Massachusetts Department of Public Health
Determination of Need
Application Form

Version: 11-8-17

Application Type: Hospital/Clinic Substantial Change in Service

Application Date: 03/06/2019 10:55 am

Applicant Name: Partners HealthCare System, Inc.

Mailing Address: 800 Boylston Street, Suite 1150

City: Boston State: Massachusetts Zip Code: 02199

Contact Person: Andrew Levine, Esq. Title: Attorney

Mailing Address: One Beacon Street, Suite 1320

City: Boston State: Massachusetts Zip Code: 02108

Phone: 6175986700 Ext: E-mail: alevine@barrettsingal.com

Facility Information

List each facility affected and or included in Proposed Project

1 Facility Name: Brigham and Women's Faulkner Hospital

Facility Address: 1153 Centre Street

City: Boston State: Massachusetts Zip Code: 02130

Facility type: Hospital CMS Number: 220119

Add additional Facility Delete this Facility

1. About the Applicant

1.1 Type of organization (of the Applicant): nonprofit

1.2 Applicant's Business Type: (•) Corporation ( ) Limited Partnership ( ) Partnership ( ) Trust ( ) LLC ( ) Other

1.3 What is the acronym used by the Applicant's Organization? PHS

1.4 Is Applicant a registered provider organization as the term is used in the HPC/CHIA RPO program? (•) Yes ( ) No

1.5 Is Applicant or any affiliated entity an HPC-certified ACO? (•) Yes ( ) No

1.5.a If yes, what is the legal name of that entity? Partners HealthCare System, Inc., inclusive of Partners HealthCare Accountable Care Organization, LLC

1.6 Is Applicant or any affiliate thereof subject to M.G.L. c. 6D, § 13 and 958 CMR 7.00 (filing of Notice of Material Change to the Health Policy Commission)? ( ) Yes (•) No

1.7 Does the Proposed Project also require the filing of a MCN with the HPC? ○ Yes ◉ No

1.8 Has the Applicant or any subsidiary thereof been notified pursuant to M.G.L. c. 12C, § 16 that it is exceeding the health care cost growth benchmark established under M.G.L. c. 6D, § 9 and is thus, pursuant to M.G.L. c. 6D, §10 required to file a performance improvement plan with CHIA? ○ Yes ◉ No

1.9 Complete the Affiliated Parties Form

2. Project Description

2.1 Provide a brief description of the scope of the project.

Partners HealthCare System, Inc. ("Applicant" or "Partners HealthCare") located at 800 Boylston Street, Suite 1150, Boston, MA 02199 is filing a Notice of Determination of Need ("Application") with the Massachusetts Department of Public Health ("Department") for a change in service by Brigham and Women's Faulkner Hospital, Inc. ("BWFH" or "the Hospital") located at 1153 Centre Street, Boston, MA 02130. BWFH is a community acute care hospital that provides comprehensive medical, surgical and psychiatric care as well as complete emergency, ambulatory and diagnostic services. The Hospital's Radiology Department offers a variety of imaging services including computed tomography ("CT"), magnetic resonance imaging ("MRI"), ultrasound, nuclear medicine, mammography, interventional procedures and diagnostic x-ray. As part of this offering, BWFH is currently licensed to provide CT imaging via two units. The proposed project is for the expansion of imaging services at BWFH through the acquisition of a specialized extremity Cone Beam CT ("CBCT") unit ("Proposed Project").

The need for the addition of a CBCT unit at BWFH is based on the current lack of CBCT services offered at BWFH and the existing and future needs of the Applicant's patient panel. Presently, patients presenting at BWFH that would benefit from CBCT services, namely patients with musculoskeletal conditions of the extremities, are at a disadvantage as such services are not available at BWFH. This situation requires BWFH patients with conditions of the upper and lower extremities to settle for traditional x-ray imaging or imaging performed on one of BWFH's traditional CT units which, compared with the proposed CBCT unit, are not as technologically advanced and are more limited in their capability to precisely image these anatomical locations. Looking into the future, this lack of on-campus CBCT services at BWFH is not ideal. Statistics indicate that the prevalence of musculoskeletal conditions increase with age and statewide and system projections suggest that the patient population will grow into the older age cohorts through 2035. Being that CBCT is a well-established imaging tool used to diagnosis and treat age-related musculoskeletal conditions of the extremities, these findings suggest that the demand for CBCT services to treat older adult patients will expand into the future and therefore, support the need for the Proposed Project.

