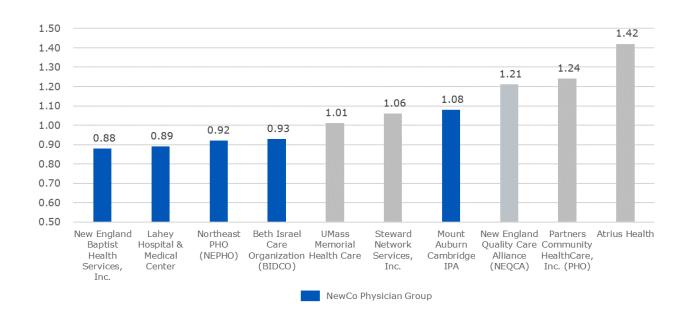
<sup>&</sup>lt;sup>7</sup> Source: Center for Health Information and Analysis Annual Report on the Massachusetts Health Care Market and Physician Group Total Medical Expenditures ("TME") Databook, 2016. Note: BCBSMA and THP based on 2015 data, HPHC based on 2014 data (most recent year available). Data for New England Baptist Health Services was not available for any payer. NEQCA represents New England Quality Care Alliance; BIDCO represents Beth Israel Deaconess Care Organization.





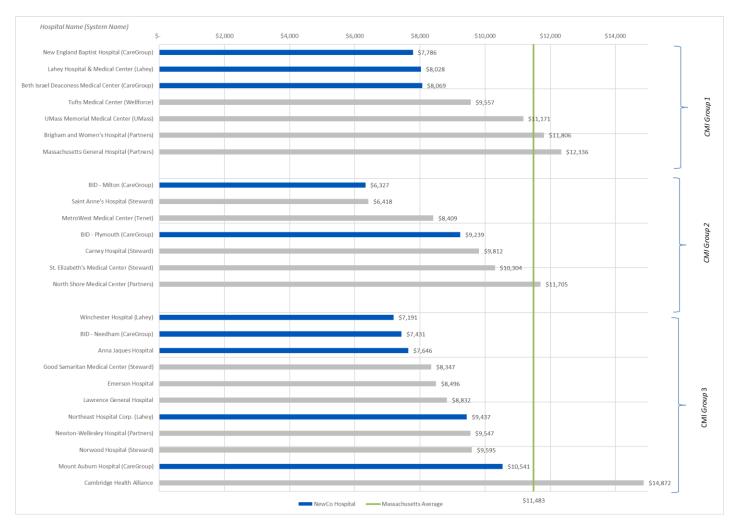
<sup>&</sup>lt;sup>8</sup> Source: Center for Health Information and Analysis Relative Price Provider Price Variation in the Massachusetts Commercial Market Databook, May 2017. Data represents calendar year 2015. Data organized by average case mix index to reflect differences in clinical complexity. CMI is often considered in relation to average costs to adjust for the complexity and acuity of cases at a particular hospital. CMI group 1 reflects hospitals with a high CMI, greater than 1.15. CMI group 2 reflects hospitals with a CMI between 0.90 and 1.15. CMI group 3 reflects hospitals with a low CMI, less than 0.90.

Exhibit 10: Physician Group Relative Price, BCBSMA Commercial Claims, All Product Types Combined<sup>9</sup>



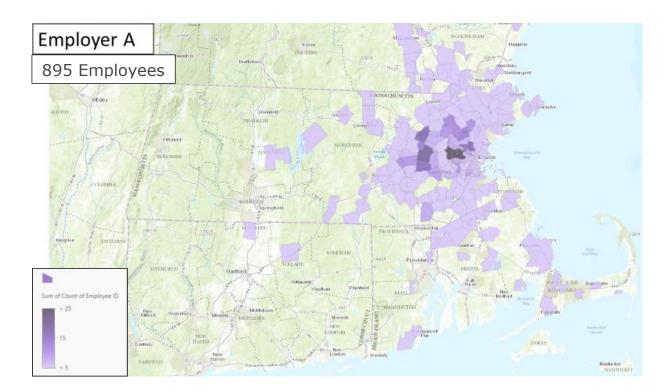
<sup>&</sup>lt;sup>9</sup> Source: Center for Health Information and Analysis Relative Price Provider Price Variation in the Massachusetts Commercial Market Databook, May 2017. Data represents calendar year 2014. Note: In 2014, New England Baptist Health Services Inc., along with NEBH, created NEBCIO. LH&MC and NEPHO together make up LCPN.



