

In The Matter Of:

*Determination of Need Public Hearing Re: Partners
HealthCare Proposed Expansion of Imaging Services*

*Volume I
September 26, 2019*



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MASSACHUSETTS DEPARTMENT OF PUBLIC HEALTH

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PARTNERS HEALTHCARE PROPOSED      :
EXPANSION OF IMAGING SERVICES AT  :
THE FOXBOROUGH CENTER             :
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BEFORE: Margo Michaels,
Department of Public Health

Held at:
John J. Ahern Middle School Auditorium
111 Mechanic Street
Foxborough, Massachusetts
Thursday, September 26, 2019
5:31 p.m.

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1 P R O C E E D I N G S

2 HEARING OFFICER MICHAELS: Good evening.
3 My name is Margo Michaels. I represent the
4 Massachusetts Department of Public Health and our
5 Determination of Need program.

6 You're going to hear me refer to the
7 "Determination of Need program" as the "DoN program"
8 and the Department of Public Health as the "DPH,"
9 just to be clear.

10 Joining me today from the Department is my
11 colleague, Lynn Conover. And in the hallway, we
12 have Lucy Clarke.

13 This hearing has been called pursuant to an
14 application filed on August 1st, 2019 by Partners
15 HealthCare System, who we will refer to as the
16 "Applicant" and "Partners" moving forward, who filed
17 the DoN application with the Department for
18 DoN-required equipment to be located at the
19 Applicant's Brigham & Women's Hospital outpatient
20 satellite in the Brigham & Women's HealthCare Center
21 at 20 Patriot Place in Foxboro, which we'll call the
22 "Foxboro Center."

23 The proposed project is for the expansion
24 of imaging services at the Foxboro Center through

1 the acquisition of one MRI, magnetic resonance
2 imaging unit, and one computed tomography unit,
3 which is a CT unit. The total cost of purchasing
4 this equipment is \$9,476,208.

5 Before we open the hearing tonight, I would
6 like to note that this is a public hearing and
7 written testimony -- people often voice concerns
8 about the likely effects of the proposed project,
9 not only on people's health, but on the community.
10 To the extent possible, I want you to know that DoN,
11 my staff and I, will take each of your concerns into
12 consideration while reviewing the DoN application.

13 All persons who wish to speak will be
14 heard. This is not an adjudication, but it shall be
15 in the nature of public forum. No questions will be
16 permitted. The DoN staff, me and my staff, will
17 take all relevant information into account in
18 preparing a recommendation to the Massachusetts
19 Public Health Council, whose decision on whether to
20 approve this DoN application will be made at one of
21 its upcoming monthly public meetings in Boston.

22 Again, just to reiterate, at the entrance
23 of the room, we have signup sheets for anyone
24 wishing to speak. I will be using those. Any

1 public official wishing to speak will be taken out
2 of turn, as is our customary practice. We will call
3 up each speaker individually; and to conserve time,
4 we'll also call the name of the speaker next in
5 order and invite them to come sit in the front row
6 here.

7 We're going to ask each speaker to begin by
8 stating their name, affiliation or town or
9 residence. We ask speakers to speak clearly, so
10 that our note-taker can take notes, and to limit
11 your presentations to 3 minutes or less. And we
12 will be timing people, so that everyone wishing to
13 speak will be able to do so.

14 The Applicant will be allotted 15 minutes
15 to present information about the proposed project.
16 And they will go first.

17 If you brought a written copy of your
18 remarks, it would be helpful if you would leave a
19 copy here with our court reporter on the right. You
20 can be assured that, again, the Department will
21 consider all comments, whether presented orally or
22 in writing. It's not necessary to speak at this
23 hearing to have your testimony considered and
24 included in the meeting record.

1 Again, in the interest of time, if your
2 oral testimony is lengthy, we suggest you present a
3 summary of those remarks, because, again, each
4 person will only receive 3 minutes, and submit a
5 full text of your comments in writing. Whether you
6 comment or not, please know that we, the Department,
7 greatly value and appreciate your participation in
8 the DoN process.

9 The deadline for receiving comments is
10 October 7th, at the end of the day. Our mailing
11 address is Massachusetts Department of Public
12 Health, 250 Washington Street, Boston, Massachusetts
13 02111. You also may email us at
14 dph.don@state.ma.us. You don't need to write this
15 down, because all of this information is out on the
16 table in the front on slips of paper.

17 So now without further ado, I'm going to
18 ask Dr. Smith to come up -- he is part of the
19 Applicant -- to talk about the project. After he is
20 done, I will call the first person on the list.

21 And the first person is Lisa Phelps, and
22 the second person is Joseph Casey. So I'll ask Dr.
23 Smith to come up. Thank you.

24 MR. SMITH: Thank you very much for having

1 me and allowing me to speak this evening. I know we
2 have many speakers, so I will certainly be under the
3 15-minute allotment.

4 My name is Allen Smith. I live in
5 Topsfield, Massachusetts, and I am President of the
6 Brigham & Women's Physicians Organization or BWPO,
7 which is a faculty practice plan for more than 1,750
8 physicians. I have been in this role since 2007 and
9 am involved in clinical strategic planning at
10 Brigham & Women's Hospital, as well as at Partners
11 HealthCare, and that includes physician leadership
12 development, community health, contracting strategy,
13 population health management, and health care
14 policy.

15 I have a Masters in Science in Health
16 Administration and Population Health, and I'm an
17 Assistant Professor in Medicine at Harvard Medical
18 School.

19 I'm here this evening to present Partners
20 HealthCare System's application for the expansion of
21 imaging services at the Brigham & Women's Hospital's
22 outpatient satellite in the Brigham & Women's --
23 technical difficulties here. I'm here this evening
24 for Partners HealthCare's application for the

1 expansion of imaging services at Brigham & Women's
2 Hospital's outpatient satellite in the Brigham &
3 Women's/Mass. General Health Care Center at 20
4 Patriot Place, Foxborough. We are seeking the
5 Department of Public Health's approval for the
6 acquisition of one magnetic resonance imaging or MRI
7 unit and one computed tomography or CT unit at the
8 Foxborough Center.

9 Currently, the Foxborough Center's imaging
10 services include one CT unit and one MRI unit.
11 These single MRI and CT units currently support the
12 needs of patients seen for health care services at
13 the Foxborough Center and provide access to local
14 diagnostic imaging for residents in Southeastern
15 Massachusetts who receive specialty care at Partners
16 HealthCare's Boston locations.

17 The Foxborough Center and the physician
18 practices located in Foxborough together provide
19 comprehensive care for the residents of Foxborough
20 and surrounding towns, including primary care,
21 specialty services, ambulatory surgery, urgent care
22 and onsite laboratory and imaging services. With
23 the expansion, we will be adding psychiatric
24 services as well. It is important to understand

1 that our goal is to work with our integrated
2 physicians to support access to a robust network of
3 outpatient primary, specialty and urgent care
4 services, and to support and fill patients needs for
5 imaging services.

6 This proposed project is part of a larger
7 effort to meet the health care needs of the
8 residents of Foxborough and surrounding communities
9 at a convenient location. As detailed in the
10 application, this effort will help to address severe
11 primary care shortages in Bristol County, which has
12 among the fewest primary care physician-to-residents
13 ratio in Massachusetts. So we have a real shortage
14 of primary care in that area and in that county. By
15 adding additional primary care capacity here in
16 Foxborough and coupling those primary care services
17 with specialists, laboratory and imaging capacity,
18 the Applicant can meet the health care needs of many
19 of the region's residents without requiring them to
20 travel outside of their community.

21 The need for additional MRI and CT capacity
22 at the Foxborough Center is based on several
23 factors. First, as detailed in the application,
24 even with expanded hours, the current MRI and CT

1 units are already operating at capacity serving
2 current patient needs. The expansion of primary
3 care and specialty care physician office services to
4 increase patient access in Foxborough will increase
5 the need for co-locating imaging, which our single
6 MRI and CT units will not be able to support. The
7 expansion will allow the Foxborough Center to
8 provide additional local imaging capacity to better
9 serve area residents who receive specialty care in
10 Boston. In addition, the statistics indicate that
11 an aging population requires more diagnostic
12 capacity. The Foxborough Center's radiology
13 department needs sufficient capacity to meet the
14 needs of expanding patient panels and to continue to
15 ensure that patients who receive treatment in Boston
16 locations will be able to receive MRI and CT
17 services locally, avoiding the time and expense of
18 going to Boston locations for imaging services
19 whenever possible.

20 As we engage with our patients, we receive
21 feedback that this local access to services,
22 including MRI and CT, is important and adds to
23 patient satisfaction.

24 The Foxborough Center takes patient

1 feedback very seriously, both in connection with
2 this proposed project and regarding the Foxborough
3 Center in general. In developing this proposed
4 project, we have provided information to the
5 communities we serve and sought community input and
6 feedback. In addition to holding a community
7 meeting about the project, we proactively reached
8 out to area community and business leaders. We
9 still maintain a dedicated email address that the
10 public can use to contact us specifically regarding
11 questions and feedback about this proposed project.

