

March 30, 2021

Lara Szent-Gyorgyi, MPA  
Director, Determination of Need Program  
Department of Public Health  
250 Washington Street  
Boston, MA 02108

Re: Mass General Brigham Incorporated - Massachusetts General Hospital Determination of Need Application # MGB-20121612-HE

Dear Director Szent-Gyorgyi:

Thank you for the opportunity to submit comments on the above reference Mass General Brigham Incorporated Determination of Need application for the new building at Massachusetts General Hospital ("MGH"). This project has our wholehearted and unconditional support as we view MGH as an integral part of the community, neighborhood, and the City of Boston, providing necessary, high quality health care to all. Expansion of the MGH facility will greatly enhance accessibility to the public for these needed services.

Moreover, MGH has been an extraordinarily good neighbor to us at TD Garden and we look forward to seeing MGH continue to grow and serve our community especially through these difficult times. The MGH plan shows a continuing commitment to the neighborhood and a commitment to stay and service the community in spite of the challenges of its current facilities. The plan demonstrates MGH's dedication to upgrading and improving its facility to provide the service that has earned it a world class reputation. We share a similar commitment to the community and support MGH efforts.

Thank you again for the opportunity to comment and support MGH's application.

Sincerely,

A handwritten signature in black ink, appearing to read 'Amy Latimer', written in a cursive style.

Amy Latimer, President  
TD Garden

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BARRY R. SLOANE  
Chairman, President & CEO  
[REDACTED]  
Fax (781) 393-4070  
bsloane@centurybank.com

April 2, 2021

Ms. Lara Szent-Gyorgyi, MPA  
Director, Determination of Need Program  
Department of Public Health  
67 Forest Street  
Marlborough, MA 01752  
[DPH.DON@massmail.state.ma.us](mailto:DPH.DON@massmail.state.ma.us)

Dear Ms. Szent-Gyorgyi:

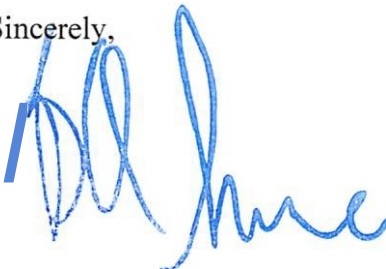
I am writing today to comment on the Mass General Brigham Determination of Need application for the new building at Massachusetts General Hospital. The MGH serves a vital role in the community and this project will ensure the continued access to high quality healthcare to the community for years to come.

The COVID-19 pandemic has proven that Mass General provides the highest level of healthcare available, and the new building will allow them to update with state-of-the-art technology, including five MRI units, six PET/CT units and several other renovation projects. In addition, the new building will significantly increase the number of private rooms from 38% to 88%. Today, private rooms are the standard of care, and promote healing, enable private communication with doctors and nurses, and promote family participation.

The project will launch MGH's Anchor Program, which will devote resources to improving equity and diversity. Finally, the project will result in a community benefits contribution of approximately \$94 million to DPH's community health initiative program, which will help those most in need.

As Trustee, I fully support the new building at MGH and the benefits it will bring to patients and the community at large. I respectfully urge DPH to approve the project.

Sincerely,



**Cp g**

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**From:** [Northrop, Erin B.](#)  
**To:** [DPH-DL - DoN Program](#)  
**Subject:** On behalf of Carl J. Martignetti: Mass General Hospital Determination of Need Application  
**Date:** Friday, April 02, 2021 3:51:12 PM

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April 2, 2021

Dear Ms. Szent-Gyorgyi,

I am writing to express my strongest support for the Mass General Brigham Incorporated Determination of Need application for the new building at Mass General Hospital. As vice chair of the Mass General Board of Trustees and chair of the hospital's President's Council, I have had an opportunity to understand why a new building is vital for Mass General and the broader community.

For more than 200 years, Mass General has saved lives, educated medical leaders, discovered cures to diseases once thought incurable and provided vital care and services to patients and families in communities across our region and beyond. Today, "state-of-the-art" in healthcare continues to evolve, and a new building is needed to accommodate those changes. Patient care at Mass General is currently provided in some of the oldest buildings on our campus. Only 38% of our patient rooms are private in a time when private rooms have become the standard in healthcare. A new building will increase the availability of private rooms across the campus to 88% — promoting healing, communication and privacy for patients and their loved ones, among many other benefits to our patients and their families.

Over the past year, the COVID-19 pandemic has demonstrated that Mass General is a local and international leader for emergency response. A new building will enable the hospital to serve the community in the event of patient surges from disease, disaster or other crisis situations. It will be an environmentally responsible facility that will provide resiliency to our community in time of greatest need. The new building will also reduce overcrowding in the emergency department because of a lack of inpatient beds. It will enhance our ability to prevent infections and serve patients referred from other hospitals who require care from our experts.

And as our population ages, the need for enhanced cardiac and cancer services will continue to increase. The new building will include Centers of Excellence in these areas. It will offer related programs in one location, improving efficiency and convenience for patients and providers, while maintaining Mass General's renowned standard of excellence.

A new building will also benefit the local Boston community. Mass General is committed to working with the city and the hospital's surrounding neighborhood to reduce traffic and congestion. In addition, as part of this project, the hospital will launch its comprehensive Anchor Program, which will devote significant resources to improving equity and diversity. The facility will also generate a contribution of approximately \$94 million to the Department of Public Health's community health initiative program — to help those most in need.

Please accept this letter as my strongest support for the new building at Mass General and for the benefits it will bring to patients and the community. I respectfully urge the Department of Public Health to approve this most important project for our city, our region and our world.

Thank you for your consideration.

Sincerely,

Carl J. Martignetti  
Vice Chair, Board of Trustees, Mass General Hospital  
Chair, President's Council, Mass General Hospital

CATHY E. MINEHAN

ARLINGTON ADVISORY PARTNERS  
[cathy.minehan@aap128.com](mailto:cathy.minehan@aap128.com)

128 Beacon Street  
Boston, MA 02116  
[REDACTED]

March 31, 2021

Ms. Lara Szent-Gyorgyi, MPA  
Director, Determination of Need Program  
Department of Public Health  
67 Forest St.  
Marlborough, MA 01752

Dear Ms. Szent-Gyorgyi:

As a current Honorary Trustee and former Chair of the Board of Trustees of Massachusetts General Hospital, I am writing to provide my perspective on the Mass General Brigham Incorporated's Determination of Need application for a new building on the campus of Mass General Hospital. I have watched the development of the plans for this new building for several years, and I have witnessed the increasing need for new facilities, most notably as the courageous front-line health care workers at this extraordinary Hospital fought the COVID pandemic throughout the past year. This addition to the MGH campus is overdue and responds to many current and pressing needs.

One way to consider the need for new Hospital space is to consider the need for private patient rooms to provide the care, comfort, dignity and privacy needed in today's ever-more complex medical environment. At present, many patients cannot be placed in some available hospital beds for needed care because issues of infection prevention and privacy make double rooms inadvisable or unavailable. This situation results in long emergency department stays – not an ideal environment for in-hospital care. Currently, less than 40% of MGH rooms are private rooms; with the planned new building nearly 90% will be.

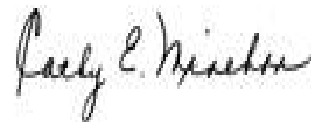
Perhaps private rooms seem like a luxury; in fact, they are not. They are considered best practice in large hospital settings, encouraging communication, offering space for essential equipment and technology, and ensuring room for family members. These aspects of care are necessary for effective treatment of the tertiary- and quaternary-level illnesses that so very many of the Hospital's patients are dealing with every day.

A personal tale may help here. A very good friend of mine went to the ED at MGH for what turned out to be congestive heart failure in the context of his ongoing cancer treatment and a very hard-to-deal-with urinary tract infection. He spent nearly 18 hours in the ED waiting for a bed and he was finally admitted to a double room. His care was excellent. He loved the nursing and other staff, but the facilities in the room were very old, and privacy was nonexistent when the second bed in the room was filled. Imagine his chagrin when his catheter had to be replaced and he was in agonizing pain. While the new building will not by itself enable every part of the Hospital to be new and modern, once it is finally open to patients, it will allow for the renovation of existing spaces and the creation of better space to support the kind of care that has long been the hallmark of the MGH.

Another way to consider the new building is to focus on how it will serve cardiac and cancer patients, with accompanying research, infusion, imaging and procedure rooms. My family has long had a deep interest in cardiac care at MGH – the care is amazing, but the services involved in that care are spread over a range of existing buildings, and just finding them can be a challenge. There is little opportunity to achieve the efficiency and increased effectiveness that could occur with co-location of services patients are likely to need. Such co-location will happen in the new building. And having research facilities so close to the bedside may, in fact, encourage greater levels of bench-to-bedside integration. We are excited about the potential for even greater levels of the groundbreaking work in cardiology and cardiac surgery for which MGH is so universally respected. And many of us as we age will need cardiac services, as well as the cancer programs, which will also fill the building. This is truly a game-changing building – one that is so important to the needs of patients who will look to it for care and help and hope in the years ahead.

Finally, MGH is a mainstay – a beacon – for this city in times of crisis, whether that is the Boston Marathon bombings or the ongoing COVID-19 pandemic. Its facilities need to be updated to meet the needs of the community and to continue to provide the excellent patient care, teaching and research for which it is well known and widely admired.

Truly yours,

A handwritten signature in black ink, appearing to read "Cathy E. Minehan". The signature is written in a cursive, flowing style.

Cathy E. Minehan



March 27, 2021

Lara Szent-Gyorgyi, MPA  
Director, Determination of Need Program  
Department of Public Health  
250 Washington Street  
Boston, MA 02108

Re: Mass General Brigham Incorporated – Massachusetts General Hospital  
Determination of Need Application # MGB-20121612-HE

Dear Director Szent-Gyorgyi:

Thank you for the opportunity to submit comments on the Mass General Brigham Incorporated Determination of Need application for the new building at Massachusetts General Hospital ("MGH"). We write to express our support of this project. MGH has been a good neighbor to our business. We have spoken with MGH and we are impressed with the thoughtfulness that has gone into the planning of this project, including traffic and parking. Parking is a much needed commodity in Boston, especially in Beacon Hill, and the additional parking for patients will be an asset for those who cannot take public transit. This project should also bring economic growth to the community, which is much needed at this time given the economic impact of the COVID-19 pandemic.

In conclusion, we welcome the addition of this project to the neighborhood.

Sincerely,

A handwritten signature in black ink that reads "Joanne Chang".

Joanne Chang and Christopher Myers  
Owners, Flour Bakery + Cafe

1 Design Center Place Suite 17-130E | Boston, MA | 02210  
[info@fourbakery.com](mailto:info@fourbakery.com) | [www.fourbakery.com](http://www.fourbakery.com)



**City of Boston**  
**Mayor's Office of Health and Human Services**  
*Mayor Kim Janey*

March 30, 2021

Lara Szent-Gyorgyi, MPA  
Director, Determination of Need Program  
Department of Public Health  
250 Washington Street  
Boston, MA 02108

Re: Mass General Brigham Incorporated – Massachusetts General Hospital  
Determination of Need Application # MGB-20121612-HE

Dear Director Szent-Gyorgyi:

I am pleased to have this opportunity to comment on the Determination of Need (“DoN”) application filed by Mass General Brigham Incorporated to construct a new building and perform certain renovations at Massachusetts General Hospital (“MGH” or the “Hospital”). MGH is a critical healthcare institution for Boston residents and those across the Commonwealth. This project will ensure MGH has the necessary infrastructure and resources to continue to be a vital asset to the community.

