

**From:** [Karen](#)  
**To:** [DPH-DL - DoN Program](#)  
**Subject:** DoN – Mass General Brigham Incorporated – Multisite - 21012113-AS  
**Date:** Thursday, March 25, 2021 11:47:28 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.

Karen  
North Reading

**From:** [Karen Lowrie](#)  
**To:** [DPH-DL - DoN Program](#)  
**Subject:** Construction of Vale center in Woburn Ma  
**Date:** Tuesday, March 30, 2021 5:58:36 PM

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Dear DPH members-

I was very disheartened to hear of the proposed Vale center on Montvale Ave in Woburn. As a 21 year employee of Winchester Anesthesia which provides Anesthesia services to Winchester

Hospital for over 50 years this is a devastating blow. The tentacles of the Partners empire are crawling through our communities and our beloved community hospitals. These smaller hospitals have safely, efficiently and competitively offered outstanding medical care to area residents for years!!

Shame on the DPH, partners and the mega-monopoly masters who continue to plow through the state.

Karen Lowrie CRNA, FNP

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Good morning,

My name is Karen Scalia from Shields Health Care Group and thank you for the opportunity to share my concerns with the Department of Public Health about Mass General Brigham's community expansion plans and intent to establish an outpatient center in Woburn. I am a lifelong resident of Massachusetts and currently hold the position of Vice President of Safety and Quality at Shields Health Care Group. I have been in healthcare for over 40 years serving in various clinical and leadership roles. As I am affiliated with a safety net healthcare provider, I have serious concerns about how Mass General Brigham's proposed expansion will impact health equity and the cost of care.

My concern is that Mass General Brigham's expansion into Woburn, is likely to worsen existing health disparities. Due to the economic impact of the pandemic, many Massachusetts families and individuals are struggling to make ends meet. Any increases to the cost of care are unacceptable. The proposed MGB sites target higher income, commercially insured populations that are already served well by high quality and expert existing providers. These 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 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 providers will continue to provide high quality patient focused care while serving 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.

Finally, I respectfully request that the Department of Public Health require the applicant to hold another public hearing on this application. The time of day which this hearing is being conducted does not make it accessible for all interested parties to express their concerns and that the additional public hearing be scheduled for after an independent cost analysis has been conducted. Thank you again for this opportunity to share my concerns.

**From:** [Kathleen](#)  
**To:** [DPH-DL - DoN Program](#)  
**Subject:** DoN – Mass General Brigham Incorporated – Multisite - 21012113-AS  
**Date:** Monday, April 12, 2021 6:15:35 PM

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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 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.

Kathleen  
kparas217@gmail.com  
Winchester

**From:** [kathleen](#)  
**To:** [DPH-DL - DoN Program](#)  
**Subject:** DoN – Mass General Brigham Incorporated – Multisite - 21012113-AS  
**Date:** Sunday, April 11, 2021 9:58:20 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.

kathleen  
kath6547@hotmail.com  
Stoneham

**From:** [Kerin O'Brien](#)  
**To:** [DPH-DL - DoN Program](#)  
**Subject:** Stop the project  
**Date:** Tuesday, March 30, 2021 9:15:34 AM

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**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.
- 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,

Kerin O'Brien

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**From:** [Kathryn](#)  
**To:** [DPH-DL - DoN Program](#)  
**Subject:** DoN – Mass General Brigham Incorporated – Multisite - 21012113-AS  
**Date:** Tuesday, April 13, 2021 9:08:44 PM

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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.

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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.

Kathryn  
kterry@bwh.harvard.edu  
Winchester



**From:** [Kelley](#)  
**To:** [DPH-DL - DoN Program](#)  
**Subject:** DoN – Mass General Brigham Incorporated – Multisite - 21012113-AS  
**Date:** Tuesday, April 13, 2021 8:30:45 PM

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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.

Kelley  
kelley\_bowers@meci.harvard.edu  
Stoneham

**From:** [kelley](#)  
**To:** [DPH-DL - DoN Program](#)  
**Subject:** DoN – Mass General Brigham Incorporated – Multisite - 21012113-AS  
**Date:** Wednesday, April 14, 2021 4:05:34 PM

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I think this location is a great opportunity to not only expand but to also be more accessible to patients in this region. A lot of people don't want to drive into the city for appointments and opening up a new location would be extremely helpful, as well as profitable. This will open up more job opportunities and I think Woburn would be a great location, easily accessed by rt. 93, 95 and 495 as well as train and buses.

kelley  
kpruyn@partners.org  
Woburn

**From:** [Kelley](#)  
**To:** [DPH-DL - DoN Program](#)  
**Subject:** DoN – Mass General Brigham Incorporated – Multisite - 21012113-AS  
**Date:** Tuesday, April 13, 2021 5:38:01 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.