12 From a population health management
13 perspective, approval of this proposed project will
14 enable the Foxborough Center to ensure sufficient
15 MRI and CT capacity to support the hospital and
16 other services offered, including primary care,
17 orthopedics, women's health and cardiology, right
18 here at Patriot Place. Convenient, easy access to
19 imaging services in the same location where patients
20 see their physicians and other providers fosters
21 care coordination, improves the overall quality of
22 services and promotes better health outcomes.
23 Because the imaging services will be located at a
24 Brigham & Women's Hospital satellite location, all

1 CT and MRI results for tests performed at the
2 Foxborough Center will be integrated into the
3 Partners HealthCare (Epic) electronic health record.
4 Such integration of health information technology
5 systems directly affects health outcomes, as access
6 to a single, integrated health record improves care
7 coordination. Note that the Foxborough Center is
8 the only comprehensive Partners facility within this
9 geographical catchment area. By facilitating
10 effective population health management for patients
11 receiving care in Foxborough, the proposed project
12 will ensure that the Foxborough Center will have the
13 capacity to provide cost-effective, high quality
14 imaging services, creating care efficiencies for
15 patients.

16 It is important to note that the Foxborough
17 Center works to provide care in a culturally
18 competent manner and to support health equity and
19 access to care for all patients, including those
20 deemed underserved. The proposed project will not
21 affect accessibility of Brigham & Women's services
22 for poor, medically indigent and/or
23 Medicaid-eligible individuals. In fact, it will
24 improve access for these underserved patients. The

1 Hospital does not discriminate based on ability to
2 pay or payer source, and this practice will continue
3 following implementation of the proposed project.

4 Importantly, the imaging services provided
5 by these additional CT and MRI units will be
6 reimbursed at the same contracted rates as the
7 services provided by the current units at the
8 Foxborough Center. By placing these units at the
9 Foxborough Center, the Applicant's patients and
10 providers will experience efficiencies of co-located
11 services, avoiding unnecessarily travel, and
12 improving overall health outcomes to reduce health
13 care expenditures. Approval of this project will
14 contribute positively to the Commonwealth's goals of
15 containing the rate of growth of total medical
16 expenses and total healthcare expenditures.

17 Approval of this project will enable the
18 Foxborough Center to continue to meet the current
19 and projected imaging needs of our patients and
20 communities we serve now and into the future and
21 will further the health care goals of the
22 Commonwealth.

23 On behalf of the Applicant, I ask that you
24 approve this proposed project. Thank you very much

1 for your consideration of this application and for
2 giving me the opportunity to address you this
3 evening.

4 HEARING OFFICER MICHAELS: May I have Lisa
5 Phelps and Joseph Casey come up.

6 Lisa, you can take the podium.

7 MS. PHELPS: My name is Lisa Phelps, and I
8 live in Dedham, Massachusetts. I'm a licensed
9 clinical social worker at the Brigham &
10 Women's/Mass. General Health Care Center. I work
11 with the Foxborough Center and provide social work
12 services within my scope of practice. I also
13 provide and coordinate with other staff to provide
14 screening and services related to social
15 determinants of health.

16 In my practice and role, I help patients
17 improve their health outcomes and quality of life
18 through facilitating access to health care and
19 related services. I'm here this evening to provide
20 my support and approval of this Determination of
21 Need application for the following reasons:

22 As a social worker, one of my goals is to
23 provide or identify supports to help patients comply
24 with their plans of care. One of the challenges to

1 meeting this goal is ensuring that my patients make
2 and keep their appointments, and one of the best
3 ways to do this is to try and schedule all of their
4 needed care in coordinated appointments here in
5 Foxborough, ideally on the same day.

6 A common concern for all of us is that
7 patients may forego or delay health care because
8 commuting into Boston for MRI, CT or other services
9 is tremendously difficult for them. In this
10 respect, having access to services in our community
11 is an invaluable resource.

12 On a near daily basis, I am asked to assist
13 coordinating transportation for patients to
14 appointments in or near Boston. Recent patient
15 transportation challenges include a concern from one
16 local parent about missing her child's school bus if
17 an appointment runs late or getting stuck in traffic
18 when returning home.

19 Another person said he took \$150 from his
20 savings to pay for an Uber because he did not have
21 other transportation to a scheduled appointment.

22 A third patient stated he did not trust his
23 car to get him to an appointment in Boston and was
24 nervous his car may break down.

1 A final example is an elderly female who
2 declined scheduling needed appointments, after
3 missing two, because her adult child cannot take a
4 half day or a full day off work to take her into
5 Boston.

6 As mentioned by my colleagues, the
7 Foxborough Center has a significant need for
8 expanded imaging services to meet the needs of its
9 patients who receive care from Foxborough Health
10 Center physicians or who may be receiving care in
11 Boston, but need MRI or CT services. Due to this
12 demand, it is almost impossible to schedule a
13 patient for same-day imaging services appointments,
14 which are generally reserved for urgent cases.
15 Appointments in this most desirable time slot are
16 particularly difficult to get. By adding the
17 requested CT and MRI capacity, we would be able to
18 ease scheduling challenges. This would increase
19 adherence to medical care plans and decrease missed
20 appointments.

21 The MRI and CT equipment requested in this
22 Determination of Need application is essential to
23 ensure that when our most vulnerable patients need
24 MRI and CT services to help primary care and other

1 providers formulate and execute plans of care, they
2 can access services locally and in a timely and
3 effective manner. I urge that the Department of
4 Public Health approve this Determination of Need
5 application.

6 Thank you for the opportunity to provide
7 these comments.

8 HEARING OFFICER MICHAELS: Thank you.

9 MR. CASEY: So I did try to skinny this
10 down to thee minutes, so I apologize if it's a
11 little choppy.

12 So good evening. My name is Joseph Casey.
13 I'm the President and CEO of Sturdy Memorial
14 Hospital. I've worked there for over 30 years.
15 Sturdy is a 132-bed disproportionate share hospital,
16 meaning that it serves on public insurance programs
17 such as MassHealth and Medicare.

18 So I appreciate the opportunity to provide
19 comments on behalf of the Sturdy Ten Taxpayer Group
20 concerning Partners HealthCare System's DoN
21 application.

22 On behalf of the Sturdy Group and for the
23 reasons I will detail below, we respectfully request
24 two additional levels of review by the Department of

1 this DoN application, as is permitted by the DoN
2 regulations.

3 In particular, we request the Commissioner
4 direct the preparation of, one, an independent cost
5 analysis and also, two, a DoN staff report and
6 referral of this application to the Department and
7 the Public Health Council for consideration in place
8 of a delegated review process.

9 We envision the proposed scope of such an
10 independent cost analysis as evaluating the
11 likelihood and magnitude of additional patient
12 migration from Sturdy to the Foxborough satellite as
13 a result of the proposed project and its impact on
14 Sturdy's ability to support the full range of
15 community hospital services it provides, many of
16 which are under-reimbursed and therefore dependent
17 on the more lucrative commercially insured
18 outpatient services, such as imaging.

19 Sturdy Memorial Hospital is designated by
20 the Department of Public Health and the Health
21 Policy Commission as having protected status as an
22 independent community hospital. For example, DoN
23 regulations prohibit surgicenters from being built
24 in the primary service area of an independent

1 community hospital, unless the community hospital
2 provides a letter of support. This is to help
3 prevent cherry-picking from community hospitals of
4 more mobile and lucrative commercially insured
5 patients.

6 Consistent with the special status of
7 independent community hospitals and the rationale
8 for our request, earlier this month the Health
9 Policy Commission presented an update of its
10 important Community Hospitals at a Crossroads
11 report, reconfirming and further highlighting the
12 enormous challenges for community hospital
13 sustainability and the need for concerted action in
14 this area to protect the essential services they
15 provide. The Health Policy Commission's report
16 details a downward spiral or death by a thousand
17 cuts, whereby, one, academic medical centers and
18 teaching hospitals continue to grow and align with
19 more physicians, who then refer more patients to
20 these hospitals, increasing their volume
21 dramatically. This results in community hospitals
22 lacking sufficient resources to invest in programs,
23 staff and infrastructure, among other things
24 necessary to effectively compete and attract

1 patients.

2 In short, academic medical centers and
3 teaching hospitals continue to expand and reach deep
4 into the community, thereby increasing risk of
5 community hospital service reductions and closures.

6 Sturdy is a successful independent
7 community hospital, with an outstanding medical
8 staff that provides services appropriate for a
9 community hospital. For those services not
10 appropriate for a community hospital setting, we
11 rely on hospitals such as Brigham & Women's, Mass.
12 General and other tertiary hospitals in both
13 Massachusetts and Rhode Island to provide those
14 services.

