

# **1199SEIU**

United Healthcare Workers East  
Massachusetts Division

EXHIBIT 5

February 9, 2017

Ms. Nora Mann, Director  
Determination of Need Program  
Department of Public Health  
250 Washington St.  
Boston, MA 02108

Dear Director Mann,

We write today to thank you for the scrutiny that the Department of Public Health Determination of Need Program is giving to the application for a significant change under 105 CMR §100.753(A) to the NSMC-Salem Hospital Determination of Need project that was approved by the Public Health Council on July 13, 2016 (Project #6-3C46).

We also want to update the DPH and DoN staff on the work that 1199SEIU has been doing to help the Lynn community be best prepared to meet the healthcare needs of its residents as the NSMC-Salem Hospital project is completed and services are discontinued at the NSMC-Union Hospital site.

Project #6-3C46 approval was for renovation and new construction on the NSMC-Salem hospital campus, and took into consideration a related application for termination of essential services on the NSMC-Union campus, with the understanding that the Union campus services would be consolidated on the Salem campus.

We have noted the specific changes that the application for a significant amendment proposes to the approved Determination of Need project:

- reductions in the number of med/surg and psych beds, with shell space that can be fully built out at a later date;
- elimination of a new main entrance/lobby/reception area for the Salem campus;
- modification of the cost as well as the financing mechanism for the project; and
- other changes due to unanticipated site conditions.

We note as well that the applicant does not propose any change to the funds as approved for community health initiatives and we appreciate that.

The proposed changes are indeed significant. We are aware that the Determination of Need staff, as well as other community groups are providing much-needed scrutiny to the assumptions underlying the old and new proposals, and at this time we defer to them to assure that any changes from the approved Determination of Need will be well justified. In addition, we thank the Determination of Need office for the plan to hold a Public Hearing on March 8 to hear from the community any concerns they may have with regard to the proposed changes.

As we hope you are aware, in early 2016, 1199SEIU commissioned the NextShift Collaborative to conduct an independent Community Health Needs Assessment, with a focus on health needs in the city of Lynn. This assessment (attached) was completed and made public in late summer 2016. Since that time, 1199SEIU has hosted two "community conversations" with members of the Lynn community in order to prioritize issues as highlighted in the NextShift report, and to identify particular initiatives that we and the Lynn community might champion.

Our first meeting took place at the Lynn Museum on November 17, and was co-hosted by 1199SEIU and State Senator Thomas McGee and City Council President Dan Cahill. At that meeting, researchers from the NextShift Collaborative, including team leader Andrew Binet, presented their findings regarding health needs in Lynn, and reviewed the recommendations made in their report. For the next hour, we heard from community members including 1199SEIU members from Union Hospital and the Lynn Community Health Center, members of Mass Senior Action, local residents, and representatives from several health and human service organizations in the Lynn community. By the end of the evening, we felt we had identified three main areas to focus on for ongoing endeavors:

1. The ongoing need for emergency services in Lynn;
2. Improved transportation alternatives to Salem Hospital and other outpatient sites;
3. Ensuring culturally competent care that is well coordinated with other services in the Lynn community.

We met again on January 26 and were pleased to have DPH Safety and Quality Director Eric Sheehan join us. We broke into groups that began to flesh out in more detail the exact concerns represented by each of the three issues, as well as possible solutions to address the problems identified. At this point, we are in the process of summarizing the specific concerns raised and solutions proposed, and we hope to meet with the community again on March 30 to present the summary that will include the next steps identified for 1199SEIU and community members to take. As always, members of the Determination of Need program are very welcome to attend this event, and we will be in contact with you with more details about the meeting.

1199SEIU thanks the Determination of Need program for the opportunity to comment on the North Shore Medical Center's application for a significant amendment to Project #6-3C46 at Salem Hospital, and we look forward to continuing to work with you to help ensure appropriate, accessible, high quality health care services in the greater Lynn Community.

Sincerely yours,



Tyrék D. Lee, Sr.  
Executive Vice President