Kelley  
kgkelley1@comcast.net  
Arlington

**From:** [KELLY](#)  
**To:** [DPH-DL - DoN Program](#)  
**Subject:** DoN – Mass General Brigham Incorporated – Multisite - 21012113-AS  
**Date:** Tuesday, April 13, 2021 5:50:18 PM

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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.

KELLY  
kfung1@partners.org  
Medford

**From:** [Kerrin](#)  
**To:** [DPH-DL - DoN Program](#)  
**Subject:** DoN – Mass General Brigham Incorporated – Multisite - 21012113-AS  
**Date:** Friday, April 16, 2021 4:45:42 PM

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As an accelerated bachelors degree student in nursing at the MGH Institute of Health Professions, and a resident of Woburn I feel this facility would fill a great need in the community. I recently participated in a group project for my community health class that focused on the overall health of the Woburn community. During the surveys and interviews we did for this project, a need for better access to health care services was an issue that came up repeatedly. When we chose to focus on Woburn for this project, we were unaware of this proposal from MGB to build a new facility in Woburn. As a lifelong resident of Woburn I feel this facility will provide excellent access to healthcare services and increased job opportunities that will be vital as our community continues to grow.

Kerrin  
kerrinblake@gmail.com  
Woburn

○

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

**March 25, 2021**

**INTRO:**

- Good morning and thank you for the opportunity to speak today. My name is Kerry Whelan and I am the Vice President of Government Affairs at Shields Health Care Group.
- Shields, through its joint venture partnerships with community hospitals like Melrose Wakefield and Winchester Hospital, provides high-value, high-quality patient care to communities north of Boston.
- We do this by working WITH local providers to enhance the services currently being offered in these communities

**PRECEDENT:**

- I am concerned about MGB's community expansion plans, as I believe the proposal will discourage high value innovative models of care.
- MGB is proposing to build three new outpatient centers in communities where they do not currently provide services and where these exact same services already exist
- By building entirely new service lines and not considering partnerships with local providers MGB is adding costs to the health care system and duplicating services and technologies.
- Interestingly enough, by electing not to collaborate with existing community providers, MGB has eliminated a regulatory review that most other transactions – transactions far smaller than what's being proposed - are required to go through
- The Health Policy Commission – the independent state agency responsible for monitoring health care costs – typically analyzes the impact of health care market transaction on cost, quality and access
- If MGB's proposal will lower the cost of care and improve quality and access as it claims it will – they should welcome a review of the transaction by the Health Policy Commission.
- This review should take the form of the Health Policy Commission conducting the Independent Cost Analysis that the Commissioner of the Department of Public Health has requested on this proposal.

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

- [REDACTED]
  
- After the Independent Cost Analysis is complete, the Department of Public Health should hold another public hearing so that the community at large can react to the findings of the report
  
- I would also respectfully request that the Department hold the second public hearing at a time that is more convenient for the general public in order to encourage maximum participation and discourse.

**CLOSING:**

- In closing, at a time when health care providers are still reeling from the social, emotional and financial impacts of the ongoing COVID-19 pandemic, it is all the more important that the Commonwealth take a holistic and thoughtful review of this proposal
  
- I think it's fair to say that we all think a little differently about the importance of health care services....and any transaction that has the potential to reduce critical community infrastructure and capacity – which proved so critical during COVID-19 surges – should be taken seriously.
  
- Thank you for allowing me the time to share my thoughts, and thank you to the Department of Public Health for your consideration.

**From:** [Kevin Cerqueira](#)  
**To:** [DPH-DL - DoN Program](#)  
**Subject:** Please support MGH Woburn Project  
**Date:** Thursday, April 15, 2021 12:02:37 PM

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Determination of Needs Program, DOH,

As a union carpenter and as a local resident, I am writing to express my support for the Mass General Brigham's project in Woburn. We need more access to care in our community – especially behavioral health, which this site will provide.