15 We've also partnered with these
16 institutions to bring services into our communities
17 when possible. For example, we have a very
18 successful radiation oncology partnership with
19 Brigham & Women's in Mansfield, Massachusetts, which
20 is an integral part of our highly successful cancer
21 program.

22 When community hospitals and tertiary
23 hospitals work together as they have in the past,
24 the results should be an efficient, sustainable

1 health care delivery model -- community hospitals
2 acting as the lower cost provider for 85 percent of
3 services appropriate for community hospitals, and
4 tertiary hospitals being referred the more complex
5 cases from the hospitals outside of their
6 communities. Unfortunately, this symbiotic
7 relationship has changed as tertiary hospitals now
8 compete directly with community hospitals for
9 overlapping services, as detailed by the Health
10 Policy Commission.

11 Sturdy is a full-service community
12 hospital, providing inpatient, including maternity,
13 and emergency room care, in addition to outpatient
14 services. Admissions for the current fiscal year
15 are expected to be approximately 8,000, including
16 645 deliveries, and we expect 49,000 emergency room
17 visits.

18 We have recently purchased a second CT unit
19 at Sturdy and have ample capacity on that machine to
20 serve additional Partners' patients, with some
21 capacity in MRI as well.

22 Hospital outpatient services
23 cross-subsidize the inpatient and emergency room
24 services, because the outpatient services payer mix

1 is always better, resulting in higher payment rates.
2 Since the Foxborough satellite opened in 2009,
3 Sturdy's commercial payer mix has decreased from 44
4 percent to just 30 percent of total services. The
5 MassHealth payer mix, is 20 percent at Sturdy. This
6 includes our emergency department, where the payer
7 mix is 31 percent MassHealth. The all outpatient
8 payer mix at the Foxborough satellite is almost the
9 opposite of Sturdy, with 62 percent commercial and
10 just 5 percent MassHealth.

11 The strategy for tertiary hospital systems
12 to spread into the community markets, such as
13 Sturdy's, runs the risk of weakening those hospitals
14 over time. The outpatient services we provide can
15 be replaced, but the inpatient and emergency
16 services are critical to our region and would be
17 lost if Sturdy ever closed.

18 Based on the information provided by
19 Partners in connection with the DoN application, the
20 Foxborough satellite already attracts a significant
21 number of patients from Sturdy's primary service
22 area, approximately 34,000 at present, which numbers
23 will increase with the expansion of services and
24 equipment at the site.

1 In sum, the Department's review of this DoN
2 application should encompass the goal of ensuring
3 that the symbiotic relationship between Sturdy and
4 Partners can continue in order to sustain the
5 important services provided by this independent
6 community hospital, thereby ensuring access and
7 contributing to cost containment, as the DoN
8 regulations require.

9 Thank you.

10 HEARING OFFICER MICHAELS: Thank you.

11 Mark Elfman and Cheryl Leary and Tom Ken
12 Kenvin; if you can come down, please.

13 Mr. Elfman, three minutes, please.

14 DR. ELFMAN: Good evening. My name is Dr.
15 Mark Elfman. I am the Chairman of the Board of
16 Selectmen for the Town of Foxborough.

17 On behalf of our board and our town
18 management team, we want to offer our full support
19 for the Brigham & Women's/Mass. General Health Care
20 Center's Determination of Need application.

21 Access to health care is important for the
22 well-being of any community, its residents and for
23 our regional economy. By having one of the highest
24 ranked hospitals in the country, the Brigham &

1 Women's Hospital here in our own backyard, is highly
2 beneficial. The addition of more primary care and
3 specialty care physicians in Foxborough has, over
4 time, been identified as a real need that is now
5 being addressed. We collectively believe the
6 residents of Foxborough and those in our surrounding
7 communities should have access to excellent health
8 care options where they live, as opposed to having
9 to travel to nearby urban centers to receive a high
10 level of care.

11 We further understand the imaging services
12 that are presently offered at the Foxborough, which
13 currently includes one MRI unit and one CT unit, are
14 insufficient to meet the growing need. The present
15 units are operating under extended hours, as they
16 are already functioning at capacity.

17 In addition, Foxborough Center does not
18 have a backup for either of those existing MRI or CT
19 units. In the event that a machine goes down or if
20 it is needed to suddenly serve urgent cases, service
21 levels become constricted. Moreover, as the demand
22 for medical services in this region continues to
23 rise -- and all indications are that this is already
24 the case -- a single MRI/CT unit will simply not be

1 enough to meet the future demand of patients' needs.
2 There is also the growing perspective that once area
3 residents who are currently receiving treatment in
4 Boston begin to rely more heavily on the Foxborough
5 Center for their scan needs, this will only provide
6 further strain on the existing capacity of the
7 service.

8 I think we all know and appreciate that
9 traveling into Boston these days by any mode of
10 transportation is difficult and less desirable due
11 to the sheer volume of commuting traffic. By
12 providing this improved range of services here in
13 Foxborough, we believe that this will result in a
14 quality of life improvement for our residents.

15 At the June 6, 2019 community meeting
16 regarding this application, the Foxborough Center
17 staff provided a thorough review of the need for the
18 additional MRI and CT capacity, along with the
19 information pertaining to the technology of the
20 units to be acquired. Much like a town that needs
21 to plan to meet the current future needs of its
22 residents, the Applicant is now planning to meet the
23 present and future imaging needs of its patients
24 here in Foxborough and beyond. In this regard, the

1 Town fully supports these efforts.

2 Since its inception, the Foxborough Center
3 has been engaged with the community and regularly
4 communicates with town officials, including our
5 office. Leadership and staff are also actively
6 involved with the local Chamber of Commerce and the
7 business community. They consistently support the
8 community events and lend staff and physicians to
9 help plan and participate in Town health and
10 educational programs. We appreciate the level of
11 involvement and are happy to support the Foxborough
12 Center as one of our community Partners.

13 We urge that the Department of Public
14 Health approve this Determination of Need
15 application, and we thank you for the opportunity to
16 provide these comments.

17 HEARING OFFICER MICHAELS: Ms. Leary. And
18 if I could have also Tom Kenvin and Tom O'Rourke to
19 be next.

20 MS. LEARY: I'll be reading a letter from
21 the Executive Director of HESSCO, Mary Jean
22 McDermott. It's addressed to "Margo Michaels,
23 Determination of Need Program, Massachusetts
24 Department of Public Health."

1 "Dear Ms. Michaels: As Executive Director
2 of HESSCO, the Area Agency on Aging and Aging
3 Service Access Point for South Norfolk County, I am
4 sending this letter of support for the proposed
5 Determination of Need application for Brigham &
6 Women's/Mass. General Health Care in Foxborough. I
7 regret that I cannot present this letter in person,
8 but have requested Sheryl Leary, Director of
9 Planning and Community Development, read this letter
10 on my behalf.

11 "HESSCO has served the communities of
12 Foxborough, Canton, Dedham, Medfield, Millis,
13 Norfolk, Norwood, Plainville, Sharon, Walpole,
14 Westwood and Wrentham for over 42 years, and I have
15 had the pleasure of serving as executive director
16 for over 30 years.

17 "HESSCO has considered the Brigham &
18 Women's/Mass. General Health Care Center in
19 Foxborough a valuable partner since its opening.
20 HESSCO and Foxborough Center have participated on
21 multiple projects and committees together, including
22 the Community Health Network Area 7, steering
23 committee and the Elder Care Alliance of the
24 Neponset River Regional Chamber.

1 "The Foxborough Center has regularly
2 participated in our annual Age Well With HESSCO
3 Conference. Since 2016, the Brigham & Women's/Mass.
4 General Health Care Center in Foxborough has been a
5 member of the HESSCO Board of Directors, providing
6 valuable input about the health and wellness of our
7 community.

8 "HESSCO supports the Determination of Need
9 application, as it will increase access to care and
10 needed services within the HESSCO area community.
11 Receiving care within the local community is of
12 particular interest to the older adult community,
13 who sometimes struggle with concerns related to
14 transportation and mobility.

15 "The expansion of imaging services that the
16 Determination of Need application identifies will go
17 hand-in-hand with an expansion of primary care. As
18 the increase in access to primary care services
19 expands, the Center is also thoughtfully planning an
20 increase in access to specialty care and ancillary
21 services, such as the lab and imaging services. In
22 addition, HESSCO supports the Brigham &
23 Women's/Mass. General Health Care Center's future
24 plan to integrate behavioral health with primary

1 care. This Determination of Need application
2 supports a future of holistic and integrated care
3 available to the older adult population of
4 Foxborough and surrounding communities.

5 "As we continue to serve older adults in
6 Foxborough and the surrounding communities, HESSCO
7 looks forward to continuing the ongoing partnership
8 with the Foxborough Center. I ask the Department of
9 Public Health to approve this Determination of Need
10 application.