The proposed project at MGH will improve access to care for patients with high acuity needs, especially those suffering from cancer and cardiovascular disease. The new building at MGH will focus on those diseases which are increasingly chronic in nature and require significant coordination of care. The building’s design will promote improved access to a full range of care including outpatient exams, infusion and short stay bays imaging, procedure rooms, and inpatient beds. Access to these services in a single location will improve quality of care and improve health outcomes. MGH has thoughtfully considered the needs of its patients and the surrounding community in the planning of this project, which will be a welcome contribution to the community.


Moreover, the project at MGH will address significant capacity constraints across MGH’s campus, specifically the often overcrowded Emergency Department. The additional capacity of inpatient beds, as well as the transition of existing semi-private rooms to private rooms, will improve health care for all of the Hospital’s patients. For example, patients presenting to MGH’s Emergency Department often face long wait times and extended boarding due to insufficient bed capacity. Staff and resources are spread thin, and the Hospital is frequently unable to accept transfer patients from community hospitals. Through this project, patients will receive the care they need when they need it, and in the appropriate location.



Finally, the country is in the midst of a pandemic, bringing numerous public health issues to the forefront. MGH's project is timely and addresses inflexibilities of the existing infrastructure at the Hospital that have become more apparent as a result of COVID-19. Additionally, while social determinants of health have always been at the crux of public health, the pandemic has made it even more evident how housing and food insecurity, transportation issues, and other similar social conditions impact an individual's access to necessary health care services and their overall health. This project will result in community health initiative funding of more than \$90 million to address social determinants of health. These funds will be instrumental in developing and continuing to fund existing programs that help our most vulnerable populations and promote health equity. As such, this project will have far reaching effects extending beyond the immediate MGH patient population.

For the aforementioned reasons, I strongly support, and urge the Department of Public Health to approve, this much needed project.

Sincerely,

A handwritten signature in cursive script that reads "Marty Martinez". The signature is written in black ink and is positioned below the word "Sincerely,".

Marty Martinez  
Chief of Health and Human Services

Lara Szent-Gyorgyi, MPA  
Director, Determination of Need Program  
Department of Public Health  
67 Forest Street  
Marlborough, MA 01752  
[DPH.DON@massmail.state.ma.us](mailto:DPH.DON@massmail.state.ma.us)

Dear Ms Szent-Gyorgyi,

I am a Cardiac Patient at MGH, writing in response to the need for comment to the DPH regarding the MGH Determination of Need project for the New Building.

### **I. Background:**

I am writing in strong support of MGH's new building project to centralize Cardiac and Cancer Care into one location. I have been a Cardiac patient at Mass General Hospital since 1998 when I was admitted with a diagnosis of Cardiomyopathy. Since then, under the excellent care of the MGH Heart Failure and Transplant Team, my condition was subsequently treated with each of the latest medical advances of medication therapy, Cardiac Resynchronization Therapy (CRT), a clinical trial of Left Ventricular Device (LVAD) therapy and finally Heart Transplant in 2007. I know that I would not be alive today without the experts at MGH, and the Gift of Life that I received from my organ donor.

As an **Inpatient**, I have lived for a combined total of over 30 weeks on the Cardiac Care Unit, Surgical Intensive Care Unit, Cardiac Step-Down Unit, Transplant Unit and on general Cardiac Floors. As an **Outpatient**, I have had a total of over 180 outpatient visits, including 75 visits as a heart failure patient, 30 as an LVAD patient, and as of this writing approximately 75 visits as a transplant patient.

My care has been outstanding at MGH. I have been a member of the Patient and Family Advisory Council (PFAC) in the Heart/Vascular Center for 12 years in order to give back to MGH and to help improve the experience for patients at MGH. The new building, for which I'm providing comment, will help to alleviate major challenges that I and other cardiac patients have faced in navigating multiple care locations and external parking garages at MGH while experiencing health issues.

### **II: Benefits of a Single Location for a Cardiac Patient's Care:**

The following indicates the challenges I faced visiting MGH as an Outpatient in each of my different Cardiac illness stages through today

#### **1. Benefit of Centralized Underground Parking, Offices, Blood Labs and Imaging**

As a cardiac outpatient today, an extensive amount of walking to appointments is required, including walking from the garage to multiple buildings for visits and tests - all which can be exhausting. The following lists times and challenges I faced in each stage of my illness, from heart failure to transplant and post-transplant.

##### **As a Heart Failure Patient:**

In the period between December of 1998 and December of 2005, I visited MGH as an outpatient *approximately 75 times- navigating multiple buildings and floors within each visit*. For most of those years the visits were directly to my heart failure cardiologist in the Bigelow building from an external garage, then to blood or imaging labs in other buildings, and back to the garage. Those visits required a total of **37 minutes walking time per visit** when healthy, and at least **75 minutes of walking time per visit as my illness progressed**, due to the need to stop and rest

multiple times. As my health deteriorated, I was visiting twice per week. Additionally, walking from outside garages especially in cold weather, utilizing multiple elevators in buildings - all contributing to the stress of getting to care appointments with a weak heart.

**As an LVAD Patient:**

In the period between April 2006 and May 2007, I visited MGH as an outpatient approximately 30 times. This required visits to heart failure team, cardiac surgical office and blood lab in multiple buildings resulting in **about 30 minutes of walking- all this while wearing /carrying my LVAD** which weighed 5 lbs., and often needing a wheelchair. During this time, I paid extra for valet parking, (something not all patients may be able to afford) which **saved up to 50 minutes**.

**As a Heart Transplant patient:**

Since my Heart Transplant in 2007, I visited MGH as an outpatient approximately 77 times, 30 of which were in the first year. The bulk of those visits required walking from the garage to the cardiologist appointment, then to the imaging lab, and finally to the catherization lab **-a total of 40 minutes** -all with limited time between appointments and all within the space of 2 hours.

**2. Benefits of Increased Capacity for Testing/Imaging and Blood Labs of Coordinated Care**

Due to the fact that all imaging and blood labs are shared with the entire hospital, scheduling appointments for such is difficult, and often cannot be done on the same day as other appointments at the hospital -resulting in multiple visits to complete follow-up test for just one provider. Additionally, the main blood lab at MGH, which services all MGH patients, often has wait times of 1-2 hours.

The increased capacity for testing of just cardiac patients all in one location, will result in a much more efficient care model, not only for us as patients, but also to complete provider's requirements for all follow-up. I would look forward to same-location, coordinated testing, reduced wait times for blood work, an efficient underground parking situation, and fewer visits /cost to MGH in Boston for my care.

**3. Benefits of Single Patient Rooms**

Being an inpatient often means concerns about infections, sleep and incompatible roommates. While my diagnoses often facilitated my benefiting from a single room, not all cardiac patients will have that luxury. But, rest, relaxation and sleep are essential elements for a healthy cardiac outcome.

**III: My Support for this Project**

A centralized building with underground parking will alleviate most of the stress that a cardiac patient experiences, both as an outpatient and as an inpatient. I hope that this project will be approved, not only for the challenges that I've faced as a patient, but also to streamline the efficiency for all providers, labs and procedure rooms that service all cardiac patients. I wholeheartedly support this project, recommend that it be approved, and look forward to being an early patient in this new building.

Thank you for your consideration.

Denise Mallen  
MGH Cardiac Patient (1998-present)  
PFAC Member (2008-present)

BETTY ANN BLUM

Lara Szent-Gyorgyi, MPA  
Director, Determination of Need Program  
Department of Public Health

March 31, 2021

Dear Ms. Szent-Gyorgyi,

I am writing to support the Mass General Brigham Incorporated Determination of Need application for the new clinical building at Mass General Hospital on Cambridge Street.

The hospital serves a vital role in the community, and as a consequence of the Covid-19 pandemic it underscores the importance for this new building to accommodate evolving standards of care and technologies that have evolved and to address capacity constraints across the MGH campus.

Mass General's Emergency Department is overcrowded often due to lack of inpatients beds, and difficulties cohorting with certain kinds of patients specifically with regard to infection prevention. Insufficient capacity also means that patients will have extended wait times in the ED. In addition, Mass General has limited ability to accept transfer patients from community hospitals who require the expert resources at Mass General.

As the population ages, most prevalent disease categories such as cancer and cardiac disease will continue to grow. The new building will co-locate complimentary services including out-patient exam rooms, infusion bays, imaging and procedure rooms and inpatient rooms. All of this promotes efficient and patient-centric care.

Mass General is committed to collaborating with the City of Boston and the neighborhood to reduce traffic and congestion while providing much needed parking for patients. It will launch the Mass General's Anchor Program, devoting resources to improving equity and diversity. It will also result in a community benefits contribution of approximately \$94 million to the Department of Public Health's community health initiative program, which will help those most in need.

I respectfully urge the department of health to approve this project that enables the continuation of high-quality health care for years to come.

Respectfully yours,



Betty Ann Blum

Director, President's Council

Ms. Lara Szent-Gyorgyi  
Director  
Determination of Need Program  
Commonwealth of Massachusetts  
Boston, MA

March 23, 2021

**RE: Massachusetts General Hospital**

Dear Ms. Szent-Gyorgyi,

The Downtown North Association would like to be recorded in full support of the Determination of Need Application filed by Massachusetts General Hospital. Mass General and their team have been working cooperatively with the Downtown North Association and our members throughout their planning and development of their Cambridge Street Clinical Building project. MGH has presented to our board on numerous occasions and incorporated the feedback of our members as their plan has developed.

MGH and the services they provide are critical to the well being and success of our area. In addition to being Massachusetts' largest employer, they provide world class medical care and cutting edge research that are the top in the nation.

The project as it is currently constituted will increase their ability to supply world class medical care by adding in patient beds and emergency room capacity. The recent pandemic has proven that having hospitals like Mass General can determine how we respond to a public health crisis adequately.

Throughout their history, the team at MGH has worked closely with the impacted community as they have expanded. We expect that this case will be no different. While construction will always have an impact, MGH and their team have always been available and share information.

We hope that their application is reviewed favorably and they can continue their critically important mission.

Thank you for your consideration.

Sincerely,

Jay Walsh, Director  
Downtown North Association

Ms. Lara Szent-Gyorgyi  
Director  
Determination of Need Program  
Commonwealth of Massachusetts  
Boston, MA

March 23, 2021

**RE: Massachusetts General Hospital**

Dear Ms. Szent-Gyorgyi,

The Downtown North Association would like to be recorded in full support of the Determination of Need Application filed by Massachusetts General Hospital. Mass General and their team have been working cooperatively with the Downtown North Association and our members throughout their planning and development of their Cambridge Street Clinical Building project. MGH has presented to our board on numerous occasions and incorporated the feedback of our members as their plan has developed.

MGH and the services they provide are critical to the well being and success of our area. In addition to being Massachusetts' largest employer, they provide world class medical care and cutting edge research that are the top in the nation.

The project as it is currently constituted will increase their ability to supply world class medical care by adding in patient beds and emergency room capacity. The recent pandemic has proven that having hospitals like Mass General can determine how we respond to a public health crisis adequately.

Throughout their history, the team at MGH has worked closely with the impacted community as they have expanded. We expect that this case will be no different. While construction will always have an impact, MGH and their team have always been available and share information.

We hope that their application is reviewed favorably and they can continue their critically important mission.

Thank you for your consideration.

Sincerely,

A large, bold, black letter 'J' followed by two dots, serving as a signature.

Downtown North Association



To Whom it May Concern:

Thank you so much for the opportunity to share my thoughts. My name is Grace Lichaa and I am the Senior Director of Healthy Lifestyles at Boys & Girls Clubs of Boston. I know you've heard from a variety of folks at this point but I want to take a minute to talk about the impact MGH has in our communities from a prevention and public health stand point.

