

From: skaff71@aol.com
To: [DPH-DL - DoN Program](#)
Subject: MGH outpatient center
Date: Friday, April 02, 2021 10:49:28 AM

CAUTION: This email originated from a sender outside of the Commonwealth of Massachusetts mail system. Do not click on links or open attachments unless you recognize the sender and know the content is safe.

Dear Madams and Sirs:

I am writing as a _____resident (or employee of _Dr Robert O'Brien MD & _Dermatology Associates _in Winchester Mass) to voice my strong **opposition against** the Mass General Brigham outpatient center proposed for Woburn, MA for several reasons:

- This outpatient center will increase healthcare costs in the Commonwealth as Mass General Brigham has much higher reimbursements than other health care systems, even when care is provided in the community.
- This outpatient center will further expand the Mass General Brigham monopoly, which will also contribute to driving up health care costs. Even during the pandemic, Mass General Brigham profits were over \$1 billion, in part due to their monopoly and higher reimbursements.
- Given the ample supply of primary care physicians, specialty care physicians, ambulatory surgery, and other community hospital services currently available in the Woburn area, this proposed outpatient center includes duplicative services and presents an unnecessary threat to the local physician practices and community hospitals, including Winchester Hospital and Melrose-Wakefield Healthcare.
- This outpatient center will endanger our private medical practices, where primary care physicians and specialists are offering exceptional care at lower costs. Our local physicians include some of the highest reputation physicians in the region, providing high quality care at a much lower cost, as compared to Mass General Brigham providers.
- Community hospitals and private practices cannot fairly compete against the Mass General Brigham 800 pound gorilla. Approval of this outpatient center could result in putting high value providers (high quality and low cost) out of business.

STOP this project to prevent escalation of healthcare costs, preserve private medical practice, protect community hospitals, and maintain high value care for the patients and employers of the region.

Sincerely,

____Barbara A McCarron _____

From: [Barbara Domenici](#)
To: [DPH-DL - DoN Program](#)
Subject: MGB Woburn - Determination of Need Comments
Date: Friday, April 16, 2021 3:50:36 PM

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Attn: Department of Public Health

I am writing to voice my strong opposition against the Mass General Brigham outpatient center proposed for Woburn, MA for the following reasons below.

- The outpatient center will increase healthcare costs in the Commonwealth, as our data suggests that the cost per capita of patients who access Mass General Brigham services spend at least 30% more than care that is offered in our community.
- CHIA released their Annual Report last month, indicating a 4.1% increase in health care costs across Massachusetts in 2019. The primary driver of the increased trend was reported to be outpatient care costs. Allowing MGB to add an outpatient patient center, would add to the risk of increased healthcare costs in our state.
- Within a 5 mile radius of Winchester and Woburn, we are saturated with highly skilled healthcare providers of service. Patient needs are currently being met by these services today and for those unable to be met by local providers, it is a great advantage to be able to offer care to our patients to MGB if patients require such an advanced level of care. The multispecialty facility duplicates the local services, and MGB's network retention of patients becomes an immediate threat to the local physician practices and community hospitals, while driving up the overall cost of healthcare.
- It impedes the opportunities for growth and investment into the local community hospitals that have a proven record of providing higher quality at significantly lower costs. The disparity that this will create within the workforce will not allow for us to invest capital and human resources back into our local health care systems and practices. Community hospitals and private practices must be able to fairly compete in the healthcare market.

Thank you and hope you support this opposition!!

Barbara Domenici

--

Barbara A. Domenici

Practice Coordinator, WPSC

 | F: 781-756-4075

barbara.a.domenici@lahey.org



Winchester Physician Associates

Winchester Pulmonary & Sleep Center

12 Alfred Street - Suite 120 - Woburn MA 01801

WinchesterHospital.org

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From: [Maria](#)
To: [DPH-DL - DoN Program](#)
Subject: DoN – Mass General Brigham Incorporated – Multisite - 21012113-AS
Date: Friday, April 16, 2021 4:48:51 PM

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Hello,

This is a great initiative. I would like to see ambulatory care that will include specialty care from cardiologists, infection disease, ortho, physical therapy etc. I would like to see diagnostic GI, breast clinic and women's center to be part of the ambulatory center. Lastly, we want to bring the best of Brigham employees to this ambulatory center. Thanks.