11 Thank you for holding this hearing and the
12 opportunity to provide these comments."

13 Signed "Sincerely, Mary Jean McDermott,
14 Executive Director."

15 HEARING OFFICER MICHAELS: Tom Kenvin.

16 MR. KENVIN: Good evening. My name is
17 Thomas Kenvin, Foxborough Fire Department, resident
18 of Walpole, Massachusetts. I'll be reading a letter
19 from Chief Michael Kelleher.

20 Good evening. My name is Thomas Kenvin,
21 Deputy Chief of EMS at Foxborough Fire and Public
22 Health Nurse. I'm here to speak on behalf of
23 Michael P. Kelleher, a 20-year veteran of the
24 Foxborough Fire Department, a third generation

1 Foxborough resident, a patient at Brigham &
2 Women's/Mass General Health Care Center, and the
3 newly appointed Chief of Foxborough Fire Rescue.

4 Chief Kelleher regrets missing this
5 hearing, but is out of town at the Kennedy School of
6 Government's Homeland Security Program. My comments
7 here tonight are to let the Department of Public
8 Health know that Chief Kelleher and the Foxborough
9 Fire Department support the Partners HealthCare
10 System's Determination of Need application for the
11 expansion of imaging services at Brigham & Women's
12 Hospital's outpatient satellite at the Brigham &
13 Women's/Mass. General Health Care Center in
14 Foxborough.

15 In addition to responding to, preventing,
16 fighting and investigating fires, the Department
17 shares responsibility for public safety with the
18 police and other town departments. The Emergency
19 Medical Services Division, staffed by an EMS
20 Coordinator and highly trained paramedics, as well
21 as the Foxborough Emergency Management Agency come
22 under the jurisdiction of the Fire Department.

23 Recently, we began to coordinate with the
24 Health Department to provide the Town's Public

1 Health Nursing service as a benefit of receiving
2 additional Medicaid funding. This provides savings
3 to the Town, as well as providing greater continuity
4 of service to the community between Fire and the
5 Board of Health and is, to our knowledge, the first
6 such partnership in the state.

7 The Foxborough Fire Department interacts
8 frequently with the Foxborough Center and the
9 physician practices at Patriot Place. We respond
10 when patients require emergency transport and
11 coordinate transfer of the patients to the EMS crew
12 in those instances. Foxborough Fire interacts with
13 Brigham & Women's Hospital Emergency Medicine nurses
14 and physicians around all major events at Gillette
15 Stadium. As part of Foxborough Public Safety,
16 Foxborough Fire works with the Foxborough Center
17 leadership around regular fire drills, as well as
18 initial creation and recent revisions to the
19 Center's Emergency Operations Plan.

20 While EMS responds to emergency medical
21 situations, having access to a outpatient location
22 at the Brigham & Women's Hospital, as well as to
23 primary and specialty physicians located in the
24 Foxborough community, contributes to the overall

1 improved health and wellness of our residents and
2 the area communities. Getting regular preventative
3 care and addressing identified illnesses and
4 conditions helps our residents maintain better
5 health and reduces the need for emergency care and
6 Town spending on emergency health services. We are
7 pleased to learn that more primary and specialty
8 physicians will be coming to Foxborough; we need
9 more access to these services. Of course, as more
10 residents are able to access care in the community,
11 the demand on the current single MRI and CT units
12 will be higher than those units are rated, as they
13 are already operating at capacity, with both
14 services now on extended hours. This is why the
15 Foxborough Center is requesting additional units, so
16 that we're able to support the additional patient
17 care requests.

18 In addition, we know that sometimes
19 conditions arise where residents need to access care
20 at tertiary hospitals in Boston, and we are
21 fortunate to live where it's possible to get such
22 care. However, possible doesn't mean easy,
23 convenient or inexpensive. If a resident needs to
24 see a specialist in Boston, having access to CT or

1 MRI services at the Foxborough Center is much easier
2 and more cost-effective in both time and money.
3 Having results in the same medical record means that
4 specialists in Boston can consult real time with
5 primary care and other providers in Foxborough,
6 adding to better coordination of care and timely
7 access to services.

8 I thank you for holding this hearing and
9 for receiving these comments. I would also like to
10 thank the men and women of the Foxborough Fire
11 Department who are here to support this position. I
12 strongly urge the Department of Health to approve
13 this Determination of Need application.

14 HEARING OFFICER MICHAELS: Thank you.

15 May I ask Tom O'Rourke and Kara Griffin to
16 come closer up.

17 MR. O'ROURKE: Good evening. My name is
18 Tom O'Rourke. I reside in Norwood, and I'm the
19 President and CEO of the Neponset River Regional
20 Chamber. I'd like to thank you for the opportunity
21 to provide comments on this application.

22 The Chamber draws its membership from
23 Foxborough, as well as Canton, Dedham, Medfield,
24 Milton, Norfolk, Norwood, Randolph, Stoughton,

1 Walpole and Westwood. Brigham & Women's/Mass.
2 General Health Care Center in Foxborough is one of
3 our 500 members.

4 Our mission is to enhance quality of life
5 and economic development in the Neponset River
6 Region by supporting and connecting business,
7 community, education and government.

8 Our vision is to be the premier
9 member-driven organization uniting business,
10 education and government to champion the Neponset
11 River Region as a great place to live, work and
12 play.

13 We are a nonprofit organization, and we
14 partner with our members in supporting community
15 efforts that align with our mission and vision.

16 Together, our members employ over 15,000
17 people, many of whom live in the Foxborough area,
18 and get health care at the Foxborough Center. As
19 local businesses, our members know how important
20 access to local health care in the community is when
21 people are deciding where to work, live and raise
22 their families. Access to care, including primary
23 and specialty care physician services, as well as
24 the hospital satellite services, such as the CT and

1 MRI imaging services provided at the Health Care
2 Center, is critical for the economic health of our
3 communities and, of course, to the health of our
4 residents.

5 The Chamber's vision statement references
6 our region as a great place to live, work and play.
7 Access to the services that the Health Care Center
8 provides is a significant part of making this area a
9 great place. The Chamber believes that the area
10 needs more access to care and that the need will
11 only continue to grow.

12 The Chamber supports the availability of
13 more health options and choices in the community,
14 including additional primary and specialty care
15 physicians at the Health Care Center. It was not
16 long ago that the primary care physician practices
17 at the Health Care Center were closed to new
18 patients. We appreciate Brigham's work to increase
19 access at the Health Care Center and the ongoing
20 commitment to expand access to primary and specialty
21 care for our communities.

22 We applaud the Health Care Center's
23 commitment to inclusive, culturally competent care
24 for all of our residents. The Health Care Center's

1 population health management efforts will allow for
2 access to excellent, efficient health care in the
3 local community, while controlling costs.

4 The Applicant is active in providing
5 community education around health care topics and
6 supports the Chamber's efforts in this regard. For
7 example, next month the Chamber's Women's Leadership
8 Alliance and the Tri-Town Chamber of Commerce's
9 Women's Link are co-sponsoring an educational event
10 at Patriot Place in Foxborough, where two Brigham &
11 Women's Hospital physicians will explore current
12 topics in women's health. Brigham & Women's/Mass.
13 General Health Care Center is a sponsor of the
14 Neponset River Regional Chamber's Women's Leadership
15 Alliance and is very active in the Chamber.

16 The Chamber understands that increasing
17 access to primary and specialty care will increase
18 the burden on the Foxborough Center's single MRI and
19 CT units, which are already operating at expanded
20 ours and at capacity. The Chamber supports adding
21 the additional imaging services capacity at the
22 Health Care Center to ensure that our communities
23 will have access to the MRI and CT services as part
24 of the coordinated care the Center provides,

1 avoiding the cost, inconvenience and stress of late
2 appointments, extended wait times, or going
3 elsewhere for these imaging services.

4 Therefore, the Neponset River Regional
5 Chamber strongly supports this project and asks that
6 the Department of Public Health approve the
7 Determination of Need application. And we thank you
8 for your thoughtful consideration of this
9 application and the Chamber's comments.

10 HEARING OFFICER MICHAELS: Thank you. May
11 I also have Srini Mukundan come down; and next,
12 Tyler Martin.

13 MS. GRIFFIN: Hi, everyone. I'm Kara
14 Griffin. And I'm going to kind of change it up a
15 little bit. I'm speaking as a patient of the
16 Brigham & Women's/Mass. General Health Care Center
17 up in Foxborough. I've been a Mansfield resident
18 for 23 years. I live and work in Mansfield.

19 And kind of starting off ten years ago,
20 some people might think that I'm a Frequent Flyer
21 with my family up at the Brigham & Women's. I
22 believe two of my kids were the first cast ever done
23 up there. Over the ten years, my three girls and
24 myself have all utilized not only the urgent care

1 more recently, but the orthopedics, the scanning,
2 the PT after.

3 I just want to talk about adding to quality
4 of my life. As a working mother and having three
5 daughters, at times, there were two of them that had
6 an ailment we were taking care of, spent maybe two,
7 three times a week going back and forth just to the
8 facility for follow-up care. Without having it so
9 close in our area and at such top-notch, I would be
10 absolutely gray right now and completely insane.

