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To: [Conover, Lynn \(DPH\)](#)
Cc: [Andrew Levine](#); [Crystal Bloom](#)
Subject: Natick Surgery Center, LLC response to Determination of Need Questions - Determination of Need Application #-18121721-AS
Date: Monday, February 25, 2019 10:27:45 AM

Lynn:

Good morning, in follow-up to our discussion on Friday regarding the Natick Surgery Center, LLC Determination of Need (Application #-18121721-AS), please find below responses to your questions.

1. In an effort to understand where patients are currently receiving surgical services, please provide information on where physicians involved in the project, including physicians at Orthopedics New England and New England Hand Associates, have admitting privileges.

Surgeons that will utilize the ambulatory surgery center (“ASC”) have admitting privileges at the following hospitals: MetroWest Medical Center (inclusive of Leonard Morse and Framingham Union Hospitals), Milford Regional Medical Center, Emerson Hospital, Newton Wellesley Hospital, New England Baptist Hospital and UMass Memorial Medical Center.

2. Does the Applicant anticipate the number of patients in risk contracts will increase in the coming years?

The Applicant believes the number of patients in risk contracts will continue to grow in the years ahead. This is supported by several industry supplied and accepted statistics. Most notably, the Centers for Medicare and Medicaid Services (“CMS”) have championed the move to value-based payments, meeting the agency’s goal to tie 30% of reimbursements to alternative payment models by 2016. CMS hopes to increase this percentage to 50% in the years ahead. Moreover, according to an analysis of the Leavitt Partners’ accountable care organization (“ACO”) database, the growth of covered lives under ACO management (risk arrangements) has increased by approximately 6% since 2017. Given the triple aim objective set forth by CMS for: 1) Better Outcomes, 2) Better Experience and 3) Lower Costs, the Applicant believes that the proposed ASC is well positioned to facilitate a change in care delivery and address the needs of patients in risk contracts.

Please let us know if you have any additional questions.

Thank you,
Kate

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