

**From:** [Alumni](#)  
**To:** [DPH-DL - DoN Program](#)  
**Subject:** Woburn Expansion Site  
**Date:** Monday, April 12, 2021 9:13:00 AM

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To the DoN Committee:

My name is Patty Kelly. Thank you for this opportunity to testify. I am writing to express my concerns related to the Massachusetts General Brigham's proposed new ambulatory expansion site that will be located in Woburn; DoN 21012113-AS. This multi-million dollar expansion would have a massive negative impact on the cost of care and the ability for local community health care organizations to continue to support our residents.

I agree that great health care, delivered in the community for a lower cost is what is best for residents of the Commonwealth. However, I believe that the expansion of Mass General Brigham (MGB) ambulatory services into Woburn will increase the cost of care in our community without increasing the quality of care for patients. MGB has a track record of merging, acquiring or pushing out community health care systems and then pricing services at a higher cost, increasing the financial burden placed upon patients throughout the Commonwealth.

Woburn is not a medically underserved community. Woburn is already well-served by high-quality, low-cost healthcare providers. Approving MGB's application to expand into our community will threaten the financial viability of local practitioners and smaller health care systems, replacing quality care offered at affordable rates by local medical institutions with the same services at higher price points. Any increases to the cost of care are unacceptable and untenable in an already highly expensive market. I believe that the expansion of Mass General Brigham (MGB) ambulatory services into Woburn will threaten essential local jobs and the financial viability of critical community care institutions.

I believe that the expansion of Mass General Brigham (MGB) ambulatory services into Woburn is likely to worsen existing health disparities. The proposed MGB sites target higher income, predominantly white, mobile, commercially insured populations already served by existing providers. The proposed locations are not easily accessible to residents of low-income communities with barriers to health care, leaving access and the needs of many residents behind. MGB will be drawing commercially insured patients away from local community providers who rely on that care to subsidize patients that are insured by public programs, such as Medicare or Medicaid, or who are uninsured. Our local community providers will continue to

serve those patients even if their commercial volume is negatively impacted by MGB. However, these same providers may be financially forced to close much needed medical services, resulting in reduced safety net care for our communities' most vulnerable patients, while the most privileged migrate to MGB.

In closing, I truly believe in health care cost-containment, partnership, and the spirit of equitable collaboration where all sizes and types of healthcare organizations work together to benefit their communities. I respectfully ask MDPH to closely look at this request and do a full data analysis and hold additional public hearings. Furthermore, consider the fact that the real opportunity is to optimize the use of existing health care services rather than approve new services that are not needed.

Sincerely,  
Patty Kelly  
202 Beech Ave., Melrose, MA 02176



Sent from my iPhone

**From:** [Pamela](#)  
**To:** [DPH-DL - DoN Program](#)  
**Subject:** DoN – Mass General Brigham Incorporated – Multisite - 21012113-AS  
**Date:** Friday, April 16, 2021 4:37:38 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.

Pamela  
pamcarroll2@gmail.com  
Winchester

**From:** [Patricia Bibby](#)  
**To:** [DPH-DL - DoN Program](#)  
**Subject:** MGH BRIGHAM - WOBURN HEARING  
**Date:** Thursday, March 25, 2021 7:22:34 PM

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As a resident of Reading, MA, I would like to voice my opinion on the MGH/Brigham facility proposed for Woburn, MA. I was on the call this morning, but had to leave the call before getting a turn to speak.

**I fully support this facility.** As a working person for 45 plus years in Kendall/Tech Square Cambridge, all of my medical needs were met in Cambridge/Boston. Quality of care has always been at the forefront of my medical decisions, and convenience was always somewhat of a factor also.

I am now retired, and in my 70's. I cannot predict how many more years I will be able to easily commute to Boston, MGH Brigham specifically, for medical appointments. I have wonderful, caring physicians at MGH, but as people age, convenience becomes a very large factor in our decision-making. I have recently joined the Mass Eye & Ear facility in Stoneham for my eye care after much trepidation about leaving my long time eye doctor in Cambridge.

I can't imagine ever leaving the MGH Brigham network, and being able to obtain services in Woburn will provide me with a greater belief that I will always continue to be a satisfied MGH Brigham patient.

Thank you for your time and consideration,  
Patricia Bibby

**From:** [Patricia](#)  
**To:** [DPH-DL - DoN Program](#)  
**Subject:** DoN – Mass General Brigham Incorporated – Multisite - 21012113-AS  
**Date:** Tuesday, April 13, 2021 8:53:19 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.