Maria
mbentainmelanson@bwh.harvard.edu
Wilmington

From: [Beth Brannock](#)
To: [DPH-DL - DoN Program](#)
Subject: Mass General Brigham (formerly Partners) Plans for an Outpatient Center in Woburn
Date: Tuesday, March 30, 2021 12:53:18 PM

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March 30, 2021

Dear Madams and Sirs:

I am writing as an employee of Affiliates In Foot Care, P.C. to voice my strong **opposition against** the Mass General Brigham outpatient center proposed for Woburn, MA for several reasons:

- This outpatient center will increase healthcare costs in the Commonwealth as Mass General Brigham has much higher reimbursements than other health care systems, even when care is provided in the community.
- This outpatient center will further expand the Mass General Brigham monopoly, which will also contribute to driving up health care costs. Even during the pandemic, Mass General Brigham profits were over \$1 billion, in part due to their monopoly and higher reimbursements.
- Given the ample supply of primary care physicians, specialty care physicians, ambulatory surgery, and other community hospital services currently available in the Woburn area, this proposed outpatient center includes duplicative services and presents an unnecessary threat to the local physician practices and community hospitals, including Winchester Hospital and Melrose-Wakefield Healthcare.
- This outpatient center will endanger our private medical practices, where primary care physicians and specialists are offering exceptional care at lower costs. Our local physicians include some of the highest reputation physicians in the region, providing high quality care at a much lower cost, as compared to Mass General Brigham providers.
- Community hospitals and private practices cannot fairly compete against the Mass General Brigham 800 pound gorilla. Approval of this outpatient center could result in putting high value providers (high quality and low cost) out of business.
-

STOP this project to prevent escalation of healthcare costs, preserve private medical practice, protect community hospitals, and maintain high value care for the patients and employers of the region.

Sincerely,

Beth Brannock
Practice Administrator

Affiliates In Foot Care, P.C.
100 Unicorn Park Drive
Suite 3
Woburn, MA 01801



From: [Brandon Napstad](#)
To: [DPH-DL - DoN Program](#)
Subject: Opposition to Mass General Brigham site proposed for Woburn, MA
Date: Friday, April 09, 2021 8:09:55 AM

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Dear Madams and Sirs:

I am writing as a resident of Wakefield, MA and as an anesthesiologist at Winchester Hospital. I want to voice my strong **opposition against** the Mass General Brigham outpatient center proposed for Woburn, MA for several reasons:

- This outpatient center will **increase healthcare costs** in the Commonwealth, as Mass General Brigham has much higher reimbursements than other health care systems - even when care is provided in the community!
- Given the availability of primary care physicians, specialty care physicians, ambulatory surgery, CT scans, MRIs, and other community hospital services currently available in the Woburn area, this proposed outpatient center includes **duplicative services** and presents an unnecessary threat to the local physician practices and community hospitals, including Winchester Hospital and Melrose-Wakefield Healthcare.
- This outpatient center will **endanger our private medical practices**, where primary care physicians and specialists are offering exceptional care at lower costs. Our local physicians include some of the highest reputation physicians in the region, providing high quality care at a much lower cost, as compared to Mass General Brigham providers.
- Approval of this outpatient center would threaten the ability of existing high value providers (high quality and low cost) to continue to serve the residents of Woburn and surrounding cities and towns.

Please **STOP** this project to prevent escalation of healthcare costs and to maintain high value care for the patients and employers of the region.

Sincerely,

Brandon Napstad MD

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applicable law. If you are not the intended recipient, your use of this message for any purpose is strictly prohibited. If you have received this communication in error, please delete the message and notify the sender so that we may correct our records. See our web page at <http://www.lahey.org> for a full directory of Lahey sites, staff, services and career opportunities.