MGH values health education and prevention and they have shown that through their support of BGCB. At our Clubs, we see the families in the communities of Dorchester, Matt apan, South Boston, Charlestown, and Chelsea, communities who have been disproportionately impacted by COVID-19. Due to their commitment, we have been able to continually support these communities with Registered Nurses. During normal years, their presence has allowed us to have summer camps accessible for families with limited incomes. In the last year, their roles have helped us to safely reopen and remain open. We have been able to complete regular health screenings, communicate with the Department of Public Health, and continue to monitor changing CDC guidance. They have been incredibly supportive as we have ramped up our food access and security efforts and our vaccine education and access efforts.

As you can imagine this year has been incredible challenging for our organization. MGH helped to use an existing partnership to develop a program to address trauma and mental health for our staff and young people. We are in the process of developing a trauma-informed relaxation and mindfulness program to address the challenges COVID has had on our communities.

In addition to their work with BGCB, they have continued to focus on the communities of Boston and Chelsea to get a clearer picture of the needs of communities and their determination of needs funding is responding to the most pressing issues in the area that are social determinants of health including housing, substance use, and behavioral health.

It is for this and so many other reasons I strongly support the Cambridge Street project for MGH.

Thank you,

A handwritten signature in black ink, appearing to read "Grace Lichaa". The signature is fluid and cursive, with a large initial "G" and "L".

Grace Lichaa

**From:** [Elizabeth Corrigan](#)  
**To:** [DPH-DL - DoN Program](#)  
**Subject:** Support for MGB Determination of Need - Cambridge Street Building  
**Date:** Monday, March 29, 2021 5:36:22 PM

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Dear Ms. Szent-Gyorgyi,

My name is Elizabeth Corrigan. As a resident of Boston, and someone who cares about the quality and access to health care in our community, I am writing to express my support for the Mass General Brigham Incorporated Determination of Need application for the new building at Mass General. As you know, since its inception, Mass General has played a vital role in our community. As our population ages, as technology evolves, and, as the Covid pandemic has shown, it is more important than ever that this proposed clinical building on Cambridge Street be approved.

The majority of patient care at Mass General currently takes place in some of the oldest buildings on the Mass General Campus and Mass General currently faces basic capacity constraints. Not only are there insufficient private rooms available on campus (the new "norm" among academic hospitals), more basically the capacity constraints impact Mass General's ability to accept transfers from community hospitals, leads to long wait times in the ER, and impacts crowding when infection prevention and mitigation are required.

It is also worth noting that the new Cancer and Cardiac Centers of Excellence will be housed in this building. As you know, these disease categories will continue to grow as our population increases. The new building will co-locate outpatient exam rooms, infusion bays, imaging and procedure rooms, and inpatient rooms — which will promote efficient and patient-centric care. Having witnessed these diseases with family members, I can truly envision ways in which this approach to patient care will save lives and provide much needed support to patients and families.

I know that Mass General cares deeply its role in the community. I know that Mass General looks forward to collaborating with the City of Boston to insure that the planned building can play a role in reducing traffic and congestion in the area. I also know that this structure will play a key role in supporting the Department of Public Health's community health initiative program.

As you can see from my above comments, as a neighbor and community member, I fully support the new building. It will provide huge benefits to our community in the coming years. Thank you for reading this and I urge the Department of Public Health to approve this vital project.

Yours truly,

Elizabeth Corrigan  
[e.a.corrigan@comcast.net](mailto:e.a.corrigan@comcast.net)





Massachusetts Institute of Technology  
77 Massachusetts Avenue, Building 68-425A  
Cambridge, Massachusetts 02139-4307

Professor H. Robert Horvitz  
[Redacted]  
Fax 617-253-8126  
e-mail horvitz@mit.edu

March 29, 2021

Ms. Lara Szent-Gyorgyi, MPA  
Director, Determination of Need Program  
Department of Public Health  
67 Forest Street  
Marlborough, MA 01752

e-mail: [DPH.DON@massmail.state.ma.us](mailto:DPH.DON@massmail.state.ma.us)

Dear Ms. Szent-Gyorgyi:

I am writing to comment concerning the Mass General Brigham (MGB) Incorporated Determination of Need application for a new clinical building on Cambridge St., Cambridge, for the Massachusetts General Hospital (MGH). As a recent ex-Trustee of MGH and an ongoing active participant in meetings of the MGH Board of Trustees, I believe this new building would bring major benefits to patients and the community, and I fully support MGH in its plan.

In short, MGH has long served a vital role in serving its patients and community, and this new building would ensure that MGH could continue to provide top medical care for many years. There has been a revolution in the technologies and standards of medical care, and state-of-the-art facilities are needed for MGH care to the best it can be; as a biomedical researcher and academic biotechnology entrepreneur I've been astonished by and sometimes had the privilege of contributing to advances in diagnostics and therapeutics. To efficiently and safely address the urgent needs of patients who come to the MGH emergency department and to accommodate all patients safely and privately, the new building would provide a major increase in the number of private rooms; I can recall numerous "private" conversations separated from others by nothing more than a cloth curtain. To reduce traffic congestion for both more rapid and more convenient patient access, the new building would provide ample new parking; I, like many others, have had to fight traffic to get to MGH at times when fighting traffic was the last thing I wanted to think about. Furthermore, to promote community health, this new building project would encompass a major community health initiative.

For these and other reasons, I strongly support approval of this project.

Sincerely yours,

A handwritten signature in black ink that reads "H. Robert Horvitz".

H. Robert Horvitz, Ph.D.  
David H. Koch Professor of Biology, MIT  
Investigator, Howard Hughes Medical Institute  
Member, U.S. National Academy of Sciences  
Member, U.S. National Academy of Medicine  
2002 Nobel Prize in Physiology or Medicine



A RED SOX FOUNDATION AND  
MASSACHUSETTS GENERAL HOSPITAL PROGRAM



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MASSACHUSETTS  
GENERAL HOSPITAL

March 26, 2021

Lara Szent-Gyorgyi  
Director, Determination of Need Program  
Massachusetts Department of Public Health  
250 Washington Street, 6th Floor  
Boston, MA 02108

Re: MGH Patient Tower Project Determination of Need (DON) Application

Dear Director Szent-Gyorgyi,

I write today in full support of the Massachusetts General Hospital (MGH) Patient Tower Project Determination of Need (DoN) application. As a retired General Officer and veteran of both Iraq and Afghanistan, I am well familiar with the challenges our veterans, active duty service members, and their families face in accessing the clinical care they need—and have earned—through their service. I believe this project will further enhance the ability of MGH to provide access to world-class care for these people who have faithfully served this nation.

The Home Base Program represents Massachusetts General Hospital's incredible commitment to our military, veterans and families, when it partnered with the Red Sox to establish the Nation's first private sector clinic for PTSD and Traumatic Brain Injury. Further investments funded the establishment of a National Center offering the best veteran care available anywhere in the United States. Over the past decade, Home Base has provided care and support for more than 25,000 veterans and their families all at no cost.

Many of the active duty service members, veterans, and their families who seek care at Home Base require care beyond their mental health and brain injuries. MGH is one of the few academic medical centers or hospitals in the area to accept Tricare and VA patients, based upon the poor reimbursements.

Two recent veterans who traveled to Massachusetts General Hospital's Home Base Program to receive care for what they thought were traumatic brain injuries are alive today because of the brain imaging provided at MGH that determined they each had tumors. One had an extremely rare tumor that had wrapped around his brain stem, and there were only a handful of surgeons in the country that perform this operation – two were at MGH - and the life-saving surgery was performed almost immediately.



**A RED SOX FOUNDATION AND  
MASSACHUSETTS GENERAL HOSPITAL PROGRAM**



**RED SOX  
FOUNDATION**



**MASSACHUSETTS  
GENERAL HOSPITAL**

Each week, Massachusetts General Hospital's Home Base Program hosts several members of our Special Operations community – Navy Seals, Green Berets, Delta Force – who require a range of care associated with the 15-20 combat deployments they have endured. They fly into Boston from across the country, from as far away as Pearl Harbor, because this is the only hospital in the nation to deliver the specialized care they require.

The MGH Commitment to our veteran community is without a peer anywhere in the nation. I hope you will favorably consider this application knowing that this will enhance the MGH's ability to save lives – many of which are our veterans. The MGH Tower Project will increase access to life-saving care and enhance Home Base's ability to serve our nation's warriors who have spent their career fighting for our country.

Sincerely,

Brigadier General (ret.) Jack Hammond  
Executive Director  
Home Base, a Red Sox Foundation and Massachusetts General Hospital Program

April 1, 2021

Ms. Lara Szent-Gyorgyi  
Director, Determination of Need Program  
Department of Public Health  
67 Forest Street  
Marlborough, MA 01752

Dear Ms. Szent-Gyorgyi,

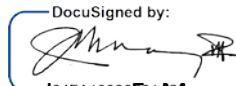
I would like to offer my strong support for Mass General Brigham's Determination of Need application for Mass General's proposed Cambridge Street project. This new building will significantly enhance the hospital's ability to provide the highest quality care to the citizens of Boston and the Commonwealth in an efficient and cost-effective manner. Not only will the new space alleviate enormous strain on the hospital's oldest facilities, which were not designed to deliver care in today's technology-based environment, it will allow Mass General to expand its capacity to provide incredibly important treatment in cardiology, oncology, and many other growing areas of need. Further, the building will enable an increase in the percentage of private rooms from less than 40% to nearly 90%; a major leap in the hospital's ability to provide a compassionate, healing environment to its patients.

Finally, as a trustee of Mass General, I can attest to the hospital's deep commitment to not only work with both the City of Boston as well as the West End neighborhood to address the building's impact, but also to increase equity in the delivery of healthcare.

Thank you in advance for your careful consideration of the Determination of Need application. I sincerely hope that you will conclude that the new building will deliver important benefits in an array of critical areas of need.

Best Regards,

DocuSigned by:



James F. Mooney III

Written Comment Submission:

Mass General Hospital Determination of Need (DoN) Project - Cambridge Street New Clinical Building

My name is Jana Milton, a Boston resident and I am writing in support of the Mass General Hospital Determination of Need (DoN) Project as I was unable to give my statement on Tuesday, March 23<sup>rd</sup> during the public hearing.

I am sharing as a parent of the MGH's Center for Community Health Improvement / Scholars Program. My son participated in the Scholars Program during high school and college, graduate, a 2020 graduate of Hampton University, Bachelors of Science / Marine and Environmental Sciences.

He had an exceptional STEM experience through the Scholars Program via the Yawkey Roxbury Boys and Girls Club.

Through the Scholars Program, my son was able to be on the MGH campus learning from medical professionals within various departments.

The job opportunities he had at the hospital were great experiences he will always have and are valuable to have on his resume.

I share my son's experience as it is important for him and other teens of color (future leaders) within the communities of Boston and surrounding to participate in the Scholars Program.

The Program is instrumental in building future leaders of colors providing a great platform introducing them to STEM.

They will gain experiences and knowledge that will allow them to consider a career path within in the medical industry.

With the grow of the campus by the addition of the Cambridge Street New Clinical Building project it will add greater opportunities for the Scholars Program with areas of study as well as jobs for the teens within the community.

I am in full support of this project.

Sincerely,  
Jana Milton

**From:** [Jay Ash](#)  
**To:** [DPH-DL - DoN Program](#); [Szent-Gyorgyi, Lara \(DPH\)](#)  
**Subject:** Support for the MGH Patient Tower Project  
**Date:** Friday, April 02, 2021 4:19:08 PM

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Dear DoN Reviewer:

I am pleased to be recorded in favor of the MGH Patient Tower Project currently under review through the state's Determination of Need (DoN) process. As a former state economic development official, and as the current CEO of the Massachusetts Competitive Partnership (disclosure: Mass General Brigham is a member of MACP) whose mission it is to advance the economy of Massachusetts, I believe the significantly positive health benefits to be achieved by the MGH project go far beyond the tremendous personal health outcomes that will be experienced by MGH patients - there are significant economic benefits that will also improve the health of our Massachusetts economy as well. I should also note that as a fifty-year patient of MGH, and a thirty-year community development specialist in the MGH catchment area, my near-lifetime engagement with MGH leads me to believe that the MGH project will further elevate patient care here in the region, while also ensuring the continuation of community benefits which I know to have been previously delivered and added substantially to the quality of life all our region's residents enjoy.