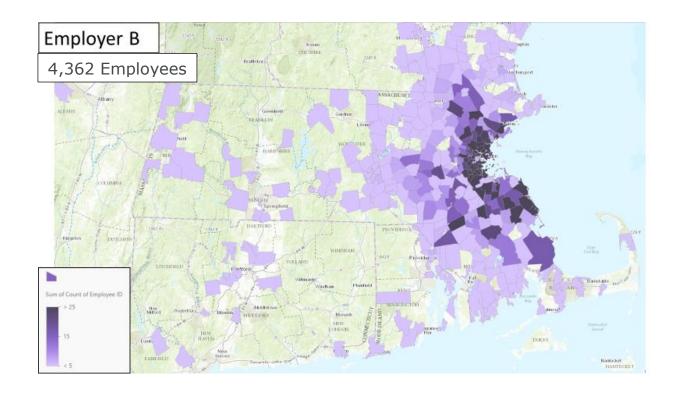


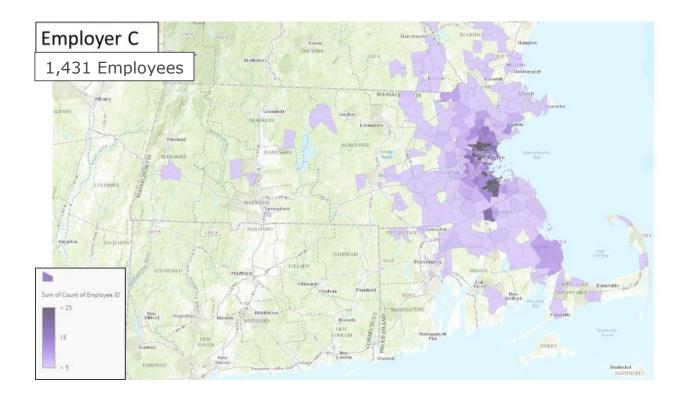
<sup>&</sup>lt;sup>10</sup> Source: Definitive Healthcare. Case-Mix Adjusted Cost per Discharge for Medicare patients by Facility, data from July 2017 Medicare Cost Report Release. Data reported by hospital fiscal year (fiscal year ending June 30, 2016 for Cambridge Health Alliance, fiscal year ending December 31<sup>,</sup> 2016 for Steward Hospitals, fiscal year ending September 30 2016 for all other hospitals shown.) Data organized by average case mix index to reflect differences in clinical complexity. CMI is often considered in relation to average costs to adjust for the complexity and acuity of cases at a particular hospital. CMI group 1 reflects hospitals with a high CMI, greater than 1.15. CMI group 2 reflects hospitals with a CMI between 0.90 and 1.15. CMI group 3 reflects hospitals with a low CMI, less than 0.90.

Exhibit 12: Sample Employers - Distribution of Employees<sup>11</sup>



 $<sup>^{11}</sup>$  Blinded employer data obtained from a benefits consulting firm serving the region. All data has been anonymized to protect privacy.





Exhibits

## Exhibit 13: LCPN and BIDCO Initiatives for MassHealth ACO

## **LCPN**

LCPN contracts with most MCOs with MassHealth plans in their service area and LCPN PCPs participate in the Primary Care Clinician Plan. Through the MassHealth ACO, LCPN will more directly manage the care of MassHealth members to better meet their needs. Specifically, LCPN will continue to provide high-quality, comprehensive care in community settings. Over time, investing in care delivery redesign and embedding medical home principles within primary care practices will improve outcomes and reduce inequities. LCPN will ensure the quality of the care provided by contracting MCOs by monitoring metrics, including but not limited to those noted below and in the response to **F.1.b.ii.** 

- Network adequacy for all Members, including those with special healthcare needs, in Lahey communities
- Success rate in connecting with Members for the approved initial care screening
- Percent of Members with a primary care visit in the last year (population management)
- Appropriate reductions in avoidable ED and inpatient hospitalizations and re-admissions
- Customer service support and member experience, including culturally and linguistically appropriate services
- Timely access to care including urgent care
- Integrating medical and behavioral health services
- Reducing unnecessary readmissions
- Strengthening partnerships with community organizations
- Developing the care team to meet member needs: LCPN plans to devote Delivery
   System Reform Incentive Payment Program investments to develop strong care teams
   that engage Members in their health, provide transitional support, and integrate
   behavioral and medical care management
- Continuing to build strategic partnerships with providers and organizations in Lahey communities to enhance communication and integrated care for MassHealth Members

LCPN intends to provide quality care by building a strong foundation of programs and services for MassHealth Members. Expanding upon current population health management initiatives and LCPN's Medicare ACO, these initiatives are designed to lead to better health outcomes and reduce the health inequities related to income and access to healthcare.

## **BIDCO**

BIDCO is partnering with THPP to integrate behavioral and physical health through the creation of an accountable and integrated Accountable Care Partnership Plan ("ACPP").

