

From: [Fiona](#)
To: [DPH-DL - DoN Program](#)
Subject: DoN – Mass General Brigham Incorporated – Multisite - 21012113-AS
Date: Tuesday, April 13, 2021 7:56:27 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 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.

Fiona
fiona_maxwell@yahoo.com
Woburn

From: [Dana Bifolck](#)
To: [DPH-DL - DoN Program](#)
Subject: Objection to Partners Outpatient Center
Date: Friday, April 09, 2021 4:52:48 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 employee of 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,

Dana Bifolck, PA-C

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From: [Dana Godbout](#)
To: [DPH-DL - DoN Program](#)
Subject: stop the proposed Mass General Brigham proposed expansion in Woburn
Date: Thursday, March 25, 2021 3:03:04 PM

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Dear Madams and Sirs:

I am writing as an 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,

Dana Godbout

From: [Daniel Finger](#)
To: [DPH-DL - DoN Program](#)
Subject: Opposition to Outpatient Center in Woburn
Date: Sunday, April 11, 2021 5:17:48 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 a physician and an employee of Winchester Hospital to voice my strong opposition against the Mass General Brigham outpatient center proposed for Woburn, MA for several reasons:

1. 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.
2. 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
3. This outpatient center will endanger out 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.
4. Approval of the outpatient center would threaten the ability of existing high value providers 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,
Daniel Finger MD

--

Daniel Finger, MD
Winchester Hospital Cancer Center


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From: [David Fefferman](#)
To: [DPH-DL - DoN Program](#)
Subject: Please Help Protect and Preserve our Community-- Oppose the Mass General Brigham center proposed for Woburn, MA
Date: Thursday, April 01, 2021 8:53:47 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.

To whom it may concern at DPH

I am writing as a Winchester resident and Physician and partner of Digestive Health Associates, PC (Medical Practice) at 91 Montvale Avenue Stoneham, MA (less than 1/2 mile from the proposed site) **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 to patients of our immediate vicinity as Mass General Brigham has much higher costs than other local health care systems.
- - This outpatient center will further expand the Mass General Brigham monopoly.
- - This proposed outpatient center includes duplicative services and presents an unnecessary threat to the local physician practices and community hospitals, including Winchester Hospital and Hallmark Healthcare.
- - This outpatient center will endanger our private medical practices, where primary care physicians and specialists are offering exceptional care at lower costs.
- - Community hospitals and private practices cannot fairly compete against the Mass General Brigham Approval of this

outpatient center would result in putting high quality and low cost providers out of business.

Please Help Protect and Preserve our Community medical practices and community hospitals, and maintain high value care for the patients and employers of the region.

Sincerely,

David S. Fefferman, MD

Digestive Health Associates, PC

91 Montvale Ave #206

Stoneham, MA 02180



From: dturner518@comcast.net
To: [DPH-DL - DoN Program](#)
Subject: MGB Woburn site
Date: Thursday, March 25, 2021 10:14:56 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.

I am writing to express my strong support for a Mass General Brigham site in Woburn.

In the last several years it seems our area has lacked easily accessible options for medical care. MGB Primary Care physicians are few and far between in the Woburn area. I realize that 'as the crow flies' Danvers, Boston and Waltham seem nearby Woburn, but the reality is that traffic to any of those facilities makes them less than convenient and, in fact, oftentimes stressful and time consuming to get to.

Please register my strong support for this proposal, my family and I look forward to being able to have convenient options for our medical care.

Respectfully,
Debra Turner
8 Flagg Street
Woburn, MA 01801

From: [Dawn Mullins](#)
To: [DPH-DL - DoN Program](#); [Dawn Mullins](#)
Subject: proposed MGH site in Wobun
Date: Wednesday, March 31, 2021 8:58:13 AM

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To Whom It May Concern,

I recently learned of the proposed medical center called The Vale to be located in Woburn. I have worked at Winchester Hospital for the last 5 years.

Winchester provides comprehensive, quality care and continues to grow, expand and update its services which include an ambulatory surgical center, cancer center, new MRI machine, and new Interventional Radiology suite.

It is not clear to me what services The Vale will provide that we cannot accommodate and I am concerned it will generate unnecessary duplication of services at a higher cost of care.