In terms of quality and access, the Applicant anticipates that the Proposed Project will facilitate the provision of higher quality imaging services and improve health outcomes for a subset of patients within its panel. Compared with traditional CT, the proposed CBCT unit offers improved diagnostic capabilities for patients with musculoskeletal conditions of the extremities; supports weightbearing imaging of the foot, ankle, leg and knee in addition to the non-loaded imaging of these and the upper extremities; and provides reduced radiation exposure and faster acquisition times. Through implementation of the proposed CBCT unit, clinicians will utilize higher resolution, more precise, and better-quality images to improve their ability to prescribe the optimal treatment approach. Moreover, siting the proposed CBCT unit at BWFH next to the Hospital's high-volume orthopedic center will ensure that patients with extremity conditions have access to co-located high-quality imaging, musculoskeletal, and surgical services at BWFH's campus, which will foster care coordination, improve the overall quality of the Hospital's services and promote better health outcomes.

Finally, the Proposed Project will meaningfully contribute to Massachusetts' goals for cost containment by providing cost-effective, high-quality CBCT imaging services and creating care efficiencies for patients. The proposed CBCT services will be reimbursed at the same rate as traditional CT services, and therefore will not negatively impact the cost growth benchmark set for the Commonwealth. Moreover, scans on the proposed CBCT unit often will be used as a substitute for scans on the Hospital's traditional CT units, as CBCT technology offers the unique and differentiating ability to produce high-quality CT imaging of patients in a weightbearing stance, increasing specificity for patients with musculoskeletal conditions of the extremities. By improving the diagnostic accuracy of hard to diagnose musculoskeletal extremity conditions, reducing the need for less specific and frequently duplicative testing (which is currently necessary given the limited capability of the Applicant's existing equipment inventory to conclusively image the musculoskeletal extremities), and decreasing the potential for misdiagnoses and expensive corrective care, the Applicant anticipates that the Proposed Project will assist in decreasing overall healthcare spending in the state. Accordingly, the Proposed Project will contribute positively to the Commonwealth's goals of containing the rate of growth of total medical expenses ("TME") and total healthcare expenditures ("THCE").

In sum, the proposed expansion of imaging services at BWFH through the acquisition of a specialized extremity CBCT unit will allow patients with musculoskeletal conditions of the extremities in need of imaging services to receive high-quality care in an integrated setting. This expanded imaging capacity at BWFH will provide patients with convenient access to co-located CBCT imaging,

musculoskeletal, and surgical services without negatively impacting the state's cost growth benchmark, and therefore will improve care coordination, patient experience, and public health outcomes. Accordingly, the Proposed Project meets the factors of review for Determination of Need approval.

2.2 and 2.3 Complete the Change in Service Form

3. Delegated Review

3.1 Do you assert that this Application is eligible for Delegated Review? (•) Yes ( ) No

3.1.a If yes, under what section? Certified ACO/DoN-Required Service or Equipment

4. Conservation Project

4.1 Are you submitting this Application as a Conservation Project? ( ) Yes (•) No

5. DoN-Required Services and DoN-Required Equipment

5.1 Is this an application filed pursuant to 105 CMR 100.725: DoN-Required Equipment and DoN-Required Service? (•) Yes ( ) No

5.2 If yes, is Applicant or any affiliated entity thereof a HPC-certified ACO? (•) Yes ( ) No

5.2.a If yes, Please provide the date of approval and attach the approval letter: 12/29/2017

5.3 **See section on DoN-Required Services and DoN-Required Equipment in the Application Instructions**

6. Transfer of Ownership

6.1 Is this an application filed pursuant to 105 CMR 100.735? ( ) Yes (•) No

7. Ambulatory Surgery

7.1 Is this an application filed pursuant to 105 CMR 100.740(A) for Ambulatory Surgery? ( ) Yes (•) No

8. Transfer of Site

8.1 Is this an application filed pursuant to 105 CMR 100.745? ( ) Yes (•) No

9. Research Exemption

9.1 Is this an application for a Research Exemption? ( ) Yes (•) No

10. Amendment

10.1 Is this an application for a Amendment? ( ) Yes (•) No

11. Emergency Application

11.1 Is this an application filed pursuant to 105 CMR 100.740(B)? ( ) Yes (•) No

12. Total Value and Filing Fee

Enter all currency in numbers only. No dollar signs or commas. Grayed fields will auto calculate depending upon answers above.