In my professional life, I know and have regularly emphasized that rapid innovation is changing every sector, including the health care sector. It has been my experience that entities that delay or do not undertake commensurate capital investments quickly fall behind and are incapable of utilizing new innovations or, better yet, producing those innovations themselves. When I think of the MGH project, I think of the ability, if not the need, for MGH to continue to be a national and international leader in innovation and patient care, and to do so in state-of-the-art settings and in a more coordinated and efficient manner. This potential project seemingly meets those thresholds and more, achieving two very important goals: being patient centric, and providing for excellence in health care service delivery.

From the perspective of the economy, the MGH project's \$1.8 billion investment would provide a valued boost to the post-pandemic recovery we all hope to enjoy. Thousands of construction jobs and support for hundreds of sub-contracting, supplier, and services companies will have a major and multiplier effect in our regional economy. Additionally, as a hospital of international renown, patients and their families will come to Massachusetts from around the globe, especially adding to sectors of our economy (hospitality and treatment) that will require long-term boosts to regain their footings. While it is for better individual health outcomes that we should be most excited about this project, I am grateful to have this promised "spend" on construction, to then be followed by the future spend that will occur in our economy as the facility comes on line. Frankly, our workforce and, especially, small businesses need such a large-scale project to help ensure our economy's well-being.

I also remain encouraged by MGB's overall commitment to diversity in hiring and contracting, and would respectfully suggest that goals associated with those outcomes require massive projects with huge community benefactors to far accelerate the achievement of those goals. The MGH project promises that, and its nearly \$100 million commitment to community programs will also help communities and those supporting them to address health disparities and other public health concerns. While addressing the multiple positive outcomes of the proposed project, I also wish to compliment MGB's commitment to environmental sustainability and project design.

Thank you for your continuing review. As a believer in the significant, multiple benefits of the project, I wholeheartedly endorse the MGH Patient Tower Project and ask you to do the same.

Jay

Jay Ash, President & CEO

## **Massachusetts Competitive Partnership**

535 Boylston Street, Top Floor

Boston, Massachusetts 02116

617.236.1337 (Fax)

[jash@masscompetes.org](mailto:jash@masscompetes.org)

[www.masscompetes.org](http://www.masscompetes.org)



April 2, 2021

Lara Szent-Gyorgyi, Director  
Determination of Need Program  
Massachusetts Department of Public Health  
VIA EMAIL

Dear Director Szent-Gyorgyi:

I am writing to provide comment in support of the Massachusetts General Hospital (MGH) Patient Tower Project Determination of Need application. As a public policy organization comprised of senior executives from large employers across the Commonwealth, the Roundtable believes that both industry and government play a critical role in establishing the conditions for regional economic growth.

Investing in our strengths, such as our world class health care system, is a key strategy toward maintaining and building upon the state's competitiveness in the global economy. The world-renowned health care institutions in Boston and the Commonwealth, including MGH, are important drivers of our local and regional economy. Continued investment in infrastructure that supports these institutions and the technological advancements that allows them to thrive will keep Massachusetts on the cutting edge of health care innovation.

Equally as important to the region's competitiveness is providing an environment that fosters racial justice and economic prosperity, especially for women and communities of color. The employer members of the Roundtable have made racial equity a priority, and we support MGH's commitment throughout this project to increasing diversity, addressing income inequality, and promoting environmental sustainability by establishing hiring targets, implementing equitable procurement practices, and investing in community health initiatives.

Boston is a center of health care innovation. Investing in the region's strong core industries, such as health care, and committing to an intentional strategy of inclusiveness and equity are necessary elements of long-term economic growth and prosperity. The MGH Patient Tower Project meets those standards and we respectfully urge a favorable review.

Sincerely,

JD Chesloff  
President & CEO  
Massachusetts Business Roundtable



In 1985 our program was launched with grant to City to integrate the care of homeless persons into the mainstream of Boston's renowned health care system of academic teaching hospitals and extraordinary neighborhood health centers. With a goal of continuity of care from street and shelter to hospital to home, the guiding principle was not to wait for homeless persons to come to our traditional clinics but rather have doctors, nurses, and other clinicians venture out and deliver direct care in places familiar to homeless persons. BHCHP has evolved this model of care, designed by homeless persons and advocates, to consist of a network of 35 shelter and outreach clinics, robust care day and night on the streets, 124 beds of step-down respite care for those no longer needing an expensive hospital bed but too sick to withstand the rigors of daily survival on the streets and in the shelters. 11,000 unduplicated homeless persons are served each year. This network, but fiat from homeless persons, is anchored by daily clinics in two hospitals, BMC and MGH. Homeless persons knew when they were sick they would be cared for in our hospitals, which could be intimidating and frightening. BHCHP doctors have always been credentialed and privileged in one or both of these hospitals, allowing our teams to be involved in the care of our patients. No other city in the country has been so blessed by the support and encouragement of teaching hospitals.

MGH became the first, and still the only, private academic medical center in the nation to host an onsite clinic dedicated to homeless persons, especially those living on the streets. This has been bedrock for our program, allowing our patients full and seamless access to specialty care, imaging, emergency and inpatient care. We are very excited and grateful that our clinical

space will be relocated and expanded on the main campus in the next months

There are too many highlights and I highlight only a few.

LCS and the first computerized medical record

Podiatry. Dermatology. Internal medicine resident rotations. Psychiatry residents on the streets. MGH/BWH have been our most robust sources of recruiting, and we now have a staff of over 30 doctors and 40 nurse practitioners/physician assistants.

MGH has provided invaluable support for our innovative street team since the 1990s, including support for our fulltime psychiatrist who cares for Boston's rough sleepers. MGB gave a foundational gift for our central hub at the corner of Mass and Cass, where we have our main clinic for integrated medical, psychiatric, and substance use disorder care, a bustling dental clinic, full pharmacy, administrative offices, and the Barbara McInnis House, our 104-bed respite care program that offers 24/7 acute and subacute, pre- and post-operative, palliative and end of life care for persons without homes.

The burden of co-occurring medical, psychiatric, and substance use disorders is staggering among our homeless population. Their health disparities are sobering: shelter individuals die at 4X and street folks 12X the rate of Boston residents of the same age. The leading causes of death are overdoses and cancer and heart disease. When I was on call two weeks ago, we had over 30 homeless persons admitted to MGH.

Only one had COVID, while the others suffered from infections, cancer, end-stage kidney disease, heart failure, and chronic lung disease. I cannot emphasize enough how we have depended upon the expertise and care and commitment of our colleagues at MGH to assure the best of care for our poorest neighbors.

I would end by noting that I have been in this fulltime position of caring for homeless persons for these past 36 years since finishing my residency at MGH, and I have been blessed to have been so warmly embraced and consistently encouraged by the Department of Medicine at MGH. When I speak with my friends across the country, I realize with great humility and gratitude that Boston is blessed with the most comprehensive network of care for our diverse and impoverished homeless neighbors – none of which would have been possible without MGH and BMC.

## **2010**

MGH Department of Psychiatry and the Massachusetts Department of Mental Health collaborate with BHCHP to provide integrated medical, mental health and addiction services to homeless persons with serious mental illness in the West End Shelter at the Erich Lindemann Mental Health Center. MGH Psychiatry residents participate in the clinic with the BHCHP primary care team.

## **2009**

The Transgender Clinic opens at Jean Yawkey Place in response to the lack of essential health care services for this extremely vulnerable homeless population.

## **2008**

Following a \$42M capital campaign that included a \$2.5M gift from Partners HealthCare, Jean Yawkey Place opens in the renovated Mallory Institute of Pathology and houses integrated medical, behavioral, and dental clinics, pharmacy, and an expanded 104-bed Barbara McInnis House.

## **2006**

MGH funds two full time psychiatrists to integrate behavioral health within BHCHP's multidisciplinary Street Team and Long Island Shelter Team) in an innovative 5-year pilot program with the Massachusetts Department of Mental Health (DMH)..

## **2005**

BHCHP Street Team begins house calls to chronically homeless persons placed in housing through federal programs to end chronic homelessness throughout the metropolitan area.

## **2004**

BHCHP launches a Volunteer Services Program. Volunteers can now offer their help in fulfilling the mission of BHCHP while they expand their understanding of the causes and effects of homelessness.

BHCHP publishes the 2<sup>nd</sup> Edition of *The Manual of Communicable Diseases and Common Problems in Shelters and*

*on the Streets*, which is distributed in hard copy and online throughout the country.

## **2002**

BHCHP initiates a weekly clinic at MGH dedicated to addressing the special needs of Boston's rough sleepers, the first hospital-based clinic in the country dedicated to this vulnerable sub-group of the homeless population.

## **1998**

An outbreak of deaths on the streets leads the Massachusetts Department of Public Health, the City of Boston, and the Massachusetts Housing and Shelter Alliance to convene an area collation to expand and coordinate services for rough sleepers. BHCHP increases day and night street services.

## **1997**

MGH's Community Benefit Program (now the Center for Community Health Improvement) begins annual support of BHCHP's Street Team.

## **1996**

In collaboration with the Laboratory of Computer Science at Massachusetts General Hospital, BHCHP implements the nation's first electronic medical records (EMR) for a homeless population to better coordinate care across hospital and shelter clinics.

Faced with unrelenting demands, the Barbara McInnis House expands to 72 beds.

## **1995**

MGH and Partners HealthCare Community Benefit Program begin annual support for BHCHP's daily homeless clinic in the Medical Walk In Unit at MGH

## **1994**

Street Team begins daytime street rounds to complement the two nights of services at the Boston Night Center and on Pine Street Inn's Overnight Van.

## **1993**

The Consumer Advisory Board (CAB) is formed at Barbara McInnis House. Five members of this CAB become members of the BHCHP Board of Directors in 1999.

BHCHP moves the respite program from the Shattuck Shelter and opens the 50-beds Barbara McInnis House in a former nursing home in Jamaica Plain.

## **1992**

BHCHP begins clinical services on the backstretch of Suffolk Downs Thoroughbred Racetrack, the first in the nation to serve migrant and homeless workers living in the barns of a racetrack.

## **1991**

BHCHP publishes *The Manual of Common Communicable Diseases in Shelters*, the first manual of communicable diseases and common problems among homeless persons for medical professionals, shelter staff and guests.

## **1988**

RWJ grant period ends. The McKinney Act is passed and BHCHP becomes a federally qualified health center (FQHC) with funding from the Human Resources and Services Administration's (HRSA) Bureau of Primary Health.

## **1987**

Multidisciplinary, multicultural HIV Team is created, the first in the country to offer primary and specialty HIV/AIDS care for homeless persons.

## **1986**

BHCHP implements the concept of "street medicine" to serve rough sleepers who live on the streets and avoid the shelters and soup kitchens. The BHCHP MD joins the Pine Street Inn Overnight Van two nights each week.

## **1985**

With Robert Wood Johnson (RWJ) Foundation funding, clinical services begin with 3 hospital clinics and 14 adult and family shelter clinics.

The Family Team of health care providers is created to focus on the special needs of homeless families living in shelters, hotels and motels.

BHCHP opens the first medical respite program in the country with 25 beds in the Lemuel Shattuck Shelter.

In response to the city's needs assessment, the provision of dental services began with a part-time dentist working in 2 shelters.

BHCHP discovers almost 100 cases of non-HIV related multidrug-resistant pulmonary tuberculosis, precipitating aggressive outreach efforts to deliver a full 18-month course of treatment.



