

September 27, 2013

Mr. David Seltz
Executive Director
Health Policy Commission
Two Boylston Street, Sixth Floor
Boston, MA 02116

Via email: HPC-Testimony@state.ma.us

Dear Mr. Seltz,

Enclosed please find written testimony submitted on behalf of Lahey Health System, Inc., in response to the questions of the Health Policy Commission in Exhibit B and questions of the Office of the Attorney General in Exhibit C, as requested in the letter dated August 28, 2013.

I, Howard R. Grant, am legally authorized and empowered to represent Lahey Health System, Inc. for the purposes of this testimony, and this testimony is signed under the pains and penalties of perjury.

Sincerely,



Howard R. Grant, JD, MD
President and Chief Executive Officer
Lahey Health System, Inc.