11 Most recently, as I was stepping out of my
12 car to get some coffee, I slipped on black ice. The
13 firefighters did want to take me to a hospital that
14 was far away. I opted to waive my right and wait
15 for my husband to get home to go to the Brigham &
16 Women's, because I have a relationship with the
17 orthopedics there, and I knew my quality of care was
18 going to be amazing.

19 Since then, during that process, I did need
20 to get another MRI. And I have witnessed the fact
21 that with the added care there, my MRI times were
22 either 10:30 at night or 6 a.m. So there is a great
23 need for these two machines to be brought to
24 Foxborough. I just wanted to close out the night to

1 personally urge you to really think about this
2 process. Thank you.

3 DR. MUKUNDAN: Good evening. My name is
4 Dr. Srini Mukundan. I'm a neuroradiologist at the
5 Brigham & Women's Hospital, and I serve as the
6 medical director of the magnetic resonance imaging
7 program at Brigham Health. I'm here this evening to
8 voice my support advocacy for this Determination of
9 Need application.

10 In radiology, we strive to help our
11 patients and specialist colleagues provide the best
12 care and services they can to our share of patients.
13 We understand that no patient wants to visit their
14 doctor, find out that they need to get a CT or MRI
15 scan, and then find that they must wait several days
16 for their scan, because no appointment is available.

17 As detailed in the application and
18 discussed by colleagues and others here this
19 evening, we currently have one CT unit and one MRI
20 unit, both of which are operating at full capacity.
21 We are rarely able to give patients a same-day
22 appointment, except, of course, for urgent cases.
23 Imaging access will continue to become more
24 difficult, especially once the additional primary

1 care and specialty physician services are available
2 in November.

3 Currently, any additional capacity for both
4 MRI and CT services within the Partners HealthCare
5 System is limited to our Partners' urban core
6 locations or locations that, unlike Foxborough
7 Center, do not offer comprehensive care. As those
8 who drive from Foxborough to Boston know, it can
9 easily take upwards of 90 minutes door-to-door.

10 Patients taking time off from work to receive health
11 care, or their caregivers providing transportation
12 or other support, are faced with the choice of
13 either traveling to Boston or having to wait four to
14 five days for MRI services or two to three days for
15 imaging at the Foxborough Center. By allowing us to
16 co-locate physician services with sufficient imaging
17 capability here in Foxborough, we can mitigate the
18 well documented fact that Boston has some of the
19 nation's worst traffic, while saving patient's time
20 by offering same-day imaging and reduce the need for
21 them to travel outside of their home community.

22 Prompt availability of MRI and CT imaging
23 at the Foxborough Center provides for timely,
24 integrated care by Partners' physicians. First, all

1 studies performed before 4:30 p.m. on any given day
2 will be finalized on the day of service by a
3 subspecialty radiologist.

4 Second, the images and interpretations are
5 readily available to the referring physician under
6 Partners HealthCare electronic health record. The
7 referring physicians can review the images, review
8 the reports, consult with the radiologist, if
9 needed, prior to formulating their plan of care and
10 communicating with the patient.

11 Another group of patients who would benefit
12 from increased access to MRI and CT services at the
13 Foxborough Center are those who receive advanced
14 care at the Brigham & Women's main campus. By
15 providing the same high-quality protocols at
16 Foxborough Center as we do in our urban core
17 facilities, patients living in this community would
18 not need to travel to Boston for imaging, but would
19 travel only for care visits to our urban core
20 facilities.

21 I have outlined the overarching goal of the
22 Foxborough Center to provide high quality patient
23 care by providing access to same-day imaging to
24 patients who see their Foxborough-based physician

1 and need diagnostic imaging as part of their medical
2 workup, and the opportunity for local imaging to
3 patients living nearby who receive advanced care at
4 one of our downtown hospitals. Our current CT and
5 MRI imaging capacity will not allow us to achieve
6 this goal.

7 I cannot overstate that this Determination
8 of Need application is essential to ensure that our
9 patients in this community receive the MRI and CT
10 services that they deserve. I urge that the
11 Department of Public Health approve this
12 Determination of Need application. And I thank you
13 for the opportunity to provide comments here this
14 evening.

15 HEARING OFFICER MICHAELS: Tyler Martin;
16 and next is Pauline Zajdel, if she can come down.

17 MR. MARTIN: Good evening. My name is
18 Tyler Martin. I'm the Senior Director of Radiology
19 Operations for Brigham Health. I'm going to read a
20 statement prepared on behalf of Jay Burke, who was
21 not able to attend this evening. Jay Burke is the
22 Radiology Clinical Director at the Brigham &
23 Women's/MassGeneral Health Center in Foxborough.

24 "MRI and CT imaging services at the

1 Foxborough Center are currently provided, as we
2 know, from hearing from others this evening, with
3 one MR and one CT currently operating at capacity.
4 In June of 2019, in response to demand, the Center
5 again expanded its evening coverage to meet the
6 imaging needs of its patients. Currently, the
7 Foxborough Center provides MRI services from 6:30
8 a.m. to 11 p.m. Monday through Thursday, 6:30 to 8
9 p.m. Friday, and from 8 to 8 p.m. Saturday and
10 Sunday.

11 CT services at the center are offered from
12 7:45 a.m. to 5 p.m. Monday through Friday and 8 a.m.
13 to 4 p.m. Saturday and Sunday. The MRI scanner is
14 currently pre-booked at 100 percent capacity, with
15 an average utilization rate of 94 percent. The 6
16 percent utilization drop on a weekly basis includes
17 last-minute reschedules, cancellations, lost slots
18 due to stadium events, equipment maintenance or
19 unplanned downtime.

20 Prior to expanding the CT scanner hours of
21 operation, the CT scanner is also 100 percent
22 pre-booked, with an average wait time for a CT
23 appointment of two to three days. After expanding
24 hours in June, the CT unit remains pre-booked at 100

1 percent capacity during the preferred hours of 8
2 a.m. to 5 p.m. Monday through Friday, and the
3 average wait time for a CT appointment is next day.

4 At this current capacity and not factoring
5 in the planned expansion of primary and specialty
6 physician services, the radiology department at the
7 center is straining to meet the demands of the
8 current volume.

9 Without a backup MRI or CT unit, if a unit
10 is down, a patient needing imaging must either wait
11 for the unit to be repaired, reschedule their
12 appointment for the next available time slot, or
13 seek care elsewhere. As the MRI and CT units are
14 currently overworked, these single units need to be
15 serviced and taken offline more often, for planned
16 and unplanned maintenance. Any additional capacity
17 for both MRI and CT services within the Partners
18 HealthCare System is limited to Partners' urban core
19 locations associated with the Brigham & Women's main
20 campus or locations that, unlike the Foxborough
21 Center, do not offer comprehensive care.

22 These single units will certainly not be
23 able to meet the patients' needs once more physician
24 services are available here in Foxborough. In

1 addition, area residents who are receiving treatment
2 at Partners' Boston locations rely on the Foxborough
3 Center to have their needed MRIs and CTs without the
4 time, strain and expense of going to Boston. We
5 support continued availability of timely CT and MRI
6 appointments for these patients and for all who need
7 these services. Our goal is for patients to have
8 the best possible experience, which includes
9 enabling patients to receive same-day imaging
10 services at the Foxborough Center.

11 In planning for the proposed project, we
12 evaluated different MRI technology to ensure that
13 the Foxborough Center would be acquiring
14 state-of-the-art technology that would meet the
15 needs of its patients and referring providers. We
16 ultimately decided that a 1.5 MRI scanner, as
17 opposed to 3 Tesla MRI scanner would best serve the
18 interests of the Center's patients. A 1.5 Tesla
19 scanner provides better quality images for patients
20 with any type of surgical implant within the area to
21 be imaged. The 3T scanner's higher magnetic field
22 often creates artifacts when a patient has such
23 implant. Thus, in addition to expanding capacity,
24 we will be able to better serve patients with

1 surgical implants or for whom a 1.5 Tesla scanner is
2 the preferred modality.

3 We urge that the Department of Public
4 Health approve this Determination of Need
5 application. Thank you for the opportunity to
6 provide these comments.

7 HEARING OFFICER MICHAELS: Next is Pauline
8 Zajdel and Diane Griffin.

9 MS. ZAJDEL: Good evening, everyone. My
10 name is Pauline Zajdel. I'm the Health Director
11 here in the Town of Foxborough for the Board of
12 Health. I am here this evening to offer my full
13 support for this Determination of Need application.

14 The Foxborough Health Department, in
15 coordination with other town departments, works to
16 improve and protect the health of Foxborough's
17 residents and the environment. In several ways, the
18 Foxborough Center plays an important role in the
19 health and well-being of our residents.

20 As mentioned in the application, this area
21 of Massachusetts is underserved for primary care,
22 with one of the lowest primary care
23 provider-to-resident ratios in Massachusetts. This
24 is concerning. Increasing access to primary and

1 specialty care services in Foxborough is necessary
2 to address current and future health needs.
3 However, this increase will further tax the imaging
4 services.