**From:** [Clarke, Lucy \(DPH\)](mailto:Clarke_Lucy@DPH)  
**To:** [mereignace@aol.com](mailto:mereignace@aol.com)  
**Cc:** [DPH-DL - DoN Program](#)  
**Subject:** RE: Determination of need  
**Date:** Wednesday, March 24, 2021 7:14:12 PM

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Hi Jon,  
This email is to acknowledge receipt of your comment.

Thank you.

Lucy

**From:** mereignace@aol.com [mailto:mereignace@aol.com]  
**Sent:** Wednesday, March 24, 2021 6:57 PM  
**To:** Clarke, Lucy (DPH)  
**Subject:** Fwd: Determination of need

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Here is what I sent to Lara.

Here is my written response to the DoN Application for MGH-20121612-HE #105 CMR 100.445

**Subject: Determination of need**

MGH has become a Miracle Generating Haven over the years as it maintained high standards, invited creative researchers, funded programs for people in need with limited resources. They have managed to renovate various parts of the complex to broaden their services and make room for astounding technological equipment. The needs for more patient rooms, particularly in the face of pandemics, as well as the increasing number of patients who need ICU care that is cardiac, neurological, renal etc. is obvious from conversations about health problems related to the world we live in. I pray that the "Determination of need" gathering will secure permission for MGH to move ahead in their plans to construct the new facility.

With appreciation for all the care I and my family have been given over the past 50 plus years.  
Sr. Jon Julie Sullivan



April 1, 2021

Lara Szent-Gyorgyi, MPA  
Director, Determination of Need Program  
Department of Public Health  
250 Washington Street  
Boston, MA 02108

Re: Mass General Brigham Incorporated-Massachusetts General Hospital  
Determination of Need Application# MGB-20121612-HE

Dear Director Szent-Gyorgyi:

Thank you for the opportunity to offer my support for the Mass General Brigham Incorporated Determination of Need application regarding the new building at Massachusetts General Hospital ("MGH" or "Hospital"). MGH is a world-renowned academic medical center that provides healthcare to patients from across the state, throughout the region and far beyond, offering its extraordinary expertise - and hope - to a disproportionate share of the sickest and most complex patients. We are truly fortunate to have MGH in our community as a resource for Boston residents and the surrounding areas. This project will continue MGH's vital role in the community, ensuring continued access to high-quality healthcare well into the future.

This project is necessary to address the significant capacity constraints at the Hospital that result in inefficiencies for patients and staff. MGH's Emergency Department ("ED") is by far and away the busiest in the state, often operating in Code Help, which prevents the Hospital from accepting transfers from community hospitals for patients who require the expertise and resources that MGH provides - the kind of care that often cannot be provided by other hospitals in the area. In addition, patients in the ED endure long wait times and boarding, further straining resources. Most often, these wait times are due to insufficient inpatient bed capacity, a direct result of challenges in cohorting patients in existing semi-private rooms, such as infection prevention and control. Moreover, many of the MGH's patient rooms are located in buildings that were constructed more than a half century ago and are unable to accommodate the sophisticated technology and clinical equipment in common use today. These capacity constraints will be alleviated through increased bed capacity, as well as the transition from our current unacceptably low rate of only 38% private rooms to a much higher percentage, moving us closer toward the ultimate goal of all private rooms throughout the hospital.

Private patient rooms are the industry standard for a reason and, in fact, are required by the Department of Public Health for new construction. Private rooms drive materially better patient outcomes. They are more conducive to healing, enable private and candid conversations with the care team, and promote family participation and support. This transition will also align MGH with its academic peers across the nation, most of whom are at or near 100% private rooms. Moreover,



the COVID-19 pandemic has reinforced the vital need to ensure MGH is available to the community and can accommodate patient surges in the event of disaster or mass casualty event. This project will allow MGH to evolve to meet the needs of our community and its patients.

The new building at MGH also will ensure patients have access to a full complement of clinical services. The focus of the new building will be cancer and cardiac care, the two most prevalent disease categories, which are increasing as the population ages. Importantly, advances in care have evolved cancer and cardiac disease into chronic diseases, requiring a high level of care coordination as patients live longer with these illnesses. Patients presenting to MGH for these diseases will have access to outpatient exams, infusion, procedures, imaging, and inpatient care in a single location, and will provide an alternative to the ED. This project will promote improved health outcomes and improve the patient experience.

In addition to the benefits to MGH's patients, this project includes numerous community benefits. Chief among these is MGH's commitment to promoting and adhering to an anchor strategy dedicated to addressing social determinants of health and racial inequities. Indeed, the hospital aims to be a model and leader in demonstrating the enormous benefits of an anchor strategy. This project provides a significant opportunity to improve the well-being of our richly diverse communities through an intentional approach to employment, purchasing and construction. More than 3,400 individuals stand to benefit from the construction jobs this project will initiate, and MGH is committed to ensuring a strong representation of women and minorities. The project also offers an ideal learning and training experience for Boston high school students who are interested in the various trades and who will have the chance to participate firsthand in the intricate creation of a truly special facility. Other community benefits are as follows:

- The new facility will mean approximately 1,000 more permanent jobs for Boston.
- MGH has a longstanding commitment to its local neighborhood, historic preservation, transportation demand management, and environmental sustainability. As such, MGH is involved in various discussions to ensure these issues are addressed in the project.
- MGH will be making an unprecedented financial community benefit contribution of \$95 million to DPH's community health initiative program to help address social determinants of health issues for vulnerable populations.

For the many reasons detailed above, I believe the MGH project will provide numerous patient and community benefits and solidify MGH's role as a vital contributor to the community. I strongly urge the Department of Public Health to approve this application.

Sincerely,



J's'nathan Kraft  
President, The KraffGroup  
Board Chair, Massachusetts General Hospital

**From:** [Kevin J. Maroni](#)  
**To:** [DPH-DL - DoN Program](#)  
**Cc:** [ENORTHROP@PARTNERS.ORG](mailto:ENORTHROP@PARTNERS.ORG)  
**Subject:** MGH Cambridge Street Building  
**Date:** Tuesday, March 30, 2021 7:48:13 AM

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Lara Szent-Gyorgyi, MPA  
Director, Determination of Need Program  
Department of Public Health

I am writing to support the Mass General Brigham Incorporated Determination of Need application for the new building at Mass General.

**Mass General serves a vital role in the community** and this project will ensure the continued access to high quality health care for years to come

**Standards of care and technologies have evolved**, and a new building is required to accommodate these changes

- Majority of general patient care is currently provided in some of the oldest buildings on our campus.
- COVID-19 pandemic has brought these issues to the forefront, increasing the urgency for this project.
- Mass General needs to be available to the community in the event of patient surges due to disease outbreaks, disasters or other emergency situations.

#### **Benefits of the new building**

- **Cancer and Cardiac** Centers of Excellence
  - Most prevalent disease categories that will continue to grow as population ages.
  - Building will co-locate complementary services including outpatient exam rooms, infusion bays, imaging and procedure rooms, and inpatient rooms. This promotes efficient and patient-centric care.
- **Increases the availability of private rooms** from 38% to 88% across the campus.
  - Private rooms are the standard of care, and promote healing, private communication with the care team and family participation.
  - This effort to increase private rooms will align Mass General with its academic peers, many of whom are at or near 100%.
- **Addressing capacity constraints** across Mass General's campus
  - Private rooms will address capacity constraints.
  - Mass General's ED is overcrowded, often due to lack of inpatient beds.

- Capacity constraints are also due to difficulties with certain kinds of patients, specifically with regard to infection prevention.
  - Insufficient capacity means that patients have extended wait times in the ED, and Mass General has limited ability to accept transfers of patients from community hospitals who require the expert resources available at Mass General.
- **Community impact**
    - Mass General is committed to collaborating with the City of Boston and the neighborhood to reduce traffic and congestion.
    - The project will provide much needed parking for patients.
    - It will launch Mass General's Anchor Program, devoting resources to improving equity and diversity.
    - It will result in a community benefits contribution of approximately \$94 million to the Department of Public Health's community health initiative program, which will help those most in need.

**Conclusion:** I fully support the new building at Mass General and the benefits it will bring to patients and the community and respectfully urge the Department of Public Health to approve this project.

Sincerely,

Kevin Maroni

Kevin J. Maroni  
Maxply Capital Management LLC  
177 Huntington Avenue - 19th Floor  
Boston MA 02115  
[REDACTED]

believe this e-mail was sent to you in error and the e-mail contains patient information, please contact the Mass General Brigham Compliance HelpLine at <http://www.massgeneralbrigham.org/complianceline> . If the e-mail was sent to you in error but does not contain patient information, please contact the sender and properly dispose of the e-mail.

Please note that this e-mail is not secure (encrypted). If you do not wish to continue communication over unencrypted e-mail, please notify the sender of this message immediately. Continuing to send or respond to e-mail after receiving this message means you understand and accept this risk and wish to continue to communicate over unencrypted e-mail.

**March 31<sup>st</sup> 2021**


Lara Szent-Gyorgyi, MPA  
Director, Determination of Need Program  
Department of Public Health  
250 Washington Street  
Boston, MA 02108

Re: Mass General Brigham Incorporated - Massachusetts General Hospital  
Determination of Need Application# MGB-20121612-HE

Dear Director Szent-Gyorgyi:

Thank you for the opportunity to submit this letter of support regarding the Mass General Brigham Incorporated Determination of Need application for a new building at Massachusetts General Hospital ("MGH"). As a neighbor of MGH, I have spoken with MGH about this project. MGH has thoughtfully considered the impact of this project on its neighbors, such as traffic and noise. Parking is a much-needed resource in the area, especially for the sick patients who seek treatment at MGH. In addition to the value of the project to patients, the project will contribute to the economic growth of the neighborhood of Beacon Hill. Many small businesses suffered as a result of the COVID-19 pandemic, and project such as this will ensure the viability of surrounding businesses. I am proud to be a neighbor of MGH and strongly support the proposed project.

Sincerely,

  
Lydia Shire  
Owner, Scampo

**COMMENTS OF THE  
LYNN HEALTH TASK FORCE TEN-TAXPAYER GROUP  
ON THE APPLICATION OF MASS GENERAL BRIGHAM FOR  
DETERMINATION OF NEED FOR  
SUBSTANTIAL CAPITAL EXPENDITURE AND  
SUBSTANTIAL CHANGE IN SERVICE  
MASSACHUSETTS GENERAL HOSPITAL  
DoN Application # MGB-20121612-HE**

April 2, 2021

The Lynn Health Task Force Ten-Taxpayer Group respectfully files these comments on the Application for Determination of Need (DoN) filed by Mass General Brigham for a substantial capital expenditure and substantial change in service at the Massachusetts General Hospital main campus. The application seeks approval of an expenditure of \$1,880,774,238 (1.88 billion dollars).

Mass General Brigham (“MGB,” formerly Partners HealthCare) is the hospital provider for the Greater Lynn and Salem areas, through its community hospital member North Shore Medical Center. Our comments are submitted in the wake of MGB’s decision to close Lynn’s only hospital and to consolidate services at the Salem campus. As a result of that decision, Lynn, a diverse and low-income Gateway City of 100,000 residents, now has no hospital. In the public hearing on the application for this DoN, one of the proponents of the application commented that Boston is a world class city and therefore deserves a world class hospital. While we do not disagree with either claim (that Boston is a world class city and that it deserves a world class hospital), that message, and its implications, is hard to hear in a community whose only hospital was closed by MGB. The contrasting investments (MGB closes Lynn’s only hospital while committing \$1.8 billion to ensure that Boston has a “world class” hospital) are disturbing, especially when viewed through the lens of health care equity. Lynn has substantial unmet medical needs, as has been starkly revealed by Lynn’s status as a COVID hot-spot, among many other health indicators.