From: [Brittany Arseneault](#)
To: [DPH-DL - DoN Program](#)
Subject: Testimony - Mass General Brigham Incorporated – Multisite - 21012113-AS
Date: Monday, March 29, 2021 4:49:21 PM

CAUTION: This email originated from a sender outside of the Commonwealth of Massachusetts mail system. Do not click on links or open attachments unless you recognize the sender and know the content is safe.

Hello,

My name is Brittany Arseneault, and I am the patient care manager for the Boston and North locations for Shields Health Care Group-where I have specifically worked with the Winchester Hospital locations- both the hospital and the outpatient locations. I appreciate the opportunity to share my concerns with the DPH about MGB's community expansion plans, and intents to have outpatient locations, specifically in Woburn and how it will deeply impact health equity and the cost of care.

The proposed expansion targets higher income, mobile and commercially insured populations that are already served by great providers. I believe this expansion will increase the cost of care without increasing the *quality* of care and due to the current pandemic, many families are already struggling to make ends meet. Therefore, any increases to the cost of care is unacceptable and untenable. We need to keep healthcare local and affordable to all.

I appreciate the opportunity to share my concerns regarding the expansion plan.

Thank you,
Brittany Arseneault
Regional Patient Care Manager – Boston/North
Shields Health Care Group

brittanyp@shields.com

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From: [Carly](#)
To: [DPH-DL - DoN Program](#)
Subject: DoN – Mass General Brigham Incorporated – Multisite - 21012113-AS
Date: Friday, April 16, 2021 8:50:37 AM

CAUTION: This email originated from a sender outside of the Commonwealth of Massachusetts mail system. Do not click on links or open attachments unless you recognize the sender and know the content is safe.

As a local resident and Mass General Brigham employee, I believe our relationship with our patients is at the heart of the healthcare experience – for patients, their communities, care team members, and employees.

Understanding our patients' personal stories and building a lifelong relationship is crucial to making healthcare less complicated, less fragmented, and less costly.

Our response to COVID-19 is an example of how a coordinated approach can result in better access. I support this project, and I am looking forward to working with Woburn and the surrounding communities to ensure that Mass General Brigham that uses our people, research, and technology to meet the needs of our patients.

Carly
macisaac.carly@gmail.com
Woburn

**Oral Testimony re: Mass General Brigham
Determination of Need ("DoN") Application**

March 25, 2021

Introduction

Thank you, my name is Carmel Shields of Shields Health Care Group.

Shields, through its joint venture partnerships with community hospitals like Melrose Wakefield and Winchester Hospital, serve multiple communities north of Boston, including Woburn.

At Shields, we place a high value on working **WITH** existing community providers to enhance and not duplicate local health care services.

We work to in partnership with local providers that play an anchor role in the community to provide high quality care to meet the needs of the local community.

Health Equity

I am deeply concerned that MGB's state-wide strategy will decimate the already fragile community and local health care system and worsen health inequities across the Commonwealth.

█ [REDACTED]

the Health Policy Commission or the Attorney General to ensure a truly independent process.

As the Department weighs how this proposal will harm the medically and socially disenfranchised and the fragile health eco-system, I think it's important to ask why must MGB move now? Perhaps not MGB, but many of us residents, employees, employers and providers are still in the throes of a pandemic and focused on a healthy recovery for our families, our neighbors and the Commonwealth.

Thank you, Carmel Shields

Carmel's Remarks - Woburn - Thursday, March 25, 2021 - 9:00 a.m. - 12:00 p.m.

█ [REDACTED]

12 Mt. Vernon Street
Stoneham MA 02180
4/15/2021

To the Determination of Need Committee:

My name is Carol O'Loughlin. As Chairperson for the Stoneham Coalition and an elected member of the Stoneham Board of Health, I greatly appreciate the opportunity to provide this testimony. I am writing to express my concerns related to the Massachusetts General Brigham's proposed new ambulatory expansion site to be located in Woburn. (DoN 21012113-AS) It is my belief that such a multi-million dollar expansion would significantly increase the cost of care and the ability for local community health care organizations to continue to support our residents. We are fortunate to have community hospitals nearby that serve our community well.