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

This project will allow many of our members in Woburn and surrounding communities to access high quality care in a state of the art facility closer to home

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

Sincerely,  
Kevin Cerqueira  
52 elm st  
Woburn, MA 01801



**From:** [Kimberly Cole](#)  
**To:** [DPH-DL - DoN Program](#)  
**Subject:** VALE/MGH project  
**Date:** Thursday, April 01, 2021 9:44:12 AM

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To whom it may concern:

The Vale/MGH project would negatively effect Winchester Hospital and our Surgicenter.

Winchester Hospital is able to effectively accommodate our neighboring towns with top quality health care. The addition of duplicate services are not needed.

Please consider refusing to allow the Vale/MGH project to continue.

- Sincerely,  
Kimberly C Cole, MD

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**From:** [Kristin](#)  
**To:** [DPH-DL - DoN Program](#)  
**Subject:** DoN – Mass General Brigham Incorporated – Multisite - 21012113-AS  
**Date:** Tuesday, April 13, 2021 10:53:40 PM

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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.

Kristin  
kbeville@partners.org  
Reading

**From:** [Kristin](#)  
**To:** [DPH-DL - DoN Program](#)  
**Subject:** DoN – Mass General Brigham Incorporated – Multisite - 21012113-AS  
**Date:** Friday, April 16, 2021 4:57:26 PM

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As a local resident and current employee of Mass General Hospital, I support Mass General Brigham's project to provide the same healthcare I give/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. So many of my oncology patients have to have frequent bloodwork, scans, etc that would be much easier for them to access if they had outpatient/ambulatory sites closer to their home. Many patients/families get worried about driving into Boston and also the cost of parking. Having an ambulatory center close to home with free onsite parking would be so beneficial for them.

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 currently commute into Boston for 12hour shifts. This usually means I am gone for about 14hours any time I work. I have 2 young children and it would be great to have a shorter commute time so I could get home in time to see them before bed.

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

Kristin  
kcataldo104@gmail.com  
Stoneham

**From:** [Kristin](#)  
**To:** [DPH-DL - DoN Program](#)  
**Subject:** DoN – Mass General Brigham Incorporated – Multisite - 21012113-AS  
**Date:** Friday, April 16, 2021 4:42:17 PM

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[Personal note: There is a definite need for these services in the suburbs along the Rt-93 corridor.]

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.

Kristin  
kristinpennarun@gmail.com  
Arlington

**From:** [Kristina](#)  
**To:** [DPH-DL - DoN Program](#)  
**Subject:** DoN – Mass General Brigham Incorporated – Multisite - 21012113-AS  
**Date:** Thursday, April 01, 2021 5:26:36 PM

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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.

Kristina  
KMichalak@partners.org  
Medford

**From:** [Kristine](#)  
**To:** [DPH-DL - DoN Program](#)  
**Subject:** DoN – Mass General Brigham Incorporated – Multisite - 21012113-AS  
**Date:** Thursday, March 25, 2021 11:49:05 AM

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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.

Kristine  
Woburn

**From:** [Krysten](#)  
**To:** [DPH-DL - DoN Program](#)  
**Subject:** DoN – Mass General Brigham Incorporated – Multisite - 21012113-AS  
**Date:** Friday, April 16, 2021 4:38:04 PM

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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.

Krysten  
krystencudmore@gmail.com  
Woburn

**From:** [Kurt Gress](#)  
**To:** [DPH-DL - DoN Program](#)  
**Subject:** Oppose Partner's Woburn surgery center  
**Date:** Wednesday, March 31, 2021 1:14:09 PM

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**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 and physician 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. We have a fantastic *ASC* at *Winchester Hospital*. This center provides higher quality care and at a much lower cost. Don't take my word for it, check for yourselves, just look at the *PressGaney* scores for *Winchester* and compare the average cost of comparable surgeries.
- *Winchester hospital* provides fantastic community based health care at a fraction of what *Partners* charges patients and insurance companies. Why should they be allowed to use state funding and the higher reimbursement they get to try and take over the care we are providing that will lead to higher costs. It is inherently unfair they are already taking higher reimbursements for their uncontrolled spending.
- 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 from *Winchester Hospital*, 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. Maybe mental health services are needed but certainly not outpatient surgery.

- While Partners provides a valuable service for specialty care in rare diseases you will find many residents of this area who are loath to go to Partners because bad experiences such as long wait times, impersonal care, surgeons operating in 2 rooms at once, etc.
- 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.