Patricia  
granderojo.patricia@gmail.com  
Woburn

**From:** [Tammaro, Patricia A.,N.P.](#)  
**To:** [DPH-DL - DoN Program](#)  
**Subject:** Determination of need MGB Woburn  
**Date:** Tuesday, April 13, 2021 4:19:03 PM

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To whom it may concern,

What a wonderful opportunity for patient's as well as staff if there is MGB site in Woburn. Many of our patients' that are close to Woburn and as far as Southern NH coming down Rt 93 would appreciate this option. The convenience and ease of coming off the highway, or for those more local, to see a provider instead of driving into Boston. I believe there would be thousands that this facility would benefit. MGB would be delivering a state-of-the-art facility in a more accessible location for expert patient care.

Please consider this proposal for those of us who would prefer our expert care to continue but here closer to home. I live in Wilmington.

Thank you,  
Patricia Tammaro.

**From:** [Patricia](#)  
**To:** [DPH-DL - DoN Program](#)  
**Subject:** DoN – Mass General Brigham Incorporated – Multisite - 21012113-AS  
**Date:** Thursday, March 25, 2021 12:07:01 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 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.

Patricia  
Medford

**From:** [Paul Chervin](#)  
**To:** [DPH-DL - DoN Program](#)  
**Subject:** STOP THE MGH FROM COMING TO WOBURN  
**Date:** Thursday, April 15, 2021 2:07:04 PM

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We have excellent care at Winchester Hospital and have community based physicians who are capable of providing the health care needs of our families. Additional specialty care is available nearby at Lahey when not available from local specialists. We have more CT and MRI diagnostic equipment in Woburn and Winchester than some small countries. The cost of care at MGHBrigham clinics is exorbitant because of the high overhead of executive salaries and paying for training thousands of resident physicians. Our community does not need to participate in subsidizing expensive health care when we have affordable care available in our community. I implore you to be objective and prevent this planned clinic from becoming a reality. FYI today I received a card in the mail stating "In 2023 we plan to open a new health care center in Woburn... from their marketing company - [Nearbycare.org](#), making this clinic appear to be a done deal. Such arrogance smacks of a fait accompli. I send this message as a resident of Woburn and staff physician at Winchester Hospital! Paul Chervin MD

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

**March 25, 2021**

**Introduction**

- Good Morning and thank you for the opportunity to speak today. My name is Peter Ferrari and I am the President of Shields Health Care Group.
- At Shields, our business model is predicated on working WITH local providers to enhance the existing services in those communities

**Duplication of Service – No Demonstrable Need**

- Like many of the speakers today, I am deeply concerned about MGB's community expansion plans and believe these services are not only duplicative but will dramatically increase the cost of care across the Commonwealth.
- This is why the HPC should be required to conduct an Independent Cost Analysis on this proposal – the type of analysis it conducts for most other health care transactions in the Commonwealth.
- Just 13 short months ago, MGB requested and received approval from the Department of Public Health for the addition of three new (3T) MRI units in its Somerville Assembly Row location.
- These machines are not yet operational and YET MGB is now asking the Department to approve two additional MRIs in Woburn in an overlapping primary service area.
- Additionally, the Applicant is seeking approval for new imaging machines at its main campus, Faulkner Hospital, and the proposed outpatient centers in Woburn and Westwood.
- If approved in totality, MGB will be in possession of approximately 62 licensed MRI machines.
- The Health Policy Commission, in its *Variation in Imaging Spending Report*, concluded that MA ranks as the 4<sup>th</sup> highest spending state for imaging services per Medicare beneficiary. It also noted that MA ranks 12<sup>th</sup> highest in utilization of MRI services.
- As part of its review, the Department should require the Applicant to demonstrate that each of its currently licensed MRI units is operating at capacity and whether there are underutilized MRI within its system that could be redeployed elsewhere before approving any new MRIs



**From:** [Peter Tiffany](#)  
**To:** [DPH-DL - DoN Program](#)  
**Subject:** Mass General Brigham/The Vale  
**Date:** Friday, March 26, 2021 12:15:50 PM

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To Whom it May Concern,

I have been a long term Winchester resident and have served the patients of surrounding communities as a physician on the Winchester Hospital and Melrose Wakefield Hospital medical staffs since 1985. I have also taught the medical students of Tufts University School of Medicine since 1985.