We do not oppose MGB’s application for DoN; our comments are addressed to the Community Health Initiative (CHI) portion of the application. The application indicates that after deductions for statewide initiatives and evaluation, \$62,000,000 (\$62 million) will be made available for community health initiatives. MGH’s Community Advisory Board (CAB) has representation from Boston and the North Suffolk area (Revere, Chelsea and Winthrop). It appears that the plans for the MGH CHI funds will be targeted in this region as well.

The Lynn Health Task Force urges DPH to ensure that the substantial CHI funds associated with this application include an allocation of funds to the North Shore, and more specifically to Lynn. The information in the DoN application indicates that 17% of MGH’s patient panel resides in HSA 6 (the North Shore). See DoN Application, p. 106. We urge that an amount of the CHI funds at least proportional to the percent of the patient panel residing on the North Shore be allocated to the North Shore, and more specifically the area(s) of the North Shore with the



greatest unmet health need. That amount, at minimum, would be approximately \$10,540,000. Any other arrangement disproportionately aids the Boston and North Suffolk areas represented on the CAB, exacerbating health inequities, to the detriment of the Lynn/North Shore region, which represents a substantial portion of MGH's patient panel.

We recognize that North Shore Medical Center is also a major source of hospital care for North Shore residents, but NSMC's most recent DoN, six years ago, was for a total of \$180,000,000, (about 1/10 of the current MGH proposal), with a CHI amount of \$9,025,000. That DoN was approved in 2015, and the CHI funds have all been expended. Indeed, our innovative medical respite program, the Recuperative Care Center, which was enabled by the 2015 NSMC CHI funds, is at risk of closure due to the lack of continued financial support.

We also observe that MGB indicates in the application that its CAB, representing only Boston and North Suffolk, "meets the required constituencies designated by the Department of Public Health for a DoN-CHI." However, DPH guidance instructs applicants to broadly define the CHI area and constituencies, stating that "when defining 'community' for the purpose of the CHI process (Factor 6), Applicants must look beyond their Patient Panel and engage their community(ies) at large, considering not just proximate geography, but health and economic disparities as well." With 17% of MGH's patient panel coming from the North Shore, and with Lynn as a community with disproportionate morbidity and mortality, multiple troubling health indicators as well as social determinants of health, and having been among the top hot-spots for COVID, equity demands that a significant portion of the MGH CHI funds be utilized to address pressing health care needs in Lynn and the North Shore.

For the reasons stated above, we respectfully ask that DPH recommend that an allocation of the CHI funds that flow from this DoN be allocated to the North Shore and, more specifically, to Lynn.

Thank you for your consideration.

*Lynn Health Task Force*  
*April 2, 2021*



CITY OF BOSTON • MASSACHUSETTS

OFFICE OF THE MAYOR  
MARTIN J. WALSH

March 22, 2021

Lara Szent-Gyorgyi, **MPA**  
Director, Determination of Need Program  
Department of Public Health  
250 Washington Street  
Boston, MA 02108

Re: Mass General Brigham Incorporated - Massachusetts General Hospital  
Determination of Need# MGB-20121612-HE

Dear Director Szent-Gyorgyi:

Thank you for the opportunity to submit written comments relative to the Determination of Need ("DoN") application filed by Mass General Brigham Incorporated to construct a new building at Massachusetts General Hospital's ("MGH" or "Hospital"). This project will improve access to care for our sickest patients while acting as an anchor initiative aimed at addressing social determinants of health through intentional approach to employment, purchasing and construction that focus on diverse communities. Due to MGH's thoughtful approach to ensuring that the needs of its patients will be met and its focus on health equity, I am in full support of this project.

The proposed project at MGH will be an important contribution to the City of Boston, its residents, and surrounding communities. The health of Boston residents is of utmost importance now more than ever. The ongoing COVID-19 pandemic has brought many public health issues to the forefront, and this project will ensure MGH is well-equipped to meet current and future demand for high-quality health care services for the residents of Boston and across the Commonwealth. The facility will be designed with flexibility at the forefront allowing it not only withstand disaster, but ultimately ensuring that MGH will be here when we need it most.

MGH plays an important role in not only providing but in transforming health care delivery. However, MGH's facilities are decades-old and its inpatient buildings are not equipped to allow MGH to continue to meet the needs of our residents. With very few private inpatient rooms, MGH's Emergency Department ("ED") is overwhelmed with patients boarding for significant periods of time waiting to be admitted and frequently MGH is unable to accept transfer patients

from community hospitals. This project will transition many of the existing beds to private beds to ensure that patients who require high-acuity services do not face barriers to care.

While the overall aim of the project is to address the limitations of MGH's aging facilities, the primary focus of the new facility will be to transform access to services for patients with cancer and cardiovascular disease. The prevalence of these diseases is projected to increase as our population ages and MGH will be there to meet demand for high-acuity care and advances in treatments. Through the new the new facility, patients will have access to all of their care in one convenient location, minimizing the need for chronically and acutely ill patients to travel around the MGH campus to obtain a full range of health care services, from outpatient exams, infusion therapy, imaging and procedures, to inpatient care.

It is for these reasons that I fully support, and respectfully urge the Department of Public Health to approve, this important project.

Sincerely,

A blue ink signature consisting of a short horizontal line, a comma, and a longer dashed horizontal line.

Martin J. Walsh  
Mayor of Boston



## ***MASSACHUSETTS BUILDING TRADES COUNCIL***

Francis X. Callahan, Jr., President

Jeff Sullivan, Vice President

Louis A. Mandarini, Jr., Secretary-Treasurer

### **Testimony of the Massachusetts Building Trades Council In support of Proposed Massachusetts General Hospital Patient Tower Project Determination of Need (DON) Application**

The Massachusetts Building Trades Council represents 75,000 men and women who are members of 62 local unions and work in the construction industry. We support the project before you for several reasons.

The unions we represent provide quality health insurance benefits to over 200,000 covered lives (members and their families). Our union plans spend well more than \$1 Billion per year on care at world class facilities like Mass General Hospital and others in Boston and across the state. This proposed state of the art facility is consistent with the level of care our members deserve and expect.

The health insurance benefits and the health care they provide to our members are dependent on work hours. Our members earn their benefits through hourly contributions to their health insurance plans. Partners Healthcare – now Mass General Brigham – and the Building Trades Unions have a long-standing relationship regarding their construction policies. They recognize that building using union workers and union contractors provides them with quality projects completed on-time and on-budget by a highly skilled, highly trained, safe, and productive local workforce. We formalized this relationship about twelve years ago and developed a Project Labor Agreement to be utilized on Partners' projects. Since that time, we have completed billions of dollars' worth of construction projects together. In addition to quality construction this partnership provides jobs to our members who earn family sustaining wages and quality health insurance benefits allowing them access the quality health care provided by MGH and other area hospitals.

More recently we have adapted the Project Labor Agreement to include provisions that increase diversity, equity, and inclusion. On this project and others, we will include hiring metrics consistent with City of Boston work hour targets on construction projects for residents (51%), persons of color (40%), and women (12%).

This proposed \$1.8 Billion project alone is estimated to create 3,400 construction jobs. A project of this size and duration provides a significant opportunity to extend the training, wages, health insurance and retirement benefits that come with a career in the union building trades to previously underserved communities.

For these reasons we fully support the Mass General Hospital Cambridge Street Project.

Respectfully submitted,

A handwritten signature in black ink, reading "Francis X. Callahan, Jr." in a cursive style.

Francis X. Callahan, Jr

President

24 Freedom Trail  
Norfolk, MA 02056  
April 2, 2021

Lara Szent-Gyorgyi, MPA  
Director, Determination of Need Program  
Department of Public Health  
67 Forest Street  
Marlborough, MA 01752

Re: Determination of Need  
Proposed Heart and Cancer Center Project  
Massachusetts General Hospital

Dear Ms. Szent-Gyorgyi:

I am submitting this letter to support the proposed Heart and Cancer Center Building at Massachusetts General Hospital. I am currently a patient at the Mass General Cardiology Department and in 2014 had a major operation to have a heart valve repaired. I have had a very good experience with Mass General in the past and currently I serve on the Heart and Vascular Patient and Family Advisory Council. I firmly believe that the proposed new building will vastly improve the level of care at Mass General Hospital. The building will allow a coordinated care team to be in one location and patients will not have to travel from one building to the next for the many tests, procedures and doctor visits needed for cardiac care. I also believe conversion to all private rooms will vastly improve patient experience not only for patients but also for friends and family. In my experience, it was at times difficult to have another patient, as well as friends and family of the other patient, in my room. When I was speaking with my doctors, nurses, and family, I was not comfortable having others in the room hearing my conversations which I would have preferred to be confidential. Also, the two- patient room made it sometimes difficult to rest when other visitors were talking to the other patient. Other proposed design elements of the project such as additional imaging, additional procedure rooms, and additional parking will further improve patient experience.

I fully support the proposed project and recommend that DPH approve the application for a Determination of Need .

)v'

Matthew D. Smith

**From:** [Pam Reeve](#)  
**To:** [DPH-DL- DoN Program](#)  
**Subject:** MassGeneral Cambridge Street Project  
**Date:** Tuesday, March 30, 2021 12:08:56 PM

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Ms. Szent-Gyorgyi: I am writing to enthusiastically support the Cambridge Street project for Mass General Hospital.

I have long been impressed with the holistic view MGH takes to so many issues, and this project is another excellent example. The hospital views itself as a vital member of the community and strives to behave in that way both as a healthcare provider and a neighbor. For years patients have asked for single rooms, and most modern and academic hospitals in the US--many of which compete with MGH for staff and patients-- have a far greater proportion than the current aging buildings. Likewise, the technology to provide excellent care has evolved and even become "standard" in many cases; facilities must be designed to accommodate this new requirement. The plans include Centers of Excellence in Cancer and Cardiac, two of the highest impact health areas (and growing with the aging population); co-locating core and related services for these very sick patients will be so much more convenient for them as well as a more efficient delivery design. Having my niece go through a terrible bout of triple negative breast cancer, I can attest to the impact of the additional stress of going to multiple locations for tests, treatments and consults.

Overall, the capacity constraints at MGH have a negative impact on patients. Long waits and overcrowding in the Emergency Room are visible signs of the lack of inpatient beds on any given day. This capacity constraints also means the ability to take in the most traumatic or challenging cases, as is the mission of this tertiary/quaternary hospital, is severely limited.

I have been impressed with the patient-centered design of the building. But beyond that, the concern with using this project as a means of expanding our impact in the community, and on issues of equity and diversity, is important. As a member of the MGH Anchor Committee, it's been inspiring to hear the plans for using the ability to hire, purchase, and influence to promote equity and in addition to directly fund community health initiatives at around \$94M. These initiatives will help so many people who need it. Finally, I appreciate the way the building is future-proofed and designed as a place of safety in case of emergencies like flooding, disasters and disease.

As a Trustee of the Mass General Physicians Organization, I am proud of the approach MGH is taking to this "construction project"; I fully support the new building, for the benefits to our patients and the community more broadly. I urge DPH to approve.

Pam Reeve





**From:** [Philip Geary](#)  
**To:** [DPH-DL - DoN Program](#)  
**Cc:** [sjenkins@partners.org](#); [cvelez@mghihp.edu](#)  
**Subject:** DPH/DON  
**Date:** Tuesday, March 30, 2021 5:17:30 PM

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Lara Szent-Gyorgi, MPA  
Director, Determination of Need Program  
Department of Public Health  
76Forest Street  
Marlborough,MA01752

Dear Lara, My wife, Susan Geary and I have received nothing but the best care at MGH. We are "founders" of the PFAC for heart Vascular Institute. The updates sought after with this DON are absolutely necessary if Mass General is going to remain as one of the Top Hospital in the United States for Superior Patient Care. These upgrades are designed to meet the needs of the future, whether for Cancer or Cardiac Care. There is not one area of this DON that does not focus on the improvement in the quality of the Patient Needs and Care going forward.