Sincerely,

Dawn Mullins, MD
Department of OB GYN

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From: [deborah.greenberg](#)
To: [DPH-DL - DoN Program](#)
Subject: Mass General Brigham (formerly Partners) Plans for an Outpatient Center in Woburn
Date: Tuesday, March 30, 2021 6:36:12 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 a patient of 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.
- 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,

Deborah Greenberg

April 9, 2021

Department of Public Health
Determination of Need Program
DoN Support, 67 Forest Street, Marlborough, MA 01752
DPH.DON@MassMail.State.MA.US

Dear Madams and Sirs:

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

- Our region already has a plethora of excellent radiology, including CT scans, MRIs and full-service breast imaging and breast care and other healthcare options. Adding another imaging center is a waste of resources and encourages imaging over-use.
- Approval of this outpatient center would threaten the existence of existing high value providers - which are high quality and low cost – and would thwart their ability to survive and to serve the residents of Woburn and surrounding cities and towns.
- 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.
- This outpatient center will increase healthcare costs in the Commonwealth. 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.

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

Breast Care Center

200 Unicorn Park Drive
Suite 302
Woburn, MA 01801

**Family Medical
Center Screening
Mammography**

500 Salem Street
Wilmington, MA 01887

Sincerely,

Delphine Lui, M.D.
Northshore Radiological Associates, Inc. and
Associate Imaging Director. Winchester Hospital Breast Center

From: [Denis Lin \(Pulmonary and ICU\)](#)
To: [DPH-DL - DoN Program](#)
Subject: Opposition against the Mass General Brigham outpatient center proposed for Woburn, MA
Date: Thursday, April 08, 2021 5:21:32 PM

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Dear Madams and Sirs:

I am writing as an employee of 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,

Denis Lin
Physician

 | F: 781-756-4075



Winchester Hospital
12 Alfred Street Suite 120
WinchesterHospital.org

Follow us:   

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From: [Dennis Markovitz](#)
To: [DPH-DL - DoN Program](#)
Subject: MGH proposal
Date: Friday, April 16, 2021 9:10:23 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 Primary care physician in Winchester Who has provided high-quality, low-cost treatment, for 32 years 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,

|| | Dennis Markovitz MD



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From: [Derek](#)
To: [DPH-DL - DoN Program](#)
Subject: DoN – Mass General Brigham Incorporated – Multisite - 21012113-AS
Date: Friday, April 16, 2021 4:44:40 PM

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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. The residents in the North Shore do not have access to affordable healthcare and opening a Mass Gen facility will help to get access to healthcare that is of quality and afford.

Derek
vadewatiel@gmail.com
Stoneham

From: [Dilip Patel](#)
To: [DPH-DL - DoN Program](#)
Subject: Partners outpatient center in Woburn
Date: Monday, March 29, 2021 5:55:48 PM

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Dear Madams and Sirs:

I am writing as a _of Lexington resident (or employee of 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.
- 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,

Dilip Patel

From: [Dixie Patterson](#)
To: [DPH-DL - DoN Program](#)
Subject: Objection to Partners Outpatient Center
Date: Friday, April 09, 2021 9:42:06 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 an employee of 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,

Dixie Patterson PA-C

--

"A person who feels valued will always do more than what is expected."

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March 31, 2021

Dear Madams and Sirs:

I am writing as a Winchester resident and an employee of a private specialist. I would like 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.

Thak you,

Donna O'Brien

From: [Doreen](#)
To: [DPH-DL - DoN Program](#)
Subject: DoN – Mass General Brigham Incorporated – Multisite - 21012113-AS
Date: Tuesday, April 13, 2021 7:59:41 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 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.

Doreen
dopimitchell@gmail.com
Lexington

From: [Doreen](#)
To: [DPH-DL - DoN Program](#)
Subject: DoN – Mass General Brigham Incorporated – Multisite - 21012113-AS
Date: Friday, April 16, 2021 4:48:59 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.

I am a resident of Tewksbury, an employee of MGB and need to receive care through MGB affiliated sites and it wasn't until recently I realized just how limited my care options are. A recent health issue had me see my PCP in Andover, X-ray in Waltham, Ortho specialist and MRI in Peabody and PT in Malden. If even some of these services were available in a facility closer to home it would have made a huge difference.

I truly support this proposed Woburn facility to bring services offered by MGB north of Boston for those of us who do not live close to Danvers and Waltham, I know it will make a big difference for my family.

Thank you!

