



September 27, 2013

David Seltz
Executive Director
Health Policy Commission
Two Boylston Street
Boston, MA 02116

Dear Executive Director Seltz,

On behalf of Beth Israel Deaconess Care Organization (BIDCO), enclosed please find written testimony for Exhibits B and C (Questions for Written Testimony) in response to the Health Policy Commission letter to BIDCO dated August 28, 2013.

I hope that the enclosed testimony is helpful to the Commission and to the Office of the Attorney General; we would be happy to provide any additional information that may be helpful to you.

I am legally authorized and empowered to represent Beth Israel Deaconess Care Organization for the purposes of this testimony, and provide the testimony herein under the pains and penalties of perjury.

Very truly yours,

A handwritten signature in cursive script, appearing to read 'Christina Severin'.

Christina Severin
President and CEO