

NEW ENGLAND BAPTIST SURGERY CENTER, LLC

**APPLICATION FOR DETERMINATION OF NEED; APPLICATION # XXX FOR AMBULATORY SURGERY
CENTER**

August 31, 2022

BY

NEW ENGLAND BAPTIST SURGERY CENTER, LLC

40 ALLIED DRIVE, DEDHAM, MA 02026

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**New England Baptist Surgery Center, LLC
Community Health Initiative Narrative**

A. Community Health Initiative Monies

This Determination of Need Application requests approval for the establishment of a freestanding ambulatory surgery center ("ASC") to be located in Dedham, Massachusetts. The Applicant, New England Baptist Surgery Center, LLC ("NEBSC") will own and operate the ASC. NEBSC is a newly formed joint venture between NEBSC Hospital Holdings, LLC ("Hospital HoldCo"), and NEBSC Surgeon Holdings, LLC ("Surgeon HoldCo"). The Maximum Capital Expenditure ("MCE") for the Proposed Project is \$26,273,899. The breakdown of Community Health Initiative ("CHI") monies for the Proposed Project is as follows, beginning with the MCE.

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	Statewide Initiative	\$318,571.03	(25% of remaining monies, paid to State-wide fund)
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	Evaluation Monies	\$95,571.31	(10% of Local Initiative Monies, retained by Applicant)
	CHI Monies for Local Disbursement	\$860,141.77	

B. Request to Maintain CHI Monies in the Community

The Applicant is requesting that the CHI monies provided for by this DoN be retained by the Applicant for purposes of carrying out a CHI in the Proposed Project's community. As the ASC will be located in Dedham, where Beth Israel Lahey Health Beth Israel Deaconess Hospital-Needham ("BID Needham") maintains an ongoing Community Health Needs Assessment ("CHNA"), the Applicant is requesting that the CHI be carried out by BID Needham. Below is a summary of the proposed CHI processes.

C. Overview and Discussion of CHNA/DoN Processes

As noted above, the CHI processes and community engagement for the proposed Determination of Need (“DoN”) Project will be conducted by BID Needham, a community hospital primarily serving Needham, Dedham, Westwood and Norwood (hereinafter referred to as the Service Area). This CHI will focus on the town of Dedham, where the ASC is located. BID Needham provides inpatient and outpatient health services, 24-hour emergency services, and offers more than 776 physicians on staff. In addition to its commitment to clinical excellence, BID Needham (“the Hospital”) is committed to being an active partner and collaborator with the communities it serves. To that end, the Hospital conducts a Community Health Needs Assessment (“CHNA”) in the Hospital’s Primary Service Area every three years. The Hospital is currently finalizing its FY 22 CHNA and anticipates it will be approved by the Hospital’s Board of Trustees on September 8, 2022 and publicly shared on September 30, 2022. In the meantime, to complete this application, BID Needham submitted its most recently completed and approved CHNA from 2019. BID Needham will share the 2022 CHNA report with DPH once it is approved by the BID Needham Board of Trustees and publicly posted.

New England Baptist Hospital (“NEBH”) Leadership and the physician members of the joint venture have decided to delegate the CHI process to BID Needham due to BID Needham’s strong history of engagement and existing meaningful relationships in the town of Dedham. As mentioned on page 17 in the FY 22 NEBH CHNA report, “while NEBH operates a licensed facility in Dedham, this service location is in BID Needham’s CBSA. BID Needham is part of the BILH system and as a result, the community benefits activities for Dedham have been delegated to BID Needham. This helps to ensure that activities are properly coordinated and address the identified needs.”

The CHNA serves to:

- Assess community health need, defined broadly to include health status, social determinants, environmental factors, and service system strengths and weaknesses;
- Engage the community, including local health departments, service providers across sectors and community residents, as well as BID Needham leadership and staff; and
- Identify the leading health issues and the population segments most at-risk based on a review of the quantitative and qualitative information gathered by the assessment.