5 The single MRI and CT units are already
6 operating at extended hours and at capacity. By
7 adding one additional MRI unit and CT unit, as
8 requested in the application, the Foxborough Center
9 is engaging in thoughtful planning to ensure that
10 they will be able to meet the current and projected
11 patient needs.

12 I'd like to mention that the Foxborough
13 Center and staff, as well as the other clinicians
14 here located in Foxborough, participate in the Town
15 of Foxborough and regional public health emergency
16 planning efforts. In 2010, the Foxborough Health
17 Care Center's staff volunteered in participating
18 with us in the H1N1 Public Flu Clinic.
19 Approximately 2,000 citizens through that evening
20 got their immunization with the blue vaccine.

21 This summer, the Health Department and the
22 Foxborough Fire Department began working
23 collaboratively on providing Foxborough residents
24 with public health nursing services and the

1 community paramedicine services.

2 Finally, the Foxborough Center provides
3 care for all, including Medicaid beneficiaries. I
4 recognize the Foxborough Center's efforts on
5 inclusion, attention to social determinants of
6 health and its commitment to provide access to
7 interpreter service and culturally competent care.

8 I ask that the Department of Public Health
9 approve this Determination of Need application.
10 Thank you for holding this hearing and taking my
11 comments.

12 HEARING OFFICER MICHAELS: Thank you.
13 Maura Schaeffer, if you can come down.

14 MS. GRIFFIN: Good evening, my name is
15 Diane Griffin, and I am the Marketing Director at
16 Patriot Place. I am here to lend my support for the
17 approval of this Determination of Need application
18 to add MRI and CT imaging services capacity at
19 Brigham & Women's/Mass. General Health Care Center
20 at Patriot Place.

21 As my title suggests, I work to draw
22 business and the public to Patriot Place. And
23 having access to world class health care here in
24 Foxborough, including both urgent care and physician

1 services, as well as the hospital satellite
2 services, that we are discussing here this evening
3 is a strong selling point. Employers seeking to
4 attract employees to Foxborough find access to
5 health care to be an important consideration when
6 recruiting. In addition, should employees need
7 urgent care while on the job, having excellent care
8 available at Patriot Place is an important benefit.
9 We see growth in the Foxborough area, which is an
10 affordable option to living and working in the
11 Greater Boston area.

12 Foxborough and the area communities deserve
13 and need additional access to health care, and we
14 are fully supportive of the Applicant's efforts to
15 increase access. Approval of this application is
16 necessary to be sure that with increased access to
17 health care services, patients are able to access
18 necessary MRI and CT services at the Foxborough
19 Center. These services, even with extended hours,
20 are already at capacity. Sustaining the Foxborough
21 Center's ability to meet imaging service needs for
22 current demand and projected patient volume is
23 critical.

24 Like the Foxborough Center, Patriot Place

1 strives to engage with the area communities and to
2 be a strong civic partner. I personally work with
3 Foxborough Center staff to collaborate on community
4 events, including recent events like the Center's
5 free spring health classes tackling orthopedic
6 health, vein and vascular care, the annual Helping
7 Kids' Day co-sponsored with the YMCA, and the
8 Center's clinical staff volunteering at our annual
9 Finish and the Fifty 5K/10K race, to name a few.

10 I ask that the Department of Public Health
11 approve this Determination of Need application so
12 that MRI and CT services will continue to be
13 available to meet the needs of those seeking
14 services at the Health Care Center.

15 Thank you for your consideration for the
16 application and for holding the hearing.

17 HEARING OFFICER MICHAELS: Thank you.

18 Maura Schaeffer; and then next, Carolyn
19 Hettrich.

20 MS. SCHAEFFER: Good evening. I will
21 actually be reading two statements tonight, one for
22 myself and one from another who cannot be here
23 tonight.

24 Good evening. My name is Maura Schaeffer,

1 and I live in Franklin, Mass. I'm speaking with you
2 this evening in my capacity as the current President
3 of HUGS Foxborough. "HUGS" is an acronym for "Help
4 Us Get Safe." And also, I am the facilitator of the
5 Foxborough Human Services Domestic Violence Support
6 Group and to offer strong support for this
7 Determination of Need application.

8 By way of background, HUGS Foxborough is
9 committed to making our community safer by educating
10 the public regarding relationship violence and by
11 providing nonemergency assistance to victims and
12 families affected by domestic violence. HUGS
13 Foxborough works in collaboration with the
14 Foxborough Police Department and Foxborough Council
15 on Aging and Human Services to help victims of
16 domestic violence by offering a confidential help
17 line for information about nonemergency services,
18 referrals to local Domestic Violence Support Groups
19 and a Foxborough community social worker, working
20 with the schools and community to provide programs
21 that create awareness and educate about violence,
22 and providing nonemergency assistance to victims and
23 families affected by domestic violence.

24 The Foxborough Center supports and partners

1 with both HUGS and the Domestic Violence Support
2 Group. As part of its support, the Foxborough
3 Center underwrites interactive theatrical
4 performances in the Foxborough Schools on topics
5 such as domestic violence and bullying.

6 Since 2009, the Foxborough Center has
7 donated their Holiday Giving Tree gift certificates
8 to the women and children of the Foxborough Area
9 Domestic Violence Support Group. And I'm telling
10 you, without that, most of these families would have
11 nothing. So we are very grateful for their
12 continued support.

13 Some of our group members and their
14 children are also Foxborough Center patients who
15 utilize the many services, which is a lot closer
16 than going to Boston, as many of these women do not
17 have access to a car or any other mode of
18 transportation for a myriad of reasons due to their
19 situation.

20 Domestic violence is a public health issue.
21 Access to primary and specialty care in Foxborough
22 is essential to addressing domestic violence. The
23 expansion of these services, including women's
24 health services, is welcome and very much needed.

1 Of course, this application pertains to expanding
2 the MRI and CT services at the Brigham &
3 Women's/Mass. General Health Care Center. It is
4 critical that the Foxborough Center have the
5 necessary imaging services to support patient needs
6 within the community.

7 The imaging services at the Foxborough
8 Center currently include a single MRI and CT unit.
9 They're already operating at extended hours and at
10 capacity. Adding the additional MRI unit and CT
11 unit, as requested in the application, only
12 demonstrates that the Foxborough Center is working
13 to ensure that it can meet current community needs
14 and that it will be able to keep up with projected
15 increased demand.

16 The last thing someone dealing with
17 domestic violence needs is lack of access or delay
18 in care. Having these imaging services readily
19 available at the Foxborough Center is essential for
20 these people and for the entire community.

21 As we continue our efforts to address
22 domestic violence in all its forms, we look forward
23 to continuing to partner with and rely upon the
24 support of the Foxborough Center. I ask that the

1 Department of Public Health approve this
2 Determination of Need application, and thank you for
3 holding this hearing and for the opportunity to
4 provide these comments.

5 And now I would like to move on to this
6 statement by the former Executive Director of
7 Foxborough Council on Aging and Human Services, Ms.
8 Vicki Lowe.

9 "I fully support," she says, "the expansion
10 of imaging services at many Brigham & Women's/Mass.
11 General Health Care Center." She is unable to join
12 us this evening, so I have agreed on her behalf to
13 read this.

14 Vicki states she held the position as
15 Executive Director for over 17 years in this
16 community. During her tenure, she developed close
17 working relationships with many community partners.
18 None was more crucial or productive than the
19 partnership with Brigham & Women's/Mass. General
20 Health Care Center and Ms. Cynthia Peterson, VP of
21 Ambulatory Services and Community Development.
22 Together, we provided several health education and
23 wellness programs for seniors. Partnering with
24 Foxborough cable access, we produced a live

1 streaming panel discussion with experts and
2 resources about the opioid crisis. We partnered to
3 aid victims of domestic violence. Through Ms.
4 Peterson, our staff was able to meet and share
5 resource information with primary care social
6 services staff. Over the years, there are countless
7 examples of how this partnership has benefitted our
8 community.

9 As the baby boomer population continues to
10 explode, the issue of quality and accessible health
11 care for seniors has never been more important.
12 Brigham & Women's/Mass. General Health Care Center
13 at Patriot Place provides the highest quality,
14 state-of-the-art health care available in New
15 England. And we have it right here in Foxborough.
16 Transportation to Boston for medical care, such as
17 MRI and CT, is extremely lacking. Brigham & Women's
18 Health Care Center brings Boston to our back door,
19 eliminating this difficulty. Foxborough is so
20 fortunate to have Brigham & Women's Health Care
21 Center. They are experts at providing the best care
22 and services. Expanding their imaging services, as
23 well as access to primary care and specialty care
24 services in Foxborough, will enhance and meet the

1 growing needs in Foxborough and the surrounding
2 communities.