We strongly support this Building Project, and look forward to your Support.  
With much Appreciation.  
Sincerely, Philip G. Geary



1 Beacon Street, 16th Floor  
Boston, MA 02108

www.aimnet.org | [REDACTED] | fax 617.536.6785

March 31, 2021

Dr. Monica Bharel, Commissioner  
Massachusetts Department of Public Health  
250 Washington Street  
Boston, MA 02108

*Delivered Via Email*

**Re: Massachusetts Department of Public Health Public Hearing on Massachusetts General Hospital's Patient Tower Project Determination of Need**

Dear Dr. Bharel:

On behalf of the 3,500 employers represented by the Associated Industries of Massachusetts (AIM), I write in support of Mass General Brigham's proposed Cambridge Street Development project.

The proposed \$1.8 billion investment will enable Mass General Hospital (MGH) to create 482 new patient beds (net 94 new beds) in a state-of-the-art health care facility that will meet the needs of some of the state's highest acuity patients.

Mass General Brigham is a member of AIM, the state's largest business association in Massachusetts.

The Massachusetts economy and its public-health systems have been severely challenged during the unprecedented COVID-19 pandemic. To date there have been more than 577,000 confirmed cases of COVID-19 and more than 16,400 deaths in the Commonwealth. The pandemic is also wreaking havoc on the economy wiping out businesses and crushing entire industries, while causing skyrocketing unemployment, especially among women and people of color. The massive strain on the health-care system and its workers continues to reverberate in communities across the state and nation.

Even amid this crisis, Massachusetts remains a global hub for health-care innovation, with near universal access to high-quality care. While AIM has highlighted important issues related to the cost of health care and continues to advocate for employer-friendly state and federal policies, the organization recognizes the critical importance of the health care sector as a powerful engine that can help drive the state's economic recovery.

The Mass General Hospital project will create 1,000 permanent jobs and 3,400 construction jobs while modernizing facilities on the MGH campus that were constructed prior to 1970. As the state and nation address the dual crises of public health and institutional racism, the MGH project promises to serve as a catalyst to increase diversity and address income inequality with target hiring metrics consistent with city of Boston work-hour targets on construction projects for persons of color (40% target) and women (12% target).

There can be no sustainable economic recovery in Massachusetts or anywhere else without first addressing the public health crisis. Massachusetts must seize the opportunity to modernize and upgrade its



1 Beacon Street, 16th Floor  
Boston, MA 02108

www.aimnet.org | [REDACTED] | fax 617.536.6785

world-class health care system to meet the needs of its residents in the near-term and to better prepare for the future.

The Associated Industries of Massachusetts is proud to support the heroes who have been working tirelessly in health-care facilities throughout the past year to save countless lives, tend to families devastated by COVID-19 and provide comfort to those who have been lost to this terrible pandemic. AIM applauds the health-care professionals, front-line workers, public-health officials, researchers, essential workers and so many more unsung heroes who have dedicated themselves to finding treatments, developing vaccines, caring for patients, and providing vital services to all those in need.

AIM and its member businesses representing 150 industries and more than 575,000 employees across the state will continue to support projects like Mass General Brigham's proposed Cambridge Street Development, which hold enormous promise for creating new economic opportunity and delivering high quality health care in the Commonwealth.

Thank you for the opportunity to submit our letter of support for this important development. Please contact us at [REDACTED] if we can provide any additional information.

Sincerely,

John R. Regan  
President and Chief Executive Officer

**From:** [Seger, Robert](#)  
**To:** [DPH-DL - DoN Program](#); [Szent-Gyorgyi, Lara \(DPH\)](#)  
**Subject:** Mass General Hospital New Building testimony  
**Date:** Wednesday, March 24, 2021 6:54:32 AM

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Dear Department of Public Health:

Thank you very much for the opportunity to testify in strong support of the Massachusetts General Hospital New Clinical Building Project. As the Executive Director of Emergency Medicine at MGH I see firsthand emergency department crowding caused by a lack of inpatient beds, namely private rooms. Our emergency department patients who need admission are extremely sick, complex, and have a variety of medical, social, and psychological challenges. In addition, many patients have infections or are carriers of certain pathogens like MRSA. These patients end up waiting—boarding—in the Emergency Department for many hours until an inpatient bed opens up. Patients who clinically require a private room wait much longer in the emergency department since private rooms are grossly lacking at MGH. We also sometimes have beds in semiprivate rooms blocked because the patient in the A bed has a serious infection, is agitated or aggressive, or is receiving terminal care and is expected to die very soon. The additional capacity afforded by the New Clinical Building Project, especially the private rooms, will decompress the emergency department, reduce the time patients wait in the ED after being admitted, and increase efficiency and patient flow through the ED. Needless to say that the pandemic has emphasized the need to move individuals with weakened immune systems, like cancer patients and transplant patients, out of the ED as soon as possible.

On behalf of our patients who routinely wait for the private rooms their medical condition requires, we in the Department of Emergency Medicine are in strong support of this project.

Thank you very much.

Sincerely, Bob Seger

**Robert F. Seger, MBA, RHIA, CCS**

*Executive Director*

*Department of Emergency Medicine*

*Massachusetts General Hospital*

*55 Fruit Street*

*Austen Building, Room 110*

*Boston, MA 02114*

 / Fax (617) 726-0311

Email: [rseger@mgh.harvard.edu](mailto:rseger@mgh.harvard.edu)

<http://www.massgeneral.org/emergencymedicine>

<http://www.massgeneral.org/disaster-medicine>

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**From:** [Scott Collins](#)  
**To:** [DPH-DL - DoN Program](#)  
**Date:** Monday, March 29, 2021 4:31:50 PM

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Lara Szent-Gyorgyi, MPA  
Director, Determination of Need Program  
Department of Public Health  
[DPH.DON@massmail.state.ma.us](mailto:DPH.DON@massmail.state.ma.us)

**Dear Lara,**

I am writing in my personal capacity to support the Mass General Brigham Incorporated Determination of Need application for the new building at Mass General.

- **Mass General serves a vital role in the community** and this project will ensure the continued access to high quality health care for years to come
- **Standards of care and technologies have evolved**, and a new building is required to accommodate these changes
  - Majority of general patient care is currently provided in some of the oldest buildings on our campus.
  - COVID-19 pandemic has brought these issues to the forefront, increasing the urgency for this project.
  - Mass General needs to be available to the community in the event of patient surges due to disease outbreaks, disasters or other emergency situations.
- **Benefits of the new building**
  - **Cancer and Cardiac** Centers of Excellence
    - Most prevalent disease categories that will continue to grow as population ages.
    - Building will co-locate complementary services including outpatient exam rooms, infusion bays, imaging and procedure rooms, and inpatient rooms. This promotes efficient and patient-centric care.
  - **Increases the availability of private rooms** from 38% to 88% across the campus.
    - Private rooms are the standard of care, and promote healing, private communication with the care team and family participation.
    - This effort to increase private rooms will align Mass General with its academic peers, many of whom are at or near 100%.
  - **Addressing capacity constraints** across Mass General's campus

Private rooms will address capacity constraints.

- Mass General's ED is overcrowded, often due to lack of inpatient beds.
- Capacity constraints are also due to difficulties with certain kinds of patients, specifically with regard to infection prevention.
- Insufficient capacity means that patients have extended wait times in the ED, and Mass General has limited ability to accept transfers of patients from community hospitals who require the expert resources available at Mass General.

**Community impact**

- Mass General is committed to collaborating with the City of Boston and the neighborhood to reduce traffic and congestion.
- The project will provide much needed parking for patients.
- It will launch Mass General's Anchor Program, devoting resources to improving equity and diversity.
- It will result in a community benefits contribution of approximately \$94 million to the Department of Public Health's community health initiative program, which will help those most in need.

**Conclusion:** I fully support the new building at Mass General and the benefits it will bring to patients and the community and respectfully urge the Department of Public Health to approve this project.

Kind regards,  
Scott Collins  
6 Newbury St  
Boston, MA 02116

**From:** [Scott Malkin](#)  
**To:** [DPH-DL - DoN Program](#)  
**Cc:** [enorthrop@partners.org](mailto:enorthrop@partners.org)  
**Subject:** Letter of support for the new MGH Cambridge Street building  
**Date:** Friday, April 02, 2021 4:34:59 PM

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Dear Lara Szent-Gyorgyi

The below statement summarises my position regarding my support for the proposed new MGH Cambridge Street building.

It has been my privilege to work with and to be of support to the MGH over many years, and I currently serve as a member of the MGH President's Council.


It is clear that for the MGH to remain vital and relevant, and indeed for Boston to continue in its role as a global leader of science and medicine, new facilities and investments such as this one are of paramount importance.

Although raised in New England, my family and I have for some 30 years lived in London, England.

From this more distant vantage point, it is only more clear how essential a new building such as this one will be, for the benefit of the Boston and for the surrounding region.

Kind regards

Scott Malkin

-----  
Scott Malkin  
Chairman  
Value Retail PLC  
[SDMalkin@ValueRetail.com](mailto:SDMalkin@ValueRetail.com)  
  
[www.ValueRetail.com](http://www.ValueRetail.com)

Begin forwarded message:

Lara Szent-Gyorgyi, MPA  
Director, Determination of Need Program  
Department of Public Health

Please note the following, in support of the Mass General Brigham Incorporated Determination of Need application for the new building at Mass General.

- **Mass General serves a vital role in the community** and this project will ensure the continued access to high quality health care for years to come
- **Standards of care and technologies have evolved**, and a new building is required to accommodate these changes
  - Majority of general patient care is currently provided in some of the oldest buildings on our campus.
  - COVID-19 pandemic has brought these issues to the forefront, increasing the urgency for this project.
  - Mass General needs to be available to the community in the event of patient surges due to disease outbreaks, disasters or other emergency situations.
- **Benefits of the new building**
  - **Cancer and Cardiac** Centers of Excellence
    - Most prevalent disease categories that will continue to grow as population ages.
    - Building will co-locate complementary services including outpatient exam rooms, infusion bays, imaging and procedure rooms, and inpatient rooms. This promotes efficient and patient-centric care.
  - **Increases the availability of private rooms** from 38% to 88% across the campus.
    - Private rooms are the standard of care, and promote healing, private communication with the care team and family participation.
    - This effort to increase private rooms will align Mass General with its academic peers, many of whom are at or near 100%.
  - **Addressing capacity constraints** across Mass General's campus
    - Private rooms will address capacity constraints.
    - Mass General's ED is overcrowded, often due to lack of inpatient beds.
    - Capacity constraints are also due to difficulties with certain kinds of patients, specifically with regard to infection prevention.
    - Insufficient capacity means that patients have extended wait times in the ED, and Mass General has limited ability to accept transfers of patients from community hospitals who require the expert resources available at Mass General.
- **Community impact**
  - Mass General is committed to collaborating with the City of Boston and the



neighborhood to reduce traffic and congestion.

- The project will provide much needed parking for patients.
- It will launch Mass General's Anchor Program, devoting resources to improving equity and diversity.
- It will result in a community benefits contribution of approximately \$94 million to the Department of Public Health's community health initiative program, which will help those most in need.

**Conclusion:** I fully support the new building at Mass General and the benefits it will bring to patients and to the community, and I respectfully urge the Department of Public Health to approve this project.

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**Sen. William "Mo" Cowan (Retired)**  
**Westwood MA**

March 31, 2021

Lara Szent-Gyorgyi, MPA  
Director, Determination of Need Program  
Department of Public Health  
250 Washington Street  
Boston, MA 02108

**Re: Mass General Brigham Incorporated - Massachusetts General Hospital  
Determination of Need Application# MGB-20121612-HE**

Dear Director Szent-Gyorgyi:

I write in support of the Mass General Brigham Incorporated Determination of Need application regarding the new building at Massachusetts General Hospital ("MGH"). The MGH project provides innumerable patient and community benefits and I fully support the project's implementation.