If Partners has so much money to spend why don't they focus on underserved areas of primary care and mental health to places where it is needed most. Need I remind everyone that partners gets there money from tax payers and those of us fortunate enough to have insurance and this proposal would not be a good use of this money.

Sincerely,

Kurt D Gress, MD

Winchester Hospital

**From:** [Lata Thatai](#)  
**To:** [DPH-DL - DoN Program](#)  
**Subject:** Determination of need  
**Date:** Friday, April 09, 2021 12:29:06 PM

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Dear Madams and Sirs:

I am writing as an employee of BI Lahey Health to voice my strong **opposition against** the Mass General Brigham outpatient center proposed for Woburn, MA for several reasons:

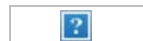
- This outpatient center will increase healthcare costs in the Commonwealth as Mass General Brigham has much higher reimbursements than other health care systems, even when care is provided in the community.
- Given the availability of primary care physicians, specialty care physicians, ambulatory surgery, 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.

--

Lata C. Thatai, MD  
Director, Hereditary Cancer Program  
Lahey Hospital and Medical Center  
41 Mall Road  
Burlington, MA 01805.

  
781 744 5293 (fax)



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**From:** [Lauren Szolomayer](#)  
**To:** [DPH-DL - DoN Program](#)  
**Subject:** Regarding Public Hearing Concerning Massachusetts General Brigham  
**Date:** Friday, March 26, 2021 11:41:44 AM

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To whom it may Concern

I am writing as an orthopaedic surgeon who treats patients in Woburn, MA and operates at Winchester Hospital to voice my strong **opposition against** the proposed MGB expansion project for several reasons:

- This project will increase health care costs as MGB has higher reimbursements than other health care systems.
- 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. Patients have enjoyed the ability to get quality care from this community-base hospital for over 100 years.
- This project will endanger private medical practices including my office Excel Orthopaedic Specialists which has for over 30 years offered exceptional patient care, but at community hospital costs. We 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 immense resources of MGB which will swallow patients and destroy these long-standing practices.

I hope you consider stopping this expansion project to protect the hospital, protect the private practices which have strived to provide excellent medical care, and better serve the patients of this community who rely on their access and relationships with these physicians, providers and facilities.

Sincerely,

Lauren Szolomayer, MD

**Excel Orthopaedic Specialists**

200 Unicorn Park Dr. Suite 201  
Woburn, MA 01801



F: 781-782-1350

[LSzolomayer@excelortho.com](mailto:LSzolomayer@excelortho.com)

**From:** [lee](#)  
**To:** [DPH-DL - DoN Program](#)  
**Subject:** DoN – Mass General Brigham Incorporated – Multisite - 21012113-AS  
**Date:** Tuesday, April 13, 2021 9:07:28 PM

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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 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.

lee  
lleahy@mgh.harvard.edu  
Boston



The Commonwealth of Massachusetts  
GREAT AND GENERAL COURT

Monica Bharel  
Commissioner  
Department of Public Health

March 25, 2021

Dear Commissioner Bharel,

We write to share our concerns regarding the proposed expansion of Massachusetts General Brigham (MGB) into Woburn. [DoN – Mass General Brigham Incorporated – Multisite – 21012113-AS)]. We have read the application, and while the applicant asserts the new project will bring costs down and increase access to care, it is unclear to us this will be so. We applaud the Department's efforts to require an independent cost analysis, and we hope the cost analysis and subsequent policy decisions will consider the following concerns:-

- **Cost of Care** – Massachusetts in recent years has sought a concerted shift in the locus of care: out from high-priced hospitals and back into the community, yielding lower prices while maintaining quality. On the surface, the application proposes to fit that policy framework; however, we worry the application has distorted the frame. It appears the applicant refers to savings based on its existing top-of-the-market price tags, not on the typical costs for care in our community. Further, as the applicant gains patients and offers care to new clients in the region, will patients really be paying less? We worry the proposed expansion may in fact increase costs of care; as MGB expands into Woburn, and siphons patients from existing providers, MGB's market presence may further increase, reducing competition and making it more difficult for other participants in the health care marketplace to keep costs down.
- **Access to Care** – MGB's application contends it will increase access to care by bringing care out from Boston and back into the community. Of course, our community already is served by high-quality community institutions and health care providers. Moreover, we fear MGB's application fails to account for the impact of this expansion on existing providers and their patient bases. Existing community providers, including many now accessible by bus and other public

transportation, serve public pay populations and rely on commercially insured patients to make ends meet. MGB's expansion threatens to attract commercially-insured patients from our local providers. While existing community providers will strive to continue to serve vulnerable patients, they may be financially forced to close needed medical services if the market share of commercially insured patients migrates to MGB. Expansion of MGB must come neither at the expense of our local institutions and essential local jobs, nor access to care for our least fortunate.