Your project application is for: Hospital/Clinic Substantial Change in Service

12.1 Total Value of this project:	$495,500.00
12.2 Total CHI commitment expressed in dollars: (calculated)	$24,775.00
12.3 Filing Fee: (calculated)	$991.00
12.4 Maximum Incremental Operating Expense resulting from the Proposed Project:	$44,600.00
12.5 Total proposed Construction costs, specifically related to the Proposed Project, If any, which will be contracted out to local or minority, women, or veteran-owned businesses expressed in estimated total dollars.	$9,831.00

13. Factors

Required Information and supporting documentation consistent with 105 CMR 100.210
Some Factors will not appear depending upon the type of license you are applying for.
Text fields will expand to fit your response.

Factor 1: Applicant Patient Panel Need, Public Health Values and Operational Objectives

F1.a.i **Patient Panel:**
Describe your existing Patient Panel, including incidence or prevalence of disease or behavioral risk factors, acuity mix, noted health disparities, geographic breakdown expressed in zip codes or other appropriate measure, demographics including age, gender and sexual identity, race, ethnicity, socioeconomic status and other priority populations relevant to the Applicant's existing patient panel and payer mix.

See Attached Narrative.

F1.a.ii **Need by Patient Panel:**
Provide supporting data to demonstrate the need for the Proposed Project. Such data should demonstrate the disease burden, behavioral risk factors, acuity mix, health disparities, or other objective Patient Panel measures as noted in your response to Question F1.a.i that demonstrates the need that the Proposed Project is attempting to address. If an inequity or disparity is not identified as relating to the Proposed Project, provide information justifying the need. In your description of Need, consider the principles underlying Public Health Value (see instructions) and ensure that Need is addressed in that context as well.

See Attached Narrative.

F1.a.iii **Competition:**
Provide evidence that the Proposed Project will compete on the basis of price, total medical expenses, provider costs, and other recognized measures of health care spending. When responding to this question, please consider Factor 4, Financial Feasibility and Reasonableness of Costs.

See Attached Narrative.

F1.b.i **Public Health Value /Evidence-Based:**
Provide information on the evidence-base for the Proposed Project. That is, how does the Proposed Project address the Need that Applicant has identified.

See Attached Narrative.

F1.b.ii **Public Health Value /Outcome-Oriented:**
Describe the impact of the Proposed Project and how the Applicant will assess such impact. Provide projections demonstrating how the Proposed Project will improve health outcomes, quality of life, or health equity. Only measures that can be tracked and reported over time should be utilized.

See Attached Narrative.

F1.b.iii **Public Health Value /Health Equity-Focused:**
For Proposed Projects addressing health inequities identified within the Applicant's description of the Proposed Project's need-base, please justify how the Proposed Project will reduce the health inequity, including the operational components (e.g. culturally competent staffing). For Proposed Projects not specifically addressing a health disparity or inequity, please provide information about specific actions the Applicant is and will take to ensure equal access to the health benefits created by the Proposed Project and how these actions will promote health equity.

See Attached Narrative.

F1.b.iv Provide additional information to demonstrate that the Proposed Project will result in improved health outcomes and quality of life of the Applicant's existing Patient Panel, while providing reasonable assurances of health equity.

See Attached Narrative.

F1.c Provide evidence that the Proposed Project will operate efficiently and effectively by furthering and improving continuity and coordination of care for the Applicant's Patient Panel, including, how the Proposed Project will create or ensure appropriate linkages to patients' primary care services.

See Attached Narrative.

F1.d Provide evidence of consultation, both prior to and after the Filing Date, with all Government Agencies with relevant licensure, certification, or other regulatory oversight of the Applicant or the Proposed Project.

See Attached Narrative.