Massachusetts remains one of the most costly states of the union when it comes to the per capita dollars spent on health care each year for state residents. Historically the rates for receiving equivalent medical services in the Winchester Hospital medical delivery system have been far lower than the rates charged by the Partners delivery system. The rates are lower across the board for inpatient and outpatient hospital medical and surgical care and for clinic visits delivered in the community hospital system compared with Partners.

If a CON is granted for The Vale Partners proposal then the per capita cost of medical care for the catchment area will certainly rise further with no definite proven increase in overall value of care provided. In addition the health and well being of the low cost/high value Winchester community hospital will be threatened. Likewise the viability of the low cost Melrose Wakefield community hospital will also be threatened.

Value based care is an important consideration when determining a certificate of need.

Thanks for your consideration of these comments.

Peter Tiffany, MD

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**From:** [Peter Vezeridis](#)  
**To:** [DPH-DL - DoN Program](#)  
**Subject:** Virtual Public Hearing Regarding Massachusetts General Brigham in Woburn  
**Date:** Thursday, March 25, 2021 1:52:07 PM

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Dear Madams and Sirs of the Determination of Need Program,

I am writing as a Woburn business person and orthopaedic surgeon who trained at Massachusetts General and Brigham to voice my strong **opposition against** the proposed project for the following reasons:

- This project will unnecessarily add health care offices to an area that currently has abundant access (often same-day access) to medical care.
- This project will increase health care costs as Massachusetts General Brigham 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 we have 7 surgeons who trained at MGH institutions, offering exceptional care, but at community hospital costs. I and my fellow surgeons in 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.

Please STOP this project to prevent further escalation of health care costs, preserve private medical practice diversity, protect community hospitals, and maintain the highest level of quality of care. Thank you kindly for your time and attention to this matter.

Sincerely,

Peter S. Vezeridis, MD

**From:** [Philip](#)  
**To:** [DPH-DL - DoN Program](#)  
**Subject:** DoN – Mass General Brigham Incorporated – Multisite - 21012113-AS  
**Date:** Friday, April 16, 2021 4:34:02 PM

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I lived in Woburn - a wonderful town - for 10 years, but moved to Andover almost 35 years ago to build a house. I also worked in Woburn for most of the years since then, and am now retired, so know the area very well. Before she passed away in 2016, my wife was a frequent patient at Brigham & Women's after local practitioners and facilities were just not able to manage her chronic condition. My primary care has since been at Brigham and, at least prior to the pandemic, scheduling a routine 15 minute visit turned into a half-day exercise, given traffic, parking, and other obstacles. Having an MGB facility in Woburn would certainly encourage me to see a doctor more often. Plus, when I'm not able to drive myself, as happened earlier this year for an outpatient procedure, it will be much easier to find someone able to take me to Woburn, a 20-minute trip, than into Longwood. I sincerely hope that MGB is allowed to open a facility in Woburn in order to offer their unique level of care to more Massachusetts residents, as well as reduce traffic and parking burdens in Boston.

Philip  
PJDoucet@Verizon.net  
Andover

VIA EMAIL [DPH.DON@MassMail.State.MA.US](mailto:DPH.DON@MassMail.State.MA.US)

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

Dear Ms. Szent-Gyorgyi:

My name is Dr. Phillip Gray. I am the Medical Director of MelroseWakefield Radiation Oncology, an adjunct assistant professor at Tufts University School of Medicine and an employee of Tufts Medical Center Community Care. Prior to my current roles, I served as a practicing Radiation Oncologist at Massachusetts General Hospital (MGH). I completed my internship at MGH and completed my residency training in the Harvard Radiation Oncology Program, a program that covered MGH, Brigham and Women's Hospital and Dana-Farber Cancer Center, among others. As a physician formerly employed by Partners – now Mass General Brigham (MGB) – for nearly a decade, I am intimately familiar with the organization and its system of care.

While I maintain personal and professional relationships with many providers at MGB, I was dismayed to hear about MGB's plans for an ambulatory care site in Woburn, a community I serve on a daily basis. I would like to share my own experiences and thoughts, as I feel they are relevant.

I first would like to dispel the myth that by installing this center and its expanded ambulatory services, MGB would be bringing some unique or improved level of care to our community. Nothing could be further from the truth. As you can see from my own background, I come with the same level of training and experience as other MGB providers. I am certainly not alone in that regard as our community is already filled with well-trained and competent physicians. When I deliver care to my patients, I do so with the same equipment, techniques, skills and experience I used during my time at MGH.