Doreen
dpierce2@partners.org
Tewksbury

From: [Stephanie Eccleston](#)
To: [DPH-DL - DoN Program](#)
Subject: Objection to Partners Outpatient Center
Date: Friday, April 09, 2021 9:49:50 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 employee of 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,

Stephanie Schifano Eccleston PA-C

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From: [Elaine Pugliese](#)
To: [DPH-DL - DoN Program](#)
Cc: [Victoria Nadel](#)
Subject: Determination of Need Program - MGB Woburn
Date: Sunday, April 11, 2021 3:09:01 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.

I am writing in support of the MGH Woburn Ambulatory Care site in Woburn,

I feel this project would benefit Woburn in the following ways:

- 1) When one is looking for a community to live in, one factor is having good healthcare in their backyard. MGB are known world-wide for their excellence in care, training, and research. This institution would be a draw for people looking to purchase/rent and raise their children.
- 2) One issue I always hear from the elderly is that they want a community close to healthcare since they no longer are able to drive into Boston. Seniors would feel comfortable remaining in a community they know and love with MGB close by.
- 3) Create jobs. The jobs it would create while being built as well as good paying jobs with good benefits after are a key factor. I commuted to Boston for 23 years while I worked at a Boston Hospital. It would have been a big plus if I was able to work close to home while raising my family.
- 4) It would help the surrounding stores/restaurants in Woburn. Whenever my husband and I need to go to Newton-Welleley hospital, we always stop at the stores/restaurants in Newton and/or Wellesley. We take advantage of going to different places that we do not have close to our home. Some of these places have now become one of our favorites and we have recommended them to friends and family.

These are just a few examples of the many reasons why I feel MGB would be a great institution for Woburn.

Thank you for considering.

Elaine Pugliese
16 James Street
Burlington, MA 01803

From: [Elaine](#)
To: [DPH-DL - DoN Program](#)
Subject: General Brigham outpatient center proposed for Woburn, MA
Date: Tuesday, March 30, 2021 1:27:27 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 employee of Paul Chervin M.D. and Albert Fullerton M.D. 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 care center includes duplicative services and represents an unnecessary threat to the local physician practices and community hospitals, including Winchester Hospital and Melrose-Wakefield Healthcare.

The outpatient center will endanger our private medical practices, where primary care physicians and specialists are offering exceptional care at a lower cost. 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.

Regards!

Ms. Szent-Gyorgyi

Director of the Determination of Need Program, DPH

Subject: Testimony - Mass General Brigham Incorporated – Multisite - 21012113-AS

Dear Ms. Szent-Gyorgyi

I believe it's valuable to remember that in 2016, the proposed merger between Partners Health Care and Hallmark Health Systems (MWH, LMH) was blocked by the Attorney General and her statement at the time was that:

"One of the greatest challenges for our Commonwealth is controlling health costs while promoting quality and access." In her comments she also stated that she had blocked the merger with that goal in mind.

There are already high quality, low cost options for medical care in the service area of the proposed Woburn ASC site. MWHC has an Ambulatory Surgical Center in Medford at the former LMH campus less than 10 minutes away from the Woburn location. And they also have private and employed PCP's in greater Woburn communities who refer patients into the highly integrated Wellforce system which uses two truly low cost community hospitals (Melrose Wakefield and Lowell General) as well as Tufts Medical Center (the lowest cost tertiary care center in Boston).

We've done some data analysis in our PHO risk contracts looking at several common ASC level outpatient procedures. Our data shows that when an outpatient (ASC-type) procedure is done at MGH, the cost is on average 50-60% higher than a similar service done at MWH. Because Partners is well known to use its market clout in its price negotiating

with payors, we anticipate this type of pricing discrepancy will carry itself into the MGB vs. our community hospital ASC.

If our goal in Massachusetts is to allow the *truly* low cost systems to be viable, then we can't continue to support the expansion of the highest cost provider into their primary and secondary service areas.

Our Attorney General warned in 2016 that we need to take measures to ensure viable, high quality, low cost medical care for Massachusetts residents. An MGB ASC in Woburn may not appear to be as big a threat to cost as hospital mergers, but ultimately, it will bring about the same demise of the low cost provider with the "*death by a thousand cuts*". *Please* don't allow this to happen. Thank you for this opportunity to share my thoughts.

Eleanor Packman Moresco M.D.

Primary Care Physician/ Melrose Wakefield Healthcare and President
HHPHO

170 Governors Ave. Medford, Massachusetts

From: [Elizabeth](#)
To: [DPH-DL - DoN Program](#)
Subject: DoN – Mass General Brigham Incorporated – Multisite - 21012113-AS
Date: Friday, April 16, 2021 4:47:07 PM

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As an employee of MGH/MGB I support the Woburn facility. We need more options for patients to have their care including Imaging/Radiology available outside of the main hospital.