F1.e.i Process for Determining Need/Evidence of Community Engagement: For assistance in responding to this portion of the Application, Applicant is encouraged to review *Community Engagement Standards for Community Health Planning Guideline.* With respect to the existing Patient Panel, please describe the process through which Applicant determined the need for the Proposed Project.

See Attached Narrative.

F1.e.ii Please provide evidence of sound Community Engagement and consultation throughout the development of the Proposed Project. A successful Applicant will, at a minimum, describe the process whereby the "Public Health Value" of the Proposed Project was considered, and will describe the Community Engagement process as it occurred and is occurring currently in, at least, the following contexts: Identification of Patient Panel Need; Design/selection of DoN Project in response to "Patient Panel" need; and Linking the Proposed Project to "Public Health Value".

See Attached Narrative.

Factor 2: Health Priorities

Addresses the impact of the Proposed Project on health more broadly (that is, beyond the Patient Panel) requiring that the Applicant demonstrate that the Proposed Project will meaningfully contribute to the Commonwealth's goals for cost containment, improved public health outcomes, and delivery system transformation.

F2.a **Cost Containment:**
Using objective data, please describe, for each new or expanded service, how the Proposed Project will meaningfully contribute to the Commonwealth's goals for cost containment.

See Attached Narrative.

F2.b **Public Health Outcomes:**
Describe, as relevant, for each new or expanded service, how the Proposed Project will improve public health outcomes.

See Attached Narrative.

F2.c **Delivery System Transformation:**
Because the integration of social services and community-based expertise is central to goal of delivery system transformation, discuss how the needs of their patient panel have been assessed and linkages to social services organizations have been created and how the social determinants of health have been incorporated into care planning.

See Attached Narrative.

Factor 3: Compliance

Applicant certifies, by virtue of submitting this Application that it is in compliance and good standing with federal, state, and local laws and regulations, including, but not limited to M.G.L. c. 30, §§ 61 through 62H and the applicable regulations thereunder, and in compliance with all previously issued notices of Determination of Need and the terms and conditions attached therein .

F3.a Please list all previously issued Notices of Determination of Need

Add/Del Rows	Project Number	Date Approved	Type of Notification	Facility Name
+ -	PHS-17071716-TO	02/14/2018	Transfer of Ownership	Massachusetts Eye and Ear Infirmary
+ -	PHS-17111513-HE	03/06/2018		Brigham and Women's Hospital
+ -	PHS-18022210-HE	06/13/2018		Massachusetts General - Waltham
+ -	PHS-18090711-HS	01/03/2019	Hospital/Clinic Substantial Change in Service	Massachusetts General Physicians Organization - Waltham

Factor 4: Financial Feasibility and Reasonableness of Expenditures and Costs

Applicant has provided (as an attachment) a certification, by an independent certified public accountant (CPA) as to the availability of sufficient funds for capital and ongoing operating costs necessary to support the Proposed Project without negative impacts or consequences to the Applicant's existing Patient Panel.

F4.a.i **Capital Costs Chart:**
For each Functional Area document the square footage and costs for New Construction and/or Renovations.

		Present Square Footage		Square Footage Involved in Project				Resulting Square Footage		Total Cost		Cost/Square Footage	
				New Construction		Renovation							
Add/Del Rows	Functional Areas	Net	Gross	Net	Gross	Net	Gross	Net	Gross	New Construction	Renovation	New Construction	Renovation
+ -	See Attached Capital Costs Chart.												
+ -													
+ -													
+ -													
+ -													
+ -													
+ -													
+ -													
+ -													
+ -													
+ -													
+ -													
+ -													
	Total: (calculated)												

F4.a.ii For each Category of Expenditure document New Construction and/or Renovation Costs.