BID Needham utilizes a participatory, collaborative approach to carry out each CHNA and is committed to exploring health in its broadest context. The CHNA process included community listening sessions, a community health survey, focus groups and key informant interviews. BID Needham’s staff collected information from Hospital leadership, service providers, public health, public officials, other key stakeholders and community residents with a special focus on those not typically engaged/included in such processes. Staff also analyzed quantitative and qualitative data on demographics and various social determinants of health (e.g., income, employment, transportation, education, housing, food, etc.) as well as health status and access to care and services. BID Needham engaged many residents and community-based organizations in Dedham through engaging with the town’s public health director, director of public housing and the director of the substance use coalition. In addition to conducting a focus group with Dedham’s older adults, BID Needham also successfully fielded a community health survey with a particular focus on those who are historically underserved, obtaining 86 completed surveys. This represents nearly 20% of completed surveys and aligns with the proportion of the total CBSA population attributed to Dedham (24%).

Throughout the CHNA process, the Hospital relies on the input and oversight of its Community Benefits Advisory Committee (“CBAC”) and key Hospital leadership. Accordingly, the CHNA report illustrates key findings of the assessment process, which explores a range of health behaviors and outcomes; social and economic issues; including the social determinants of health; health care access and gaps; and strengths of existing resources and services.

D. Advisory Committee Duties

BID Needham is committed to a transparent and community engaged process with respect to its CHNA and this CHI. The Hospital’s CBAC membership intentionally fulfills all sector requirements outlined in the CHI guidelines and will serve as the decision-making body for this CHI. The CBAC membership includes several Dedham stakeholders who lift up issues and opportunities that are pertinent to Dedham residents. CBAC representation from Dedham includes the Board members of Livable Dedham and the Dedham Council on Aging, a resident of Dedham, as well as a trustee from the Dedham Food Pantry. As outlined in the CBAC’s Charter, its scope of work will include:

- Assisting BID Needham staff with appropriate engagement with residents from Dedham and community partners around the CHI.
- Determining the Health Priority(ies) for CHI funding based upon the needs identified in the 2022 CHNA/CHIP and in alignment with the Department of Public Health’s Health Priorities and the Executive Office of Health and Human Services’ Focus Areas.
- Selecting strategies to address the identified Health Priorities¹.
- Advising BID Needham staff and leadership on the solicitation process and awardee selection.

E. Timeline for CHI Activities

The timeline for CHI activities is as follows:

- Six weeks post-approval: The CBAC will begin meeting and reviewing the 2022 CHNA/IS to select the Health Priorities for funding and participates in a Conflict of Interest Disclosure.
- Two – four months post-approval: Eligible CBAC members select the CHI strategies, advises on the funding method to use and assists with the development of parameters for funding and evaluation.
- Five months post-approval: DoN Health Priority Strategy Form submitted for review and approval to DPH.
- Five – six months post-approval: Allocation Committee is created and participates in a Conflict of Interest disclosure; develop and communicate funding mechanism/process.
- Seven – nine months post-approval: Funding decisions are made by the Allocation Committee and are communicated back to the CBAC.
- Nine– twelve months post approval: Disbursement of funds begins.

¹ Prior to the selection of Health Priority strategies, BID Needham will institute a formal Conflict of Interest disclosure process for all CBAC members in order to determine which members can advise on the determination of CHI strategies.

- Twelve months - five years post-approval: Strategies are implemented; DPH and hospital monitors and evaluates with community partners on an annual basis.

F. Administrative Monies

Applicants submitting a Tier 2 CHI are eligible to retain a three percent (3%) administrative fee. Accordingly, BID Needham is requesting \$39,410.85 in administrative funding. These monies will support promotion of meetings, interpretation/translation, community engagement, stipends for community resident participation, and additional staff time for these efforts.

G. Evaluation Overview

BID Needham is seeking to use 10% of local CHI funding (\$95,571.31) for evaluation efforts. These monies will allow BID Needham to retain the expertise of the BILH Director of Evaluation and Data to develop appropriate evaluation metrics of the CHI-funded projects.

H. CHNA Self-Assessment Form #9 – Please describe the engagement process employed during the “Assess Needs and Resources” phase additional information.