3 Thank you for the opportunity to provide
4 these comments.

5 HEARING OFFICER MICHAELS: Carolyn
6 Hettrich, and may I have Brian Early come down,
7 please.

8 DR. HETTRICH: Hi. My name is Carolyn
9 Hettrich, and I'm an orthopedic surgeon at Brigham &
10 Women's/Mass. General Health Care Center.

11 Christian Latterman, who is also an
12 orthopedic surgeon and Chief of Sports Medicine
13 Service and Director of the Cartilage Repair Center
14 at Brigham & Women's Hospital, apologizes for not
15 being able to attend due to a scheduling conflict.
16 However, he and I felt compelled that one of us be
17 here this evening to speak in favor of the Brigham &
18 Women's/Mass. General Health Care Center's
19 Determination of Need application.

20 In our orthopedic practice, we help
21 patients improve their health outcomes and quality
22 of life through surgical and nonsurgical treatments
23 of tendons, ligaments, cartilage and bone. I'm here
24 this evening to provide my and Dr. Latterman's

1 support in approval of this Determination of Need
2 application for a second MRI and CT scanners at
3 Brigham & Women's/Mass. General Health Care Center
4 for the following reasons:

5 All of our patients have musculoskeletal
6 complaints, and CT and MRI imaging is one of our
7 best tools in diagnosing symptoms, creating plans of
8 care, and monitoring progress of our patients.

9 While we conduct a number of patient tests,
10 CT and MRI imaging is the only way to definitively
11 diagnose symptoms. In addition to conditions
12 affecting the brain, MRI's imaging ability to
13 noninvasively display high-definition images of the
14 bones, cartilage, muscles, tendons, ligaments and
15 joints is crucial in diagnosing a wide spectrum of
16 spinal and musculoskeletal conditions.
17 Particularly, in an urgent post-injury setting, it
18 is not justifiable to have patients wait more than a
19 couple of days to schedule their MRIs.

20 The request for a second MRI scanner and CT
21 scanner is a direct consequence of the growth of our
22 physician access at the Foxborough Center. Our
23 sports division has grown by three physicians in the
24 last six months alone. As the orthopedic practice

1 here in Foxborough continues to grow, so does the
2 demand for CT and MRI imaging.

3 In fiscal year 2018, more than 40 percent
4 of the MRI and CT orders came from orthopedics and
5 internal medicine. The grand majority of these
6 scans are being used to determine the need for
7 surgery.

8 As mentioned by my colleagues, the
9 Foxborough Center has a significant need for
10 expanding imaging services to meet the needs of
11 patients who either receive care from physicians in
12 Foxborough or who may be receiving care in Boston,
13 but need CT or MRI services.

14 Due to this current demand, our patients'
15 imaging needs are already often delayed. Same-day
16 imaging appointments are generally not available,
17 except for in the most urgent cases. Many patients
18 wait several days or up to a week, especially if
19 they're not able to make their appointments during
20 the extended hours. This means that our patients
21 often have to make three trips to the Foxborough
22 Center before they can be adequately diagnosed: An
23 initial visit, an imaging visit -- which is often
24 delayed -- and a follow-up visit.

1 By adding the requested CT and MRI
2 capacity, we would be able to ease current
3 scheduling challenges, which will only worsen as
4 access to services in Foxborough expands. We should
5 do everything possible to decrease the disruption
6 and stress our patients experience in imaging
7 services, diagnosis and follow-up care. This
8 increased access to services would improve patients'
9 experience and satisfaction and lead to more
10 efficient care. Also, to less time away from work
11 for patients and their caregivers.

12 The MRI and CT requested in this
13 Determination of Need application is essential to
14 ensure that patients are diagnosed and treated
15 according to the standard of care; i.e., in a
16 medically appropriate and timely, as well as
17 effective manner. MRI and CT services help
18 orthopedists and our colleagues in primary care and
19 other specialties formulate and execute plans of
20 care.

21 We would kindly ask for the Department of
22 Public Health to support and encourage and support
23 our efforts to improve access. I would kindly urge
24 the Department of Public Health approve this

1 Determination of Need application.

2 Thank you very much for the opportunity to
3 provide these comments.

4 HEARING OFFICER MICHAELS: Brian Early, and
5 next is Michael Johns.

6 MR. EARLY: Good evening. My is Brian
7 Early. I'm the Vice President and General Manager
8 of Patriot Place. Patriot Place supports approval
9 of this Determination of Need application to expand
10 MRI and CT imaging service capacity at Brigham &
11 Women's/Mass. General Health Care Center at Patriot
12 Place.

13 When people outside of Foxborough think of
14 Patriot Place, they generally think of Gillette
15 Stadium and our successful sports teams. However,
16 Patriot Place has evolved to be a destination where
17 residents of Foxborough and surrounding communities
18 can shop, dine and most important for our purposes
19 this evening, obtain world class health care
20 services. We know that access to health care
21 services is of the utmost importance to our
22 communities.

23 With the addition of primary and specialty
24 physician services, our communities, which need more

1 physicians, will have enhanced access. As the
2 Determination of Need application details, MRI and
3 CT services at the Foxborough Center currently
4 operate under extended hours to meet high demand and
5 are at capacity. With more patients able to access
6 services here, the need will only increase. Without
7 the requested additional capacity, the Foxborough
8 Center will not be able to meet the needs of
9 patients receiving physician and other services here
10 in Foxborough. Those patients receiving care at the
11 Applicant's Boston hospital locations also benefit
12 greatly from having MRI and CT services available
13 close to home, avoiding the need for travel for
14 these services.

15 On a personal note, I, along with many of
16 my colleagues at Patriot Place and the Stadium, have
17 been patients at the Foxborough Center and concur
18 that having primary care, specialty care and
19 services like lab, MRI, CT and rehab under one roof
20 is incredibly important.

21 18 months ago, I had an acute knee injury,
22 which, based on the initial exam by my orthopedic
23 specialist at the Health Care Center, required an
24 immediate MRI. I assumed I would be able to stay on

1 campus for the MRI and return to my office and go
2 back to work. But due to heavy demand, I was forced
3 to drive a significant distance to an offsite
4 facility; not very convenient.

5 I'd also like to mention the Foxborough
6 Center's Patriot Place location facilitates access
7 to health services. Parking, including
8 handicapped-designated parking, is plentiful and
9 free. The Town of Foxborough shuttle service,
10 GATRA, has a new stop at the Foxborough Center, with
11 transportation between Foxborough and surrounding
12 towns.

13 The Tri-County Connector line operates
14 Monday through Saturday, with pick-up and drop-off
15 stops throughout the day at the Norfolk MBTA
16 Commuter Rail Station, the Foxborough Center, and
17 other places in Foxborough, Wrentham, Franklin and
18 Norfolk. The Town of Foxborough also operates the
19 FISH Program, which uses volunteers to transport
20 Foxborough residents to medical appointments here at
21 Patriot Place and within an 11-mile radius of the
22 Town of Foxborough.

23 Affordable options to reach Patriot Place
24 are increasing, which in turn, increases the

1 accessibility for patients. We are excited that
2 scheduled to begin in October of this year, the MBTA
3 and the Massachusetts Department of Transportation
4 will offer weekday commuter rail service between
5 Boston and Foxborough Station at Gillette Stadium
6 and Patriot Place, as part of a year-long pilot
7 program.

8 Our success at reaching agreement to bring
9 daily train service to and from Foxborough was
10 partly driven by the need for our extending
11 communities to have access to the world class health
12 care available at Patriot Place.

13 Foxborough station is ideal for people who
14 commute from nearby stations that are particularly
15 crowded during peak commute times and for reverse
16 commuters who drive from Boston to the Foxborough
17 area. The Foxborough pilot service provides area
18 drivers with a new commuting option and will help
19 alleviate parking congestion at nearby stations. A
20 minimum of 500 parking spaces will be available for
21 commuters, with close proximity to Patriot Place and
22 24-hour security. This will be helpful to residents
23 who work in Boston who want to obtain medical
24 services in Foxborough during the week. We

1 recognize the demand for high-quality health care
2 services is high, but that getting to Boston is
3 difficult. We have worked hard to bring this
4 reverse commute option to fruition at Patriot Place
5 and will help people who want to be in Foxborough
6 for medical appointments and access to public
7 transportation.

8 The Foxborough Center is highly engaged
9 with the community. Patriot Place regularly
10 Partners with the Foxborough Center and with the
11 Foxborough physician practices to host and support
12 community events at Patriot Place.

13 We urge the Department of Public Health
14 approve this Determination of Need application. And
15 I want to thank you for this opportunity to provide
16 these comments.

17 HEARING OFFICER MICHAELS: Thank you.

18 Michael Johns and then David Faling.

19 MR. JOHNS: I'm Michael Johns, the
20 Assistant Town Manager here in Foxborough, and I
21 have two statements to read; one from myself and one
22 from our Chief of Police, who regrettably cannot be
23 here this evening.