	Category of Expenditure	New Construction	Renovation	Total (calculated)
	Land Costs			
	Land Acquisition Cost	$0.	$0.	$0.
	Site Survey and Soil Investigation	$0.	$0.	$0.
	Other Non-Depreciable Land Development	$0.	$0.	$0.
	Total Land Costs	$0.	$0.	$0.
	Construction Contract (including bonding cost)			
	Depreciable Land Development Cost	$0.	$0.	$0.
	Building Acquisition Cost	$0.	$0.	$0.
	Construction Contract (including bonding cost)	$0.	$261067.	$261067.
	Fixed Equipment Not in Contract	$0.	$198000.	$198000.
	Architectural Cost (Including fee, Printing, supervision etc.) and Engineering Cost	$0.	$32500.	$32500.
	Pre-filing Planning and Development Costs	$0.	$0.	$0.
	Post-filing Planning and Development Costs	$0.	$0.	$0.
Add/Del Rows	Other (specify)			
+ -		$0.	$0.	$0.
	Net Interest Expensed During Construction	$0.	$0.	$0.
	Major Movable Equipment	$0.	$0.	$0.
	Total Construction Costs	$0.	$491567.	$491567.
	Financing Costs:			
	Cost of Securing Financing (legal, administrative, feasibility studies, mortgage insurance, printing, etc	$0.	$3933.	$3933.
	Bond Discount	$0.	$0.	$0.
Add/Del Rows	Other (specify			
+ -				
	Total Financing Costs	$0.	$3933.	$3933.
	Estimated Total Capital Expenditure	$0.	$495500.	$495500.

Factor 5: Relative Merit

F5.a.i Describe the process of analysis and the conclusion that the Proposed Project, on balance, is superior to alternative and substitute methods for meeting the existing Patient Panel needs as those have been identified by the Applicant pursuant to 105 CMR 100.210(A)(1). When conducting this evaluation and articulating the relative merit determination, Applicant shall take into account, at a minimum, the quality, efficiency, and capital and operating costs of the Proposed Project relative to potential alternatives or substitutes, including alternative evidence-based strategies and public health interventions.

Proposal:

See Attached Narrative.

Quality:

See Attached Narrative.

Efficiency:

See Attached Narrative.

Capital Expense:

See Attached Narrative.

Operating Costs:

See Attached Narrative.

List alternative options for the Proposed Project:

Alternative Proposal:

See Attached Narrative.

Alternative Quality:

See Attached Narrative.

Alternative Efficiency:

See Attached Narrative.

Alternative Capital Expense:

See Attached Narrative.

Alternative Operating Costs:

See Attached Narrative.

Add additional Alternative Project | Delete this Alternative Project

F5.a.ii Describe the process of analysis and the conclusion that the Proposed Project, on balance, is superior to alternative and substitute methods for meeting the existing Patient Panel needs as those have been identified by the Applicant pursuant to 105 CMR 100.210(A)(1). When conducting this evaluation and articulating the relative merit determination, Applicant shall take into account, at a minimum, the quality, efficiency, and capital and operating costs of the Proposed Project relative to potential alternatives or substitutes, including alternative evidence-based strategies and public health interventions.

See Attached Narrative.

Documentation Check List

The Check List below will assist you in keeping track of additional documentation needed for your application.

Once you have completed this Application Form the additional documents needed for your application will be on this list. E-mail the documents as an attachment to: DPH.DON@state.ma.us

- ☒ Copy of Notice of Intent
- ☒ Affidavit of Truthfulness Form
- ☒ Scanned copy of Application Fee Check
- ☒ Affiliated Parties Table Question 1.9
- ☒ Change in Service Tables Questions 2.2 and 2.3
- ☒ Certification from an independent Certified Public Accountant
- ☒ Articles of Organization / Trust Agreement
- ☒ Current IRS Form, 990 Schedule H CHNA/CHIP and/or Current CHNA/CHIP submitted to Massachusetts AGO's Office
- ☒ Community Engagement Stakeholder Assessment form
- ☒ Community Engagement-Self Assessment form

Document Ready for Filing

When document is complete click on "document is ready to file". This will lock in the responses and date and time stamp the form.
To make changes to the document un-check the "document is ready to file" box. Edit document then lock file and submit
Keep a copy for your records. Click on the "Save" button at the bottom of the page.

To submit the application electronically, click on the"E-mail submission to Determination of Need" button.

This document is ready to file: ☒ Date/time Stamp: 03/06/2019 10:55 am

E-mail submission to Determination of Need

Application Number: PHS-19030610-HS

Use this number on all communications regarding this application.

☐ Community Engagement-Self Assessment form