The new building is an investment in MGH's patients and will ensure MGH continues to be an accessible resource to Boston, the Commonwealth, and patients traveling regionally, nationally and internationally. Patients will have access to a state-of-the-art facility, a full range of cancer and cardiac services, and the high-quality care patients have come to know and expect from MGH. The project will address existing challenges with aged facilities and semi-private rooms which have negatively impacted capacity and contributed to emergency department boarding.

The project will also result in immense economic benefits to our community. The project will contribute more than \$90 million of community health funding for vulnerable populations. In addition, this project will represent the launch of MGH's Anchor Program focused on improving the well-being of diverse communities through an intentional approach to employment, purchasing and construction. I am honored to chair the MGH committee charged with developing and executing on this anchor strategy and believe this project will be a significant catalyst toward meaningful and equitable opportunities for all.

MGH's new building will be constructed under a Project Labor Agreement ("PLA"), using hiring goals consistent with the Boston Residents Job Policy, and with a deliberate focus on hiring Boston residents, people of color, and women. More than 3,400 individuals will benefit from these construction jobs and another 1,000 permanent jobs will be created. Other features of an Anchor Program promoting equity and diversity would include outreach to underrepresented business in the construction industry (e.g., women and minority-owned businesses), workforce development and training programs, support systems for anti-racism and anti-harassment, and access to childcare that is aligned with job worksite hours.

The COVID-19 pandemic has been devastating to our community - especially the most vulnerable among us - and this project will be an incredible opportunity to rebuild the economy and promote employment of Boston residents, women, minorities, and veterans. MGH is committed to giving back to local communities and growing the market of diverse workers in the construction industry. As a MGH Board Member and chair of the board committee overseeing the Anchor strategy for this project, I am confident that the project will make a profound difference in the well-being of local communities through implementation of these strategies and initiatives.

It is for these reasons I voice my strong support for the new MGH building and urge the Department of Public Health to approve this project.



William "Mo" Cowan

Trustee, Massachusetts General Hospital



**From:** [Philip Geary](#)  
**To:** [DPH-DL - DoN Program](#)  
**Cc:** [SJENKINS@PARTNERS.ORG](mailto:SJENKINS@PARTNERS.ORG); [cvelez@mghihp.edu](mailto:cvelez@mghihp.edu)  
**Subject:** DPH/DON  
**Date:** Tuesday, March 30, 2021 4:24:30 PM

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Lara Szent-Gyorgi, MPA  
Director, Determination of Need Program  
Department of Public Health  
76 Forest Street  
Marlborough, MA 01752

Dear Lara,

I am a congenital heart patient, born 1946. I was followed by doctors at Boston Children's Hospital and had first open-heart surgery at Mayo Clinic, Rochester, Minnesota at 12 years (1958).

In 1968 I became a patient of Dr. Roman Desanctis at MGH. I have had two more open-heart surgeries, plus two knee replacements, one hernia repair, all at MGH. All my experiences have had wonderful outcomes.

I do feel at this time the hospital has grown so large we could use a new facility with updated improvements that further meet the heart patients' needs.

All private rooms is a definite must for the future. It encourages better patient care, including privacy with care team and visitors which is a must.

It's extremely important and efficient to have imaging in one location, where patients are not being moved from one building to another building.

The ability to coordinate appointments on same date would be of tremendous value to the patients.

I highly support this project and think that it is long overdue. I recommend DPH approve this project.

Thank you for your prompt attention to this matter.

Susan N. Geary

**From:** [Teri Fryer](#)  
**To:** [DPH-DL - DoN Program](#)  
**Subject:** Support for MGH Project  
**Date:** Wednesday, March 31, 2021 12:45:20 PM

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Imagine finding yourself as a patient needing to travel to a hospital and all the emotional thoughts swirling around your mind—even more stressful if you are going through an Emergency Room. I have been in both situations on a number of occasions and it is acutely trying.

When admitted to a hospital patients and their families experience high levels of concern about a particular illness or trauma: What medical procedures might be necessary to remedy the situation? Who will be there to guide them through this ordeal? As both a patient and a family member of patients who have been treated at MGH, I have always trusted its health care professionals to provide me and my family with reliable quality care that resulted in the best outcomes possible.

There are simply not enough superlatives to describe the quality care I experienced at MGH. Physicians are the face of a hospital and MGH physicians are the best in the nation not only because of their expertise and skill set, but also because they listen attentively to their patients and provide them with treatments and procedures that they explain in an understandable manner. I have never had a physician at MGH who did not answer all my questions and concerns. Moreover, my MGH doctors actually embraced my questions as a teacher would to enhance my learning and thus make me a valuable partner in realizing and improving my health care.

The nursing staff is the heart of a hospital and the MGH nursing team is extraordinary—not only are they kind and compassionate but equally important they are brilliant medical professionals steeped in the scientific knowledge and medical practices that are fundamental to care for and help heal hospital patients.

And finally, the culture of MGH as an institution is made up of individuals who are unbelievably patient centered. As patient and family member I have witnessed how MGH is mindful, respectful and responsive to all patients; their preferences, values, needs and concerns. The entire hospital staff is ever present to support in the best way possible the clinical decisions that physicians make about their patients care.

As a former Assistant Superintendent of schools, my guiding motto had always been “Everybody Teaches, Everybody Learns”. MGH captures this philosophy as well. The hospital actively listens to their patients and learns from their patient experiences. Working with their patients and staff as a whole community MGH is constantly assessing the care they give and seeking to identify areas of improvement. Based upon embracing best practices and the most recent science and medical technologies, they are moving to a next step—a premier state of the art hospital building in downtown Boston, a city that is renowned for its medical and technological innovations.

What makes MGH so very special is that in addition to patient centered quality care they are constantly focused on advancing innovation. An example of this phenomenon is the new hospital annex that MGH is building. At its center is state of the art technology designed specifically to find better ways to approach improved individual health care and they are working with patients on its superb design considering a wide range multifaceted concerns to patient care from ensuring the most advanced diagnostic testing as well as considering the need for additional parking spaces.

Truly outstanding hospitals always put patients first. MGH serves a community of patients who are treated in a remarkable hospital setting supported by an incredibly outstanding professional staff. Together patients and staff can move forward to advancing and transforming the patient experience to an even greater level of performance with the creation of this new facility. Additional private rooms will provide a healing, quiet environment to facilitate recovery and enable private

conversations with family and the care team. The new MGH building will integrate the latest technology in every aspect of healthcare. State of the art technical equipment will ensure this facility to be “world class” supported by exceptional doctors, dedicated nurses and a compassionate professional staff. These are and continue to be the pillars of MGH. I support this project without any reservations.

Teri M. Fryer, 31 March 2021

April 2, 2021

Lara Szent-Gyorgyi, MPA  
Director, Determination of Need Program  
Department of Public Health  
250 Washington Street  
Boston, MA 02108

Re: Mass General Brigham Incorporated – Massachusetts General Hospital  
Determination of Need Application # MGB-20121612-HE

Dear Ms. Lara Szent-Gyorgyi,

I write regarding the application to the Massachusetts Department of Public Health for the construction of a new building at the Massachusetts General Hospital. I am very strongly in favor of this proposal.

A brief word about me. I received my MD degree from Harvard Medical School in 1955 and have spent the last 66 years on the staff of the Massachusetts General Hospital. During that time, I was Surgeon-In-Chief for 29 years and for the last 22 years have been serving as part of the senior management of the hospital. I was the first MGH doctor elected to the hospital's Board of Trustees, and I continue now proudly as an Honorary Trustee of the MGH.

I firmly believe that most people would agree that the Massachusetts General Hospital is one of the greatest and most important medical centers in the world. It is a crucially important medical center for Massachusetts as well. The recent Coronavirus pandemic has demonstrated clearly the importance of having great medical facilities in Massachusetts.

The proposed building would significantly increase the availability of private rooms at the MGH from its current 38% to a more reasonable 88%. Frankly, it should 100%, the level that we strive to reach one day. I am unaware of any other major academic medical center in the United States that has so few single rooms. Over the years, private rooms have become the standard of care, and hospitalized patients and their families rightly expect to be in single rooms. Individual patient rooms are not merely a luxury, they are not only desired for comfort and privacy; in fact, single rooms are vastly better environments for the highest quality care, and they promote and enhance healing.

The MGH has enormous capacity problems at present. Capacity constraints have been increasing over the years, and this overcrowding in certain areas has made accessibility to the exceptional care that all patients expect and deserve extremely challenging. The MGH Emergency Department is the busiest emergency department in Massachusetts. There simply are not enough inpatient beds to handle the volume of new patients requiring expert care at the MGH. Currently, because of the insufficient capacity, many patients have extended wait times in the Emergency Department (waits that often extend many hours, even days) and the MGH is unable to accept



many transfers of patients from community hospitals -- patients who require the tertiary and quaternary care that the MGH delivers.

The proposed new MGH building will emphasize two crucially important areas, cardiology and cancer – the two biggest killers of the American population. Having each of these activities housed in a facility in which all of the clinical requirements for these patients can be conveniently located will be an enormous benefit, both in terms of efficiency and comfort for the patients.

In summary, the proposed new building at Mass General will be a vast and critical improvement in the MGH facilities, will be of great benefit to the patients who seek help and hope at this important academic medical center, and will bring the MGH facilities on a par to most of the major academic medical centers in the United States. I am strongly in favor of the proposal to construct the new MGH building.

Sincerely yours,

|  
W. Gerald Austen, MD  
Surgeon-in-Chief Emeritus, MGH  
Churchill Distinguished Professor of Surgery, Harvard Medical School  
Honorary Trustee, MGH

**From:** [william.kieffer](mailto:william.kieffer)  
**To:** [DPH-DL - DoN Program](#)  
**Subject:** MGH Determination of Need Project  
**Date:** Monday, March 29, 2021 2:33:06 PM

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WILLIAM H. KIEFFER, III  
1 AVERY STREET  
RESIDENCE 22 A  
BOSTON, MASSACHUSETTS 02111

Subject: MGH Determination of Need Project

March 29, 2021

Dear Ms. Szent-Gyorgyi:

As a resident of Boston, I write in full support of the MGH Determination of Need project.

I have been a patient at MGH for about 48 years, always receiving excellent care. I am presently receiving my care for cancer at the hospital. I am also a member of the MGH General Patient and Family Advisory Council and of the MGB Patient Experience Leaders Committee.

The new private inpatient and ICU beds will provide privacy for those admitted to these units. This privacy will better permit frank discussions between patients and their care giving team, without others listening in, better supporting security of information and HIPPA regulations. These rooms will provide for a quiet space, fostering healing, better safety from infection, from falls, and will be designed to be more patient-centric. They will offer patients technology for virtual visits with family members and friends.

The building will provide for much needed outpatient examining rooms, giving the patient the ability to have their exams in the same location as imaging and infusion, permitting better coordinated care. Additional infusion bays will be included in the project, which are much needed to relieve the strain on the present facilities, as more and more cancer patients, such as I, are receiving infusions as a part of their care.

The buildings will offer state of the art ORs and imaging equipment, resulting in better diagnosis and treatment. Shortened waiting times for imaging of all kinds will result, giving the patient the ability not to have to travel around the MGH campus for these necessary tests.

The project will also provide for about 250 parking spaces for patients and their family members, giving them increased convenience to access the hospital facilities, especially for those who can not take public transportation easily.

In conclusion, I am fully supportive of this much-needed project. I ask that you give it favorable consideration.

Sincerely,

**William H. Kieffer, III**