It is my belief that the expansion of Mass General Brigham (MGB) ambulatory services into Woburn will increase the cost of care in Woburn and neighboring communities without increasing the quality of care for patients. I am aware that previous MGB mergers and acquisitions have led to forcing local community health care systems out and then pricing services at a higher cost, increasing the financial burden placed upon patients in their wake.

Woburn and contiguous towns already have high-quality, low-cost healthcare providers readily available. Approval of MGB's application to expand into our community will threaten the financial viability of local practitioners and smaller health care systems, replacing quality care offered at affordable rates by local medical institutions with the same services at higher price points. Increasing the cost of care will not serve this community well. Not only would the approval of the MGB service lead to unaffordable costs, it would also threaten essential local jobs and the financial viability of critical community care institutions.

In addition, I believe that the expansion of Mass General Brigham (MGB) ambulatory services into Woburn is likely to worsen existing health disparities. The proposed MGB sites target higher income, predominantly white, mobile, commercially insured populations already served by existing providers. The proposed locations are not easily accessible to residents of low-income communities with barriers to health care, leaving access and the needs of many residents behind. MGB will be drawing commercially insured patients away from local community providers who rely on that care to subsidize patients that are insured by public programs, such as Medicare or Medicaid, or who are uninsured. Our local community providers will continue to serve those patients even if their commercial volume is negatively impacted by MGB. However, these same providers may be financially forced to close much needed medical services, resulting in reduced safety net care for our communities' most vulnerable patients, while the most privileged migrate to MGB.

In closing, I want to reiterate that I believe in health care cost-containment, partnership, and the spirit of equitable collaboration where all sizes and types of healthcare organizations work together to benefit their communities. I hope you will take my viewpoint into consideration as you carefully review this request. Please consider hold additional public hearings to glean the perspective of members of this community. I believe that what would most benefit our community is the optimization of existing health care services rather than addition of cost-prohibitive new services that likely will drive out those carefully established over time with community collaboration and buy-in.

Sincerely,

Carol D. O'Loughlin
Cgoloughlin805@gail.com

From: [Caroline Gauthier](#)
To: [DPH-DL - DoN Program](#)
Subject: Mass General Brigham Outpatient Center in Woburn
Date: Sunday, April 11, 2021 8:55:59 AM

CAUTION: This email originated from a sender outside of the Commonwealth of Massachusetts mail system. Do not click on links or open attachments unless you recognize the sender and know the content is safe.

Dear Madams and Sirs:

I am writing as a Reading resident, employee of Reading Foot & Ankle Specialists, and physician on staff at the Winchester Hospital to voice my strong **opposition against** the Mass General Brigham outpatient center proposed for Woburn, MA for several reasons:

- This outpatient center will increase healthcare costs in the Commonwealth as Mass General Brigham has much higher reimbursements than other health care systems, even when care is provided in the community.
- Given the availability of primary care physicians, specialty care physicians, ambulatory surgery, CT scans, MRIs, and other community hospital services currently available in the Woburn area, this proposed outpatient center includes duplicative services and presents an unnecessary threat to the local physician practices and community hospitals, including Winchester Hospital and Melrose-Wakefield Healthcare.
- This outpatient center will endanger our private medical practices, where primary care physicians and specialists are offering exceptional care at lower costs. Our local physicians include some of the highest reputation physicians in the region, providing high quality care at a much lower cost, as compared to Mass General Brigham providers.
- Approval of this outpatient center would threaten the ability of existing high value providers (high quality and low cost) to continue to serve the residents of Woburn and surrounding cities and towns.

Please **STOP** this project to prevent escalation of healthcare costs and to maintain high value care for the patients and employers of the region.

Sincerely,

Caroline Gauthier, DPM
Reading Foot & Ankle Specialists
50 Haven Street, Reading 01867

From: [Catharine Robertson](#)
To: [DPH-DL - DoN Program](#)
Subject: MGB Woburn - Determination of Need Program
Date: Monday, April 12, 2021 8:35:05 PM

CAUTION: This email originated from a sender outside of the Commonwealth of Massachusetts mail system. Do not click on links or open attachments unless you recognize the sender and know the content is safe.