The Determination of Need process exists to encourage competition with a public health focus; to promote population health; to support the development of innovative health delivery methods and population health strategies within the health care delivery system; and to ensure resources will be made reasonably and equitably available to every person within the Commonwealth at the lowest reasonable aggregate cost. If we are to contain costs, improve public health outcomes, and transform how we deliver care, we must ensure we make care accessible and deliver it in the most cost-effective way. We worry the proposed expansion of MGB into Woburn threatens the goals of the Determination of Need program, and we encourage your careful review of the application and the potential impacts on our local institutions and providers and the communities they serve.

Sincerely,



Kate Lipper-Garabedian



Jason M. Lewis



Michael S. Day



Patricia D. Jehlen



Paul J. Donato



Steven Ultrino



Donald H. Wong



Christine P. Barber



**From:** [Lewis Rieley](#)  
**To:** [DPH-DL - DoN Program](#)  
**Subject:** Mass General Brigham Woburn OPPOSITION  
**Date:** Monday, March 29, 2021 4:56:02 PM

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Dear Madams and Sirs:

I am writing as an employee of Winchester Hospital to voice my strong opposition to 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,

Lewis Rieley, MD

**From:** [Liane](#)  
**To:** [DPH-DL - DoN Program](#)  
**Subject:** DoN – Mass General Brigham Incorporated – Multisite - 21012113-AS  
**Date:** Friday, April 16, 2021 4:58:55 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.

Liane  
roonzy99@comcast.net  
Medford

**From:** [Liberta Marabella](#)  
**To:** [DPH-DL - DoN Program](#)  
**Subject:** MGB Woburn  
**Date:** Thursday, March 25, 2021 6:35:27 PM

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I recently heard that MGB is seeking permission to build a facility in the town of Woburn. As a senior living in the surrounding community of Medford, I just want to say how excited I am to hear this. Both my husband and I see MGB physicians who are wonderful and with our rapidly advancing ages, I can't tell you how less stressful it would be to have an MGB Facility right next door and not have to worry about driving to Boston or Danvers. I believe MGB would be an asset not only to Woburn and the amount of local residents it would hire, but to patients of every age. I urge you to grant them every consideration and approve their request to come to Woburn. The care we have received has been excellent and both physicians and staff have always treated us with respect and made us feel welcomed.

Thank you for taking the time to read my message.  
Sincerely,  
Liberta Marabella  
Sent from my

**From:** [lieke1510](#)  
**To:** [DPH-DL - DoN Program](#)  
**Subject:** Opposition against proposed outpt center at Woburn, MA  
**Date:** Tuesday, March 30, 2021 11:00:39 AM

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Dear Madams and Sirs:

I am writing as an employee of Affiliates in Foot care 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,

Lieke T, Lee, DPM

**From:** [Lori Runge](#)  
**To:** [DPH-DL - DoN Program](#)  
**Subject:** NO to Mass General Brigham providers  
**Date:** Friday, April 09, 2021 8:01:34 AM  
**Attachments:** [image.png](#)

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Dear Madams and Sirs:

I am writing as a employee of 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,

**Lori Runge**  
**Practice Administrator**  
**WPA Mystic Valley Urology**  
800 West Cummings Park  
Suite 6550  
Woburn, MA 01801

[lori.a.runge@lahey.org](mailto:lori.a.runge@lahey.org)

Beth Israel Lahey Health   
Winchester Hospital

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**From:** [Lynne](#)  
**To:** [DPH-DL - DoN Program](#)  
**Subject:** DoN – Mass General Brigham Incorporated – Multisite - 21012113-AS  
**Date:** Friday, April 16, 2021 2:38:01 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.

Lynne  
lynnemgagne@gmail.com  
Andover

**From:** [Lynne](#)  
**To:** [DPH-DL - DoN Program](#)  
**Subject:** DoN – Mass General Brigham Incorporated – Multisite - 21012113-AS  
**Date:** Friday, April 16, 2021 4:54:10 PM

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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 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.

Lynne  
[lpalmeri@mg.harvard.edu](mailto:lpalmeri@mg.harvard.edu)  
Woburn