High-quality health care will be provided to MassHealth members through risk-stratified care management and disease management services compliant with National Committee for Quality Assurance requirements. BIDCO providers will have access to member registries that include claims and medical record data, allowing key stakeholders such as PCPs or care

**Exhibits** 

managers to coordinate appropriate care, including referrals, diagnostic testing, and medication management. Process and outcome measures will be developed and routinely measured to track the effectiveness of the programs. ACCP will contract with providers in BIDCO's emergency services program and provide psychiatric services, including assessment, treatment, and/or stabilization for members experiencing behavioral health or substance use emergencies.

The ACPP will leverage BIDCO and THPP's existing health and wellness programs to increase member health and reduce unnecessary utilization of services, including:

- "Lifestyle change and group support services": BIDCO providers offer psychoeducational groups and support programs to help members adopt and maintain healthy behaviors, or cope with challenging life events and trauma including anxiety and stress management, alcohol use and abuse, and the impact of opioid-related trauma on individuals and families
- "Fitness in the city": Two BIDCO health centers connect overweight children and their families with nutritional education, motivational supports, and opportunities for physical activity, and provide culturally competent nutritional and dietary counseling

The ACPP will identify and address health related social needs, including a health assessment for new members to self-identify for chronic conditions, medical and behavioral health issues, and/or social support challenges such as food or housing insecurity. Trained community health workers, social workers and community resource specialists will work collaboratively with members and their providers to arrange, coordinate, evaluate, and advocate for safety net services that provide for basic needs such as food, housing, legal, transportation and counseling assistance. Addressing these issues frequently serves to reduce the need for acute treatment services.

**Exhibits** 

Exhibit 14: Selected Community-Based Initiatives Addressing Health Inequities

## Anna Jaques Hospita

- Anna Jaques created a new monthly program with WNBP radio station, "The Legends." These public service announcements provided meaningful prevention and detection information and encouragement of healthy lifestyles to over 40,000 listeners.
- Anna Jaques promoted physical fitness for families through Yankee Homecoming's Family Day and H2K Healthy Kids Studio that shows kids and families that being physically fit and active can be fun through Zumba, Yoga, and Kickboxing classes.
- Anna Jaques Hospital collaborated with the Amesbury Senior Community Center on chronic disease management. Hundreds of seniors were educated on the importance of knowing your numbers and offered free blood pressure checks by ED nurses.
- Anna Jaques supported Opportunity Works' annual Lend-A-Hand fundraiser that directly supports the work of the non-profit agency serving hundreds of men and women ages 22-75 with disabilities in the Merrimack Valley and North Shore.

# Beth Israel Deaconess Medical Center and Hospitals

- BIDMC founded and continues to support Community Care
   Alliance, the health center network that includes six community health centers serving over 110,000 diverse patients annually.
- BIDMC expanded workforce development through summer internships for disadvantaged youth, partnerships with local community colleges, and training programs for adults.
- BID-Needham provides financial counseling, benefit enrollment assistance, and payment planning to the underserved and uninsured in the Needham community through two Certified Application Counselors.
- BID-Needham sponsored substance prevention curriculum for Needham Public Schools' SALSA program and supported events at Needham and Dover-Sherborn High Schools to provide a substance-free way for high school students to celebrate together after sporting events.
- Each year, BID-Milton offers community members access to free or low-cost preventive screenings to address heart health and cancer concerns before they arise. In partnership with community physicians, free skin cancer screenings were provided to 53 community members at no cost in May 2016. By providing access to these free screenings, the hospital empowered patients to detect potentially harmful melanomas in the early stages when the cure rate is nearly 100%.
- BID-Plymouth developed Healthy Plymouth in 2014 as a prevention strategy to reduce drug and alcohol use and abuse among youth in the community. The program has partnered with businesses and organizations to provide a variety of meaningful and free programs for middle and high school students in the Plymouth community.

### **Exhibits**

## Lahey Health System

- Beverly Hospital offered Safe Steps at Gloucester Council on Aging through 2016. This program reduces fall risk, improves confidence in balance, and promises to increase community mobility and well-being for seniors.
- Beverly Hospital participated in health fairs and several screening activities through the communities of Gloucester, Georgetown, Rockport, Manchester, Marblehead, Beverly and Danvers.
- LHMC allocated \$40,000 in mini-grant funding to local community health, social service and municipal partners to address health disparities identified in the LHMC Community Health Needs Assessment. Programs included:
  - Wilmington Public Schools Mental Health First Aid Training
  - REACH Against Domestic Violence counseling program
  - Burbank YMCA PINK Program
  - Minuteman Senior Services Chronic Disease Self-Management Programs
  - Domestic Violence Services Network RESIST training for Bedford High School and Middlesex Community College students
- Winchester Hospital conducted support groups for 15 different diseases, conditions, and concerns including cancer, Alzheimer's disease, diabetes, substance abuse, grief and breast-feeding.
   More than 3,000 patients seeking education, resources and/or emotional support participated in fiscal year 2016.