As a member of the Winchester community, I am writing to voice my strong opposition against the Mass General Brigham outpatient center proposed for Woburn, MA for the following reasons:

- The outpatient center will increase healthcare costs in the Commonwealth, as our data suggests that the cost per capita of patients who access Mass General Brigham services spend at least 30% more than care that is offered in our community.
- CHIA released their Annual Report this past Friday, indicating a 4.1% increase in health care costs across Massachusetts in 2019. The primary driver of the increased trend was reported to be outpatient care costs related. Adding an outpatient patient center through a high-cost provider network, will further contribute to the increase of health care costs in our state.
- Woburn is located in an area that is already highly saturated by healthcare providers of service. Adding a multimillion dollar facility is not only duplicating the same services, but it is an immediate threat to the local physician practices and community hospitals that residents and patients alike trust and have invested in for decades.
- It impedes the opportunities for growth and investment into the local community hospitals that have a proven record of providing higher quality at significantly lower costs. Our local physicians include some of the highest reputation physicians in the region. Our facilities have the highest safety ratings in the country.
- Approval of this outpatient center is allowing solicitation of a patient population who have an abundance of care options that MGB is proposing, instead of seeking to provide a solution to the actual needs of this community.
- In order to create a cost equilibrium across the health care organizations and thereby managing cost of care, community hospitals and private practices must be able to fairly compete in the healthcare market. Allowing this outpatient center goes against those principles.

I ask you to reconsider the proposal and deny the project plans submitted by Mass General Brigham. Thank you for your time and careful consideration.

From: [Catherine Celler](#)
To: [DPH-DL - DoN Program](#)
Subject: No need for a new medical facility.
Date: Monday, April 12, 2021 8:08:55 AM

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Dear Madams and Sirs:

I am writing as a Winchester resident and an employee of Winchester Physician Association to voice my strong **opposition against** the Mass General Brigham outpatient center proposed for Woburn, MA for several reasons:

- This outpatient center will increase healthcare costs in the Commonwealth as Mass General Brigham has much higher reimbursements than other health care systems, even when care is provided in the community.
- Given the availability of primary care physicians, specialty care physicians, ambulatory surgery, CT scans, MRIs, and other community hospital services currently available in the Woburn area, this proposed outpatient center includes duplicative services and presents an unnecessary threat to the local physician practices and community hospitals, including Winchester Hospital and Melrose-Wakefield Healthcare.
- This outpatient center will **endanger our private medical practices**, where primary care physicians and specialists are offering exceptional care at lower costs. Our local physicians include some of the highest reputation physicians in the region, providing high quality care at a much lower cost, as compared to Mass General Brigham providers.
- Approval of this outpatient center would threaten the ability of existing high value providers (high quality and low cost) to continue to serve the residents of Woburn and surrounding cities and towns.

Please **STOP** this project to prevent escalation of healthcare costs and to maintain high value care for the patients and employers of the region.

Sincerely,

--
Catherine Celler MD
Winchester Family Physicians


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From: [Cheryl](#)
To: [DPH-DL - DoN Program](#)
Subject: DoN – Mass General Brigham Incorporated – Multisite - 21012113-AS
Date: Thursday, March 25, 2021 11:45:07 AM

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As a local resident and Mass General Brigham employee, I believe our relationship with our patients is at the heart of the healthcare experience – for patients, their communities, care team members, and employees.

Understanding our patients' personal stories and building a lifelong relationship is crucial to making healthcare less complicated, less fragmented, and less costly.

Our response to COVID-19 is an example of how a coordinated approach can result in better access. I support his project, and I am looking forward to working with Woburn and the surrounding communities to ensure that Mass General Brigham that uses our people, research, and technology to meet the needs of our patients.

Cheryl
billerica

From: [Christine DiLorenzo](#)
To: [DPH-DL - DoN Program](#)
Subject: Stop the Mass General Brigham proposed expansion
Date: Thursday, March 25, 2021 8:55:20 AM

CAUTION: This email originated from a sender outside of the Commonwealth of Massachusetts mail system. Do not click on links or open attachments unless you recognize the sender and know the content is safe.

