



May 18, 2023

Via email

stephen.davis@state.ma.us

Stephen Davis, Division Director
Commonwealth of Massachusetts
Department of Public Health
Division of Health Care Facility Licensure and Certification
67 Forest Street
Marlborough, MA 01752

Re: Essential Services Finding
Facility: Heywood Hospital
Services: Pediatric Services
Ref. #: 2036-334

Dear Mr. Davis:

This is in response to your letter to Attorney Alan Einhorn, dated May 10, 2023, informing him that (i) the services provided by Heywood Hospital through its seven (7) bed pediatric sub-unit are considered necessary for preserving access and health status within the Hospital's service area, and (ii) the Hospital is required to prepare, and submit to the Department, a plan that details how access to pediatric services will be maintained for the residents of the service area upon closure of the sub-unit.

The Hospital's plan is attached.

Please feel free to contact me if you have any questions.

Very truly yours,

Winfield S. Brown
President & CEO, Heywood Hospital

Cc: E. Kelley, DPH elizabeth.d.kelley@state.ma.us
J. Bernice, DPH judy.bernice@state.ma.us
J. Boeh-Ocansey, DPH OGC joshua.o.boeh-ocansey@state.ma.us
M. Callahan, DPH marita.callahan@state.ma.us
W. Mackie, DPH walter.mackie@state.ma.us

Essential Services Finding Response/Plan

Facility: Heywood Hospital

Services: Pediatric Services

Ref. #: 2036-334

(1) Information on utilization of the services prior to proposed closure:

Prior to 2020, Heywood had an average daily census of less than 0.7 pediatric inpatients. The unit has had no admissions since March of 2020 and has been temporarily closed since April of 2021.

(2) Alternative Delivery Sites:

UMass Memorial Children's Medical Center

University Campus:

55 Lake Avenue North

Worcester, MA 01655

- A) **Current Utilization:** % Occupancy 78.0%, lowest in cohort avg. (84%) per CHIA FY 20 - Massachusetts-Hospital-Profiles-Compendium
- B) **Types of Pediatric Services:** UMass Memorial is a Pediatric Level 1 Trauma Center and maintains a devoted pediatric team of 200 medical and surgical experts in more than [30 specialties](#), providing inpatient and outpatient care to infants, children and adolescents.
- C) **Types of Medical Diagnosis Accepted:** [30 specialties](#)
- D) **Adequacy of Space and Resources:** UMass operates a 10-bed Pediatric Intensive Care Unit, a 49-bed Neonatal Intensive Care Unit, and a 30-bed Inpatient Pediatric Unit, fully staffed with trained specialists.

Emerson Hospital

133 Old Rd. to 8 Acre Corner

Concord, MA 01742

- A) **Current Utilization:** % Occupancy 50.1%, < cohort avg. (58%) per CHIA FY20- Massachusetts-Hospital-Profiles-Compendium
- B) **Types of Pediatric Services:** Emerson Hospital offers a comprehensive network of highly skilled pediatricians, pediatric specialists and support staff.
- C) **Types of Diagnosis Accepted:** Comprehensive inpatient care is offered in addition to the following specialties: Cardiology, Endocrinology, Gastroenterology, Nephrology, Pulmonology, ENT, Ophthalmology, Orthopedics, Rehabilitation, Nutrition and Concussion Care.
- D) **Adequacy of Space and Resources:** Emerson Hospital is licensed for 199 beds, and operates an 8 bed pediatric unit, fully staffed with trained pediatric specialists.

(3) Travel times to alternative service delivery sites, for both peak and non-peak travel.

UMass Memorial Children's Medical Center: Gardner to UMass Memorial Children's Medical Center is approximately 40 miles and takes approximately 45 - 52 minutes depending on the selected route.

Emerson Hospital: Gardner to Emerson Hospital is approximately 36 miles and takes approximately 40 minutes via route 2 East.

(4) An assessment of transportation needs post discontinuance and a plan for meeting those needs.

To assess transportation needs, we will examine our pediatric populations admissions data, in addition to including an assessment of transportation needs in our 2024 Triennial Regional Community Health Needs Assessment.

(5) A protocol that details mechanisms to maintain continuity of care for current patients of the discontinued service;

As indicated above, there are no current patients in the service. It is noted, however, that to facilitate care for pediatric patients, Heywood Hospital's pediatric and family medicine primary care providers have been, and will continue to be, available for consultation regarding care planning (including, as/when applicable, inpatient discharge planning) and will follow up with patients as appropriate.

(6) A protocol that describes how patients in the Hospital's service area will access the services at alternative delivery sites.

(a) The process that will be employed to effectively refer patients to other facilities or providers:

Pediatric patients requiring admission will be transferred from the Heywood Emergency Department using standard transfer protocol. Once a child is identified as needing transfer, the attending physician/provider (or ancillary staff working under their direction) calls appropriate facilities to initiate the transfer. Once they find an accepting attending physician at an appropriate facility with a bed available, an ambulance is booked and the child is transferred to the accepting facility with appropriate monitoring.

(b) The impact that this may have on the current occupancy rates at alternative delivery sites:

There is no impact expected given there have been no admissions since March of 2020.

(c) The ability of the alternative delivery sites to meet the needs of these patients:

UMass Memorial Children's Medical Center is a Tier 1 Trauma center, providing access to comprehensive pediatric medical and surgical services.

Emerson Hospital has been in operation since 1911, serves more than 300,000 patients annually, and provides comprehensive pediatric services. Emerson maintains strong clinical affiliations with Mass General Brigham.

(d) Other alternatives if medical needs cannot be accommodated at the proposed alternative sites.

Baystate Medical Center, further west, is an academic medical center with a Children's Medical Center embedded in it. They offer comprehensive pediatric medical and surgical services. Additionally, and though further East, many families opt for transfer to Boston Children's Hospital, world-renowned for exceptional pediatric care.