The second myth I would like to dispel is that MGB's goal in opening this center is to provide lower-cost resources in our community. During my time at MGB, I covered Partners satellite/community facilities and can unequivocally state that the expectation of community operations was to drive services to 'the mothership.' I have specific first-hand experience of these expectations that were put on me in this capacity. As such, I can speak with certainty that, in my own field, a cancer or other diagnosis that can be more than adequately cared for locally will not be referred to a local, quality, lower-cost community provider, but rather will be sent in-town for the same care and treatment at a higher cost to the industry and ultimately the patient. I worry deeply that our community will simply become another funnel of services to higher cost in-town providers for levels of care that can be provided locally.

Our community and our state deserve a robust, diverse and lower cost medical system. The proposed expansion project is not in the spirit of such an opportunity; more so it puts it at great risk. I implore the Department of Public Health to look closely at MGB's DoN application and its lack of data supporting its claims of need for the region and allow the competent and cost-conscious providers that are already serving the community well the ability to continue to do so.

Sincerely,

Phillip J. Gray, M.D.

**From:** [R.A. Muggia M.D](#)  
**To:** [DPH-DL - DoN Program](#)  
**Subject:** MGH ASC Woburn  
**Date:** Monday, March 29, 2021 5:11:44 PM

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I am writing as a community gastroenterologist to voice my strong **opposition** to the Mass General Brigham outpatient center proposed for Woburn, MA for several reasons:

- o 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.
- o 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.
- o 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.
- o This outpatient center will even further endanger our private medical practices. Local specialists offer exceptional care at lower costs. Our practice is made up of established long term local physicians of high reputation. We provide high quality care at a much lower cost, as compared to Mass General Brigham providers.
- o 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,

R.A.Muggia, MD

Gastroenterology  
Digestive Health Associates  
91 Montvale Ave, Suite #206  
Stoneham, MA 02180

Fax: [781-438-3715](tel:781-438-3715)

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**From:** [Rachel](#)  
**To:** [DPH-DL - DoN Program](#)  
**Subject:** DoN – Mass General Brigham Incorporated – Multisite - 21012113-AS  
**Date:** Tuesday, April 13, 2021 10:02:46 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.

Rachel  
rachel.desmarais@gmail.com  
Tewksbury

**From:** [Ralph](#)  
**To:** [DPH-DL - DoN Program](#)  
**Subject:** DoN – Mass General Brigham Incorporated – Multisite - 21012113-AS  
**Date:** Tuesday, April 06, 2021 8:54:12 AM

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As a resident of Tewksbury and a patient who receives care at Mass. Eye and Ear in Boston, I believe this provides a valuable opportunity for me and my family members who are also patients of Mass. Eye and Ear to receive exceptional care closer to home provided our providers practice at this facility for office hours as they do for Boston. My question is what are the plans for the Stoneham office?

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.

Ralph  
p.mchatton@comcast.net  
Tewksbury

**From:** [Randy Pellish](#)  
**To:** [DPH-DL - DoN Program](#)  
**Subject:** Enormous Negative Impact of MassGeneral Brigham Expansions in Westborough and Woburn  
**Date:** Wednesday, April 14, 2021 3:08:48 PM

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Dear Madams and Sirs:

I am writing as a Massachusetts resident, residing in the town of Westborough, and as a physician employed at the Lahey Hospital and Medical Center, to voice my **strong opposition against** the Mass General Brigham outpatient centers proposed for Woburn, MA and for Westborough, MA for several reasons:

- These outpatient centers 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 and Westborough area, these proposed outpatient centers include duplicative services and present an **unnecessary threat to the local physician practices and community hospitals**, including Winchester Hospital and Melrose-Wakefield Healthcare. In the case of the Westborough expansion, the threat is enormous to the medical centers in Worcester (UMassMemorial Medical Center and Worcester Medical Center/St. Vincent's Hospital) and will negatively impact these major medical systems that are working extremely hard to care for patients in central Massachusetts.
- These proposed outpatient centers will endanger private medical practices, where primary care physicians and specialists are offering exceptional care at lower costs. 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 these proposed outpatient centers will threaten the ability of existing high value providers (high quality and low cost) to continue to serve the residents of Woburn and Westborough, and their surrounding communities.