Dear Madams and Sirs:

I am writing as a Excel Orthopaedic Specialist employee to voice my strong **opposition against** the proposed project for several reasons:

- This project will increase health care costs as MGB has much higher reimbursements than other health care systems.
- This project will further create a monopoly, driving up health care costs and reducing diversity. MGH profited over \$1Billion during a pandemic because of their monopoly and higher costs and reimbursements.
- This project will endanger Winchester Hospital - the first hospital in Massachusetts to receive Magnet certification, and winner of several Press Ganey awards for outstanding outpatient surgery experiences.
- This project will endanger private medical practices such as Excel Orthopaedic Specialists, where there are 7 surgeons who trained at MGB institutions, offering exceptional care, but at community hospital costs. The surgeons in our practice are some of the highest reputation surgeons in the Boston region, providing tertiary level care including performing revision knee, shoulder, hip, ankle and cartilage surgeries at the same or higher level than those at MGH or Brigham, at a much lower cost.
- Community hospitals and private practices cannot compete fairly against the 800 pound gorilla of MGB.

STOP this project to prevent escalation of health care costs, preserve private medical practice diversity, protect community hospitals and maintain the highest level of quality of care.

Sincerely,

Christine DiLorenzo

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Subject: Public Hearing on Wednesday March 25, 2021 regarding MGB's Determination of Need application with the Department of Public Health into the community of Woburn.

Good morning,

My name is Christine DiSangro. Thank you for the opportunity to share my concerns with the Department of Public Health about MGB's expansion plans into the community of Woburn.

In my role within the human resources department at Shields Health Care Group I am very familiar with the cost of health care and the impact those costs can have on employees and their families.

Many employers have moved to high-deductible plans that require employees to pay more out of pocket for their medical services.

According to the Commonwealth Fund.... 1 in 100 Americans under the age of 64 spent \$5,000 dollars or more in out of pocket medical spending in 2017.

It is difficult for many individuals to shop around for medical care because, 1. Prices are not particularly transparent to patients and 2. They or their loved ones are sick and are trying to get the quickest appointment rather than the most price effective service.

A patient may not understand that a MRI provided by MGB can be upwards of \$500 dollars more expensive than the same exact scan at a lower cost provider – the unfortunate result of this is... patients will end of up paying more for the same service.

If this proposal goes through, I worry that high-priced providers like MGB will take advantage of their market power in the Woburn community to drive more patient care to a higher cost of care.

Due to this concern I am asking the Department to require that the Health Policy Commission conduct the independent cost analysis.

Thank you for allowing me to express my concern today.

From: [Christine](#)
To: [DPH-DL - DoN Program](#)
Subject: DoN – Mass General Brigham Incorporated – Multisite - 21012113-AS
Date: Wednesday, April 14, 2021 4:22:07 PM

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Having a facility closer to where my family lives would be very welcomed. There is a void of Partners facilities in the area where my family lives (Wakefield) and we would certainly utilize pediatricians, OB-GYN, primary care and other specialists as things arise for my family. I had to travel to Salem MA for a sick appointment for my 5 month old and to Danvers for an allergist. Not only would care be more accessible for our family in Woburn; but I would love to see additional employment opportunities closer to home for myself and others in the area. Please consider this proposal from a family and as a current MBG employee who would certainly use this facility for our healthcare needs!

Christine
cgooley@partners.org
Wakefield

From: [Christine](#)
To: [DPH-DL - DoN Program](#)
Subject: DoN – Mass General Brigham Incorporated – Multisite - 21012113-AS
Date: Thursday, March 25, 2021 11:19:40 AM

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As a local resident and Mass General Brigham employee, I believe our relationship with our patients is at the heart of the healthcare experience – for patients, their communities, care team members, and employees.

Understanding our patients' personal stories and building a lifelong relationship is crucial to making healthcare less complicated, less fragmented, and less costly.

Our response to COVID-19 is an example of how a coordinated approach can result in better access. I support his project, and I am looking forward to working with Woburn and the surrounding communities to ensure that Mass General Brigham that uses our people, research, and technology to meet the needs of our patients.