As a patient I would much rather have my services at a location outside of Boston. It is much more convenient than traveling into Boston.

Elizabeth
egranara@partners.org
Chelsea

From: [Ellen](#)
To: [DPH-DL - DoN Program](#)
Subject: DoN – Mass General Brigham Incorporated – Multisite - 21012113-AS
Date: Tuesday, April 06, 2021 8:51:41 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.

As a Melrose resident for close to 20 years, I have personally, as has my family, received almost all of our care at Brigham and Women's Hospital. To have the ability to have access to MGB clinicians in close proximity to where my family lives would be extremely beneficial to us and to the local community.

Ellen
esteward@bwh.harvard.edu
Melrose

From: [Emily Hoffman](#)
To: [DPH-DL - DoN Program](#)
Subject: MGB Woburn
Date: Thursday, March 25, 2021 9:36:48 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 Medford resident and 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,
Emily Hoffman

Emily Hoffman, MS, LAT, ATC
Medical Assistant

Excel Orthopaedic Specialists
200 Unicorn Park Dr. Suite 201
Woburn, MA 01801


F: 781-782-1350

ehoffman@excelortho.com

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From: [Emily Kingston](#)
To: [DPH-DL - DoN Program](#)
Subject: MGB
Date: Thursday, March 25, 2021 4:26:36 PM

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Dear Madams and Sirs:

I am writing as an 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,
Emily Kingston

From: [Emily Samaha](#)
To: [DPH-DL - DoN Program](#)
Subject: MGB Outpatient Center Opposition
Date: Friday, April 16, 2021 3:01:25 PM

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Dear Madams and Sirs:

I am writing as an employee of Winchester Physician Associates 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,

Emily Samaha, MD
Winchester Family Physicians
[REDACTED] | C: 603-496-8175 | F: 781-729-2117



Beth Israel Lahey Health

11 Shore Road, Winchester MA 01890

bilh.org

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From: [Eric Libby](#)
To: [DPH-DL - DoN Program](#)
Subject: Proposed expansion of MGH-Brigham to Woburn site
Date: Monday, April 12, 2021 11:05:52 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 a resident of Winchester who works at Winchester Hospital and Melrose Wakefield Hospital, as well at Digestive Health Associates in Stoneham. At our center, we perform endoscopies and colonoscopies that the Massachusetts insurance industry and the Commonwealth list on their websites comparing costs of common procedures. A colonoscopy at our center is estimated to cost the insurer or patient approximately \$1,000 after all fees are paid. The same procedure at a Mass General Brigham outpatient facility is estimated to cost more than \$3,000. We maintain that the quality is the same or better at our facility (with the majority of our medical staff having been listed as "Best of Boston"), but the profit margin is a fraction of that reaped by Mass General Brigham facilities.

This outrageous difference in cost to the healthcare system is due to the market share and bargaining power of the MGH-Brigham system. Establishing another outpatient center for Mass General Brigham in Woburn would have the impact of encouraging patients in our community to choose the more expensive (for their insurers) option while simultaneously further increasing the Mass General Brigham market share and bargaining power.

This would not only drive up healthcare costs substantially, but would potentially lead to closure of our community hospitals as well as our endoscopy center.

I have great respect for the tertiary care capabilities of institutions such as Mass General and Brigham and Women's Hospitals, and I often refer to them when I have a patient with an exceptional condition that requires highly specialized care. However, this proposed expansion into routine community-based practice is an overreach that does not improve local care, but merely consolidates it in a manner intended to increase these large institutions' control over the healthcare of the entire region. Allowing this expansion would drive out local resources, drive up costs, and could force closure of both Melrose Wakefield and Winchester Hospitals.

Unless our local hospitals are shut down by unfair competition from Mass General Brigham, members of our communities will continue to have excellent access to outpatient facilities, physicians, nurses and allied staff. There is no "need" that would be fulfilled by creating the proposed facility.

Please look closely at who would be the beneficiary and who would be harmed, and put a stop to this blatant attempt to expand market share through unfair competition in an environment where there is no need.

Sincerely,

Eric D. Libby, MD.

From: [Erik Marinko](#)
To: [DPH-DL - DoN Program](#)
Subject: The Vale in Woburn
Date: Friday, April 09, 2021 10:18:02 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 an employee of 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,

Erik Marinko, Surgical Physician Assistant

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