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

The additional care MassGeneral Brigham purports to provide in these areas is unnecessary and will be **severely detrimental to the Commonwealth** and the ability for healthcare systems to thrive in a very difficult healthcare market.

Sincerely,

Randall Pellish, MD

32 Blake Street

Westborough, MA

Staff Gastroenterologist and Director, Inflammatory Bowel Disease Center

Lahey Hospital and Medical Center, Burlington, MA

**From:** [Renee](#)  
**To:** [DPH-DL - DoN Program](#)  
**Subject:** DoN – Mass General Brigham Incorporated – Multisite - 21012113-AS  
**Date:** Tuesday, April 13, 2021 5:02:17 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.

Renee  
reneecampo@gmail.com  
Medford

**From:** [Richard](#)  
**To:** [DPH-DL - DoN Program](#)  
**Subject:** DoN – Mass General Brigham Incorporated – Multisite - 21012113-AS  
**Date:** Saturday, April 03, 2021 11:33:08 AM

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I am in support of this project.

Richard  
ricksant@comcast.net  
Winchester

**From:** [Richard Weiner](#)  
**To:** [DPH-DL - DoN Program](#)  
**Subject:** Spoken Comments During 3/25/21 Hearing  
**Date:** Thursday, March 25, 2021 3:49:55 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.

Good morning. My name is Rick Weiner. I'm president of Winchester Hospital. Thank you for the opportunity to comment. I do so because our hospital's driving force, our mission, is now being seriously threatened.

For almost 110 years, Winchester Hospital has provided vital services to residents of Woburn, Winchester, Stoneham, and the other surrounding cities and towns. These services include inpatient and outpatient care, obstetrics, pediatrics, and a broad range of specialty care. We have state-of-the-art imaging capacity at our outpatient site across the street from the proposed development. Additionally, our ambulatory surgery center is just around the corner from the proposed site. These facilities have available capacity, as do our primary care and specialty providers. They all have an ability to care for additional patients, from any system, and from any payer.

We provide healthcare and other essential services to local individuals and families. We care for our communities in both the clinical setting and outside the clinical setting. We support food banks and many other organizations that help those in need right here in this community.

A delicate balance exists for community hospitals.

We struggle to maintain all of the critical services communities need, while also ensuring we can retain, compensate and support a workforce vital to providing these critical services. That delicate financial balance is very real for Winchester Hospital.

Make no mistake. We're able to provide these essential services and to retain a stellar workforce because, and only because, our outpatient services generate the narrow margin that allows us to do this. We exist to fulfill our mission and serve our communities. I am alarmed about anything that would disrupt that.

Thank you again for the opportunity to voice our concerns.

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**From:** [Robert & Jacquelynn](#)  
**To:** [DPH-DL - DoN Program](#)  
**Subject:** DoN – Mass General Brigham Incorporated – Multisite - 21012113-AS  
**Date:** Saturday, April 03, 2021 11:32:33 AM

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I am in support of this project.

Robert & Jacquelynn  
b\_j2427@verizon.net  
Bedford

**From:** [ROBIN SMITH](#)  
**To:** [DPH-DL - DoN Program](#)  
**Subject:** Mass General Brigham Plans for an Outpatient Center in Woburn  
**Date:** Monday, March 29, 2021 8:15:59 PM

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Dear Madams and Sirs:

I am writing as an independent primary care physician to patients in Woburn and the surrounding communities 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,

Robin Smith MD

Pediatrician, Owner, Dowd Medical Associates  
107 Woburn Street  
Reading, MA 01867  
[REDACTED]

**From:** [Ron Knight](#)  
**To:** [DPH-DL - DoN Program](#)  
**Subject:** NO to Woburn MGH Site  
**Date:** Friday, April 02, 2021 8:01:28 AM

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Dear Madams and Sirs:

I am writing as a Billerica resident 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.
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**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,

Ron Knight

**From:** [Rosanna](#)  
**To:** [DPH-DL - DoN Program](#)  
**Subject:** DoN – Mass General Brigham Incorporated – Multisite - 21012113-AS  
**Date:** Thursday, March 25, 2021 11:42:37 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.

Rosanna  
Woburn

**From:** [Ruth Mantone](#)  
**To:** [DPH-DL - DoN Program](#)  
**Subject:** opposition against the Mass General Brigham outpatient center proposed for Woburn  
**Date:** Tuesday, March 30, 2021 8:01:06 AM

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Dear Madams and Sirs:

I am writing as a Woburn resident and 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,

Ruth Mantone

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