Christine
Woburn

From: [Christopher](#)
To: [DPH-DL - DoN Program](#)
Subject: DoN – Mass General Brigham Incorporated – Multisite - 21012113-AS
Date: Monday, April 12, 2021 10:04:56 AM

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As a local resident, I support Mass General Brigham's project to provide the same healthcare I receive today in Boston closer to my home. We need more access to care in our community – especially behavioral health, which this site will provide.

The project will also provide much needed jobs, including 300 union construction jobs and 200 permanent jobs, that will help our local economy emerge from the pandemic.

I support the Mass General Brigham project and ask the Department of Public Health to approve this application.

Christopher
cmsimpson@partners.org
North Reading

From: [Christopher Quartararo](#)
To: [DPH-DL - DoN Program](#)
Date: Monday, March 29, 2021 9:47:39 PM

CAUTION: This email originated from a sender outside of the Commonwealth of Massachusetts mail system. Do not click on links or open attachments unless you recognize the sender and know the content is safe.

Dear Madams and Sirs:

I am writing as an anesthesiologist based at Winchester Hospital to voice my strong **opposition against** the Mass General Brigham outpatient center proposed for Woburn, MA for several reasons:

- This center will not provide Labor and delivery beds in the area and threatens the viability of labor and delivery and women's health services at Winchester Hospital.
- This outpatient center will increase healthcare costs in the Commonwealth as Mass General Brigham has much higher reimbursements than other health care systems, even when care is provided in the community.
- This outpatient center will further expand the Mass General Brigham monopoly, which will also contribute to driving up health care costs. Even during the pandemic, Mass General Brigham profits were over \$1 billion, in part due to their monopoly and higher reimbursements.
- Given the ample supply of primary care physicians, specialty care physicians, ambulatory surgery, and other community hospital services currently available in the Woburn area, this proposed outpatient center includes duplicative services and presents an unnecessary threat to the local physician practices and community hospitals, including Winchester Hospital and Melrose-Wakefield Healthcare.
- This outpatient center will endanger our private medical practices, where primary care physicians and specialists are offering exceptional care at lower costs. Our local physicians include some of the highest reputation physicians in the region, providing high quality care at a much lower cost, as compared to Mass General Brigham providers.
- Community hospitals and private practices cannot fairly compete against the Mass General Brigham 800 pound gorilla. Approval of this outpatient center could result in putting high value providers (high quality and low cost) out of business.

STOP this project to prevent escalation of healthcare costs, preserve private medical practice, protect community hospitals, and maintain high value care for the patients and employers of the region.

Sincerely,

Christopher Quartararo

Department of anesthesia

Winchester Hospital

Winchester MA 01890

From: [Claudia L Thorstensen](#)
To: [DPH-DL - DoN Program](#)
Subject: Mass General/Brigham Hearing Regarding Proposed Expansion of Ambulatory Care in Woburn
Date: Thursday, March 25, 2021 3:22:22 PM

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I was unable to participate in the phone call regarding the above subject, but I would like to express my support for the project. I have to see cardiologists four times a year for regular appointments, and it would make these visits so much easier if I did not have to go into Boston. I already have all my vision care done at Mass Eye and Ear in Stoneham, so I know how convenient it would be if there were more treatment options available in this area.

Claudia Thorstensen

Sent from my iPad

From: [Cynthia](#)
To: [DPH-DL - DoN Program](#)
Subject: DoN – Mass General Brigham Incorporated – Multisite - 21012113-AS
Date: Wednesday, April 14, 2021 4:03:29 PM

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As a local resident and Mass General Brigham employee, I believe it is essential to bring care to where our patients live and work, making care more convenient and cost effective. Patients should not have to drive into the city to get care that can be delivered in their own community or a community near by--this in turn will keep our communities vibrant and healthy. Convenient care often means more timely care, ensuring patients do not put off a necessary appointment or diagnostic. Local care also provides an opportunity to get to know the patients and the community and tailor to their needs. I look forward to having the opportunity to get care near my home and know my neighbors will too.

Cynthia
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