24 Mine is on a personal note. My parents,

1 Barbara and Norris Johns, are 57-year residents of
2 Foxborough, each aged in their 80s. My father, a
3 cancer survivor and stroke victim, whose life was
4 saved at Foxborough Partners HealthCare during a
5 heart attack and lung failure, is my mother's
6 primary caregiver.

7 Last year, my mother had seven ambulance
8 trips to the Foxborough Center for her multiple
9 increasing severe health conditions. One of the
10 conditions is osteoporosis, which has resulted in
11 severe pain and multiple trips to Boston, because
12 she needed to get an MRI to determine where the
13 fractures were, because many of the fractures, which
14 were determined, resulted from rolling over in bed,
15 falls in the bedroom and falls in the bathroom.

16 I personally urge you to approve this
17 Determination of Need to more properly and better
18 care for our elderly patients in the area who rely
19 on local health care at Partners.

20 This is from our police chief:

21 "I'm William Baker. And as the Chief of
22 Police for the Town of Foxborough, I'm providing
23 this statement in support of the Partners HealthCare
24 System's Determination of Need application for the

1 expansion of imaging services at Brigham & Women's
2 Hospital's outpatient satellite in the Brigham &
3 Women's/Mass. General Health Care Center in
4 Foxborough. Regrettably, I'm unable to attend the
5 hearing this evening. I'm having Michael Johns read
6 this statement.

7 "I've been Chief of Police in Foxborough
8 for three years. In carrying out the Police
9 Department's responsibilities for law enforcement
10 and for the public safety of Foxborough and its
11 residents and visitors, we interact regularly with
12 the Foxborough Center. The Foxborough Police
13 Department responds to the Foxborough Center when
14 situations arise that become a safety and security
15 issue for the center staff, patients or visitors.
16 The Foxborough Center serves all patients and may
17 identify patients who are in some way at risk,
18 perhaps from homelessness and substance abuse
19 disorder and others.

20 "The police department and Foxborough
21 Center staff collaborate, when appropriate, to
22 address immediate safety needs and help patients and
23 their families access services to address social
24 issues that affect their safety and security, health

1 and well-being. We work with Foxborough Center's
2 administration and security department to address
3 issues such as parking, patient public safety
4 emergencies, and everyone's general safety and
5 security.

6 "Having a location of one of the best
7 hospitals in the country right here in Foxborough
8 and now with planned expanded access to medical care
9 for all ranges of our population adds greatly to the
10 quality of life in Foxborough. We need more access
11 to primary care physicians, as well as specialists,
12 both to be sure that there are enough physicians to
13 meet the needs of the community and to enable our
14 residents to have choices when it comes to
15 physicians and hospital services, such as the
16 imaging services offered at the satellite. The
17 additional MRI and CT units that the Foxborough
18 Center has requested are needed to support this
19 expanded access and patient choice.

20 "Having MRI and CT availability here has a
21 cascading effect for our residents. If, for
22 example, a resident needs to see a specialist in
23 Boston, having access to CT or MRI services that
24 specialists can rely on, with results in the same

1 electronic medical record, without having to make
2 another trip to the city is invaluable.

3 I know that the Foxborough Center has
4 provided the Department of Public Health with
5 statistics to support the need for expanding MRI and
6 CT services. I'd like to offer a personal
7 testimonial regarding this need.

8 "Over the course of the past three years, I
9 have been a Brigham & Women's Hospital patient and
10 have received services at the Foxborough Center,
11 including both MRI and CT scans," says the Police
12 Chief. "Due to patient demand, there was no
13 immediate access to appointments for MRI and CT,
14 even during off-peak hours. I waited a week or more
15 for such appointments. And these experiences were
16 before the planned and much needed expansion of our
17 physician services. If there had been additional
18 capacity at the time, it would have reduced my wait
19 times, which would have greatly improved my patient
20 experience.

21 Thank for holding this hearing and for
22 accepting my comments. I ask that the Department of
23 Public Health approve this Determination of Need
24 application. Sincerely, William D. Baker, chief."

1 HEARING OFFICER MICHAELS: Thank you.

2 David Faling.

3 MR. FALING: My name is David Faling, and
4 I'm a primary care physician, and I am the Primary
5 Care Medical Director at Brigham & Women's/Mass.
6 General Health Care Center. And I'm here this
7 evening to provide my support for this Determination
8 of Need application.

9 Primary care means providing and
10 coordinating comprehensive care. My job is to
11 provide this for my patients, supervise the work of
12 my primary care clinicians, and to work to improve
13 access for the unmet primary care needs for our
14 community.

15 I believe that this proposed project we are
16 discussing tonight is an essential part of the
17 larger efforts of Partners HealthCare to meet the
18 health care needs of the residents of Foxborough and
19 surrounding communities at a convenient location.

20 Our expansion of access to primary care
21 will help to address severe primary care shortages
22 in Bristol County. Bristol county has one of the
23 highest residents-to-primary care physicians ratios
24 in the Commonwealth. In 2019, the Robert Wood

1 Johnson Foundation reported that there were roughly
2 1,930 residents to every primary care physician in
3 Bristol county. For Massachusetts as a whole, the
4 number was 960 residents for every primary care
5 physician.

6 We see this demand for primary care in our
7 health center every day. We have recently been able
8 to begin accepting new primary care patients, after
9 having closed panels for the last four years. We
10 have been receiving up to 30, sometimes even more,
11 calls requesting new patient appointments with a
12 primary care provider in Foxborough. And we look
13 forward to our growing ability to provide care for
14 these patients.

15 The projected growth in Foxborough primary
16 care patient panels necessitates greater access to
17 imaging service at the Foxborough Center. Our
18 projected growth rate for imaging services,
19 factoring in provider growth, is 9 percent for CT
20 and 14 percent for MRI. The Foxborough Center can
21 only meet this growth and demand by acquiring an
22 additional CT unit and MRI unit.

23 These advanced imaging services have become
24 an essential part of my practice and the care that I

1 coordinate with my subspecialty colleagues. In any
2 given week, my primary care colleagues and I order
3 imaging to diagnose pulmonary embolism,
4 appendicitis, diverticulitis, fractures not seen on
5 X-ray, and other urgent conditions, along with the
6 imaging needed for non-urgent conditions. The key
7 to care is prompt, local access and our ability to
8 coordinate care.

9 Within the Partners HealthCare System,
10 additional capacity for both CT and MRI services is
11 just not effective care for our patients. Access is
12 limited to the Partners' urban core locations
13 associated with the Brigham & Women's main campus or
14 to locations that do not offer comprehensive care.
15 The benefit of co-locating imaging services and
16 primary care is lost. These benefits include, but
17 go well beyond preventing the unnecessary travel for
18 patients. Many patients that we've heard are unable
19 to travel the distances they need to. Imaging done
20 in the Foxborough Center is documented and
21 maintained in the patient's electronic health
22 record. Information, including the ability to view
23 images, is available to all our clinicians. This
24 allows our primary care team to communicate easily

1 with colleagues and patients and to effectively
2 coordinate care.

3 I wanted to mention in concluding, the
4 commitment that Partners HealthCare, Brigham &
5 Women's Hospital and the Foxborough Center has to a
6 number of programs to connect patients with social
7 service organizations. Patients have access to
8 clinical social worker services. Our social workers
9 help assess patient needs and work with patients and
10 their families to implement appropriate
11 interventions. Per MassHealth ACO requirements,
12 social determinants of health screenings are done
13 for all covered patients to provide appropriate care
14 and to identify resources for patients experiencing
15 issues such as domestic violence, food insecurity
16 and housing issues. We screen all patients in
17 primary care for depression and all older adults for
18 cognitive impairment.

19 My ability to provide this kind of
20 comprehensive patient care at the Brigham &
21 Women's/Mass. General Health Care Center is what I
22 love about my job. The need for access to MRI and
23 CT services is an essential part of my ability to
24 provide this care.

1 I thank you for the opportunity to provide
2 these comments, and I urge you to accept this
3 Determination of Need application.

4 HEARING OFFICER MICHAELS: Thank you. I
5 have no other speakers on the list. Is there anyone
6 else who would like to speak before we conclude this
7 hearing?

8 (No response)

9 HEARING OFFICER MICHAELS: Going once,
10 going twice.

11 (No response)

12 HEARING OFFICER MICHAELS: Okay, we are
13 hereby concluding this hearing. I would like to
14 thank everyone for attending, and have a nice night.

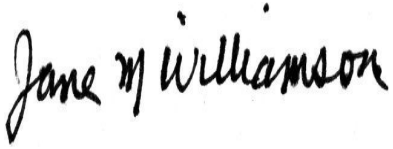
15 (Whereupon, the hearing was
16 adjourned at 6:54 p.m.)

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C E R T I F I C A T E

I, Jane M. Williamson, Registered Merit Reporter, do hereby certify that the foregoing transcript, Volume I, is a true and accurate transcription of my stenographic notes taken on Thursday, September 26, 2019.



Jane M. Williamson
Registered Merit Reporter

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