**Exhibits** 

## Mount Auburn Hospital

- MAH reached over 13,500 youth through 14 youth programs that addressed dating violence, mental health, and substance abuse in Arlington, Cambridge, Somerville, and Waltham.
- MAH supported Live Well Watertown (LWW), which addresses food and activity policy by supporting LWW to take the lead in local initiatives to improve resident wellness, guide development of future health-related policy, and expand access to relevant educational programming through outreach and collaboration.
- MAH encouraged community level dialogue to change community norms about adult mental health through a grant program awarded to five programs: Belmont Department of Public Health, Samaritans, Inc., City of Somerville, Health and Human Services Department, Community Conversations: Sister to Sister/ Cambridge YWCA, and The Welcome Project.
- MAH is seeking to expand translator services and use of culturally competent staff across the system to minimize language and culture barriers to care delivery for the diverse communities served.

## New England Baptist Hospital

- NEBH has been the major sponsor of the Mission Link bus for many years. Because the neighborhood of Mission Hill is located on a steep hill, at the highest elevation in Boston, it presents a significant issue to mobility for the elderly population. The need for regular transportation to avoid social isolation of those seniors in the Mission Hill Community was identified as a critical issue during the Community Health Needs Assessment in 2013.
- NEBH supports the Mission Hill Little League, Mission Hill Softball League and other weekly softball games, Maurice J. Tobin Community Center, Roxbury Tenants of Harvard and Sociedad Latina for the programs in physical activity. The Hospital supports the gym, leagues, and summer camp at the Maurice J. Tobin Community Center as well as the Health Educators in Action program at Sociedad Latina. For many years, NEBH has maintained and is a major contributor to the lighting and security at McLaughlin Field at night to foster its use for physical activity.
- NEBH works with high school and college students through existing partnerships with the Roxbury Tenants of Harvard, ABCD Parker Hill/Fenway Neighborhood Service Center, Fenway High School and Sociedad Latina. In 2015, nine diverse students were gainfully employed for the summer through its Meredith Cameron program. Four of the nine were hired as permanent part time employees.
- Through a partnership with Goodwill and the City of Boston,
   NEBH offers internships for developmentally and intellectually disabled students to support employment readiness.
- NEBH supports Senior suppers, and provides a subsidy for the local Farmer's market supplying fresh produce to the immediate community.

Exhibit 15: CHNA Approach and Methods<sup>12</sup>

Phase I	Phase 2	Phase 3		
dentify health needs	Engage key stakeholders	Develop Community Health		
Quantitative data	<ul> <li>Quantitative data</li> </ul>	Needs Assessment and Implementation Plan		
<ul> <li>Vital statistics, Cancer registry, Communicable</li> </ul>	<ul> <li>Claims data for hospital inpatient and emergency</li> </ul>	• Planning & Reporting		
disease registry, etc. (MA DPH/MassCHIP)	department discharges (CHIA)	<ul><li>Strategic Planning Retreat</li><li>Development of</li></ul>		
Behavioral Risk Factor	• Resource inventory (JSI)	Community Health Needs		
Surveillance Survey (MA DPH)	<ul> <li>Qualitative data</li> </ul>	Assessment		
American Community     Survey (US Census)	<ul> <li>Internal key informant interviews (JSI)</li> </ul>	<ul> <li>Development of Community Health Implementation Plan</li> </ul>		
Qualitative data	<ul> <li>Community forums</li> </ul>	implementation rian		
External key informant interviews (JSI)	<ul> <li>Analysis</li> </ul>			
	<ul> <li>Comparative / benchmarking</li> </ul>			
	<ul> <li>Mapping of health indicator data</li> </ul>			

<sup>&</sup>lt;sup>12</sup> Source: Beth Israel Deaconess Medical Center 2016 CHNA.

Massachusetts Department of Public Health Determination of Need Application

Application Number: NEWCO-17082413-TO

Exhibit 16: Community Engagement Meeting Dates

Health System	Hospital Location	Date	Community Attendees*
	BID—Plymouth	June 12, 2017	68
	BID—Needham	June 12, 2017	8
	BIDMC	June 27, 2017	6
CareGroup	BID—Milton	June 28, 2017	30
Caredroup	NEBH**	June 22, 2017 and June 27, 2017	63
	Mount Auburn	June 14, 2017	88
		October 2, 2017	Pending
	Winchester Hospital	June 7, 2017	16
Lahay	Beverly Hospital	June 12, 2017	21
Lahey	LHMC	June 13, 2017	13
	Addison Gilbert Hospital	June 19, 2017	20
Seacoast	Anna Jaques Hospital	July 20, 2017	18

<sup>\*</sup>All parties will continue to engage the community and elected officials during the pendency of the application.

<sup>\*\*</sup>Additional meetings held with the Patient Family Advisory Committee (PFAC).