BID Needham engaged its CBAC beginning in June 2021 to develop its 2022 Community Health Needs Assessment Community Engagement Plan (CEP). The BID Needham CBAC included representation from local public health, municipal staff, education, housing, social services, private sectors, community health centers and community-based organizations. CBAC members provided invaluable input in identifying individuals, groups, and organizations to help fill gaps within existing hospital partnerships who could support efforts to engage those experiencing or are at-risk for health inequities in its CBSA. Many of the CBAC members then provided introductions and helped facilitate active engagement with the identified community members and organizations. This extensive plan also included action steps and a timeline that guided the BID Needham 2022 CHNA outreach efforts.

As a result, BID Needham employed a variety of strategies to help ensure that community members were engaged throughout the assessment process. Specifically, between October 2021 and February 2022, the hospital conducted 18 one-on-one interviews with community leaders, facilitated four focus groups with segments of the population facing the greatest health-related disparities, administered a community health survey involving 488 residents, and held two community listening sessions. In total, the assessment process collected information from more than 600 community residents, clinical and social service providers and other key community partners. Appendix A of BID Needham's 2022 CHNA Report contains a comprehensive community engagement summary detailing how these activities were conducted, who was involved and what was learned.

Over a period of six weeks in Fall 2021, in an effort to focus on structural drivers of health equity, BID Needham fielded a survey based on the Office of Minority Health and the United States Prevention Institute's Tool for Health and Resilience in Vulnerable Environments (THRIVE). Organizations serving those who are most impacted by inequities, were engaged to

help facilitate the survey distribution and completion. The survey was promoted and distributed through CBAC members and community partners including towns, schools, coalitions, Councils on Aging and Chambers of Commerce. The survey was translated into Armenian, Cape Verdean, Simplified Chinese, Traditional Chinese, Haitian, Hindi, Khmer, Portuguese, Russian, Spanish, and Vietnamese. Gift card drawings were offered to participants to encourage participation.

Beth Israel Lahey Health also engaged a social media firm with expertise in marketing to Black, Indigenous, and people of color (BIPOC) and Limited English Proficient (LEP) individuals, to promote engagement with the survey. The firm utilized three types of marketing channels to focus on reaching and engaging diverse audiences during their peak media consumption, including diverse print publications, precision audio, and digital advertising.

Key informant interviews were conducted with municipal and public health officials, coalition leaders, social service organizations and other trusted community leaders, representing organizations that serve those most impacted by inequities.

BID Needham collaborated with community-based organizations to conduct four focus groups in an effort to gather more detailed information from residents and other community-based organizations around youth, older adults, families dealing mental health and substance use, and people learning English. Focus group participants were offered \$50 Visa gift cards in exchange for their time. BID Needham recruited and trained community co-facilitators for focus groups and listening sessions. Local community co-facilitators were paid a stipend to recognize the value of community members' time and value added to the assessment.

The CBAC involvement began in the planning phase with the community engagement plan and outreach to potential community partners. Many of the organizations represented by the CBAC contributed through survey distribution, focus group selection and recruitment, and listening session promotion and attendance, supporting BID Needham's efforts to reach community residents.

Note: This information is based on the BID Needham 2022 CHNA report, which will be shared publicly on BID Needham's website [here](#) and forwarded to DPH once it has been approved by the BID Needham Board of Trustees. Please reference the Assessment Approach & Methods section of the BID Needham's 2022 CHNA/IS report.

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Appendix 6_Factor 6 Needham FY 2019 CHNA Report

<https://www.bidneedham.org/writable/files/Needham-CHNA-Report.pdf>

New England Baptist Surgery Center, LLC
Determination of Need

**New England Baptist Surgery Center, LLC
Community Engagement Stakeholder Assessment Forms**

NEBSC is using BID-Needham's Community Engagement Stakeholder Assessment Forms for this Determination of Need Application.

Please see below the list of entities that completed and submitted the Community Engagement Stakeholder Assessment forms to the Massachusetts Department of Public Health.

- Family Promise Metrowest
- Needham Housing Authority
- Dedham Council on Aging