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1. **MASSACHUSETTS DEPARTMENT OF PUBLIC HEALTH**
2. **DETERMINATION OF NEED**
3. **BOSTON MEDICAL CENTER**

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9 (Via Teleconference)

10 October 28, 2022

4:04 P.M.

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| --- | --- | --- |
| **1** | **INDEX TO TESTIMONY** |  |
| **2** |  | **Pages** |
| **3** | **Dennis Renaud,** |  |
|  | **Director of Determination of Need Program** | **3-8** |
| **4** |  |  |
|  | **Kate Walsh,** |  |
| **5** | **President and CEO, BMC Health System, Inc.** | **3-16** |
| **6** | **Terri Newsom,** |  |
|  | **Senior VP and CFO, Boston Medical Center** | **16-19** |
| **7** |  |  |
|  | **Thea James, MD, MBA,** |  |
| **8** | **VP of Mission and Associate Chief Medical** |  |
|  | **Officer, Boston Medical Center** | **19-22** |
| **9** |  |  |
|  | **Jeff Saliba,** |  |
| **10** | **Business Manager, Heat & Frost Insulators** |  |
|  | **Local 6 Boston** | **22-23** |
| **11** |  |  |
|  | **Tom Wall,** |  |
| **12** | **Business Agent, Heat & Frost Insulators** |  |
|  | **Local 6 Boston** | **23-24** |
| **13** |  |  |
|  | **David McAneny, MD,** |  |
| **14** | **Senior VP and Chief Medical Officer,** |  |
|  | **Boston Medical Center** | **24-28** |
| **15** |  |  |
|  | **Nancy Gaden, DNP, RN,** |  |
| **16** | **Senior VP and Chief Nursing Officer,** |  |
|  | **Boston Medical Center** | **28-32** |
| **17** |  |  |
| **18** |  |  |
| **19** |  |  |
| **20** |  |  |
| **21** |  |  |
| **22** |  |  |
| **23** |  |  |

1. **BOSTON MEDICAL CENTER - OCTOBER 28, 2022**
2. **MR. RENAUD: Good afternoon. My**
3. **name is Dennis Renaud. I represent the**
4. **Massachusetts Department of Public**
5. **Health and I am the Director of our**
6. **Determination of Need Program. For**
7. **clarification, if you hear me refer to**
8. **the Determination of Need Program as the**
9. **DoN Program and Department of Public**
10. **Health as the DPH. Joining me today**
11. **from the Department are my colleagues**
12. **are Fabiola Catulle and Lynn Conover.**
13. **This hearing has been called pursuant to**
14. **a DoN application submitted by BMC**
15. **Health System, Inc. Upon receipt of the**
16. **application, DoN staff reviewed the**
17. **application. And after finding it to be**
18. **in compliance with the DoN statute and**
19. **regulations, assigned it a filing date**
20. **of September 9, 2022. The enabling**
21. **statute for any DoN Program requires any**
22. **person or government agency intending to**
23. **file a substantial (inaudible)**
24. **signature as defined in the DoN**
25. **Regulation must apply for DoN approval**
26. **before engaging in such a project. I**
27. **will now provide a DoN project**
28. **description. BMC Health Systems, Inc.,**
29. **seeks approval for the following project**
30. **with three main components. Minor**
31. **construction and renovation to BMC's**
32. **existing Yawkey Building 5th and 6th**
33. **Floors, to add 70 new inpatient beds,**
34. **including 60 medical surgical beds and**
35. **10 intensive care unit beds, and**
36. **supporting infrastructure. Point Two,**
37. **Renovation of BMC's existing Menino**
38. **Building, 2nd Floor, to add a total of 5**
39. **new inpatient operating rooms, as well**
40. **as, additional pre and post-operative**
41. **anesthesia care unit spaces, which**
42. **includes the relocation of the**
43. **observation unit and existing negative**
44. **pressure inpatient rooms, and the**
45. **reduction of one existing inpatient**
46. **general procedure room. Point Three,**
47. **supporting infrastructure and wayfinding**
48. **projects to improve patient experience.**
49. **As outlined in our regulations, 100.210,**
50. **the DoN Program reviews projects in**
51. **accordance with six factors related to**
52. **need, public health value, health**
53. **equity, impact on costs and financial**
54. **feasibility and community health**
55. **initiatives. In accordance with the**
56. **statute and regulations governing the**
57. **DoN process, the DoN Program is**
58. **analyzing Boston Medical Center Health**
59. **System application for these factors.**
60. **The public hearing is an effort to**
61. **gather information and to hear opinions**
62. **about the proposed project. It is not a**
63. **Question & Answer Session. No questions**
64. **will be permitted. The DoN Program will**
65. **take all information relevant to the**
66. **process into account in preparing its**
67. **recommendations to the Massachusetts**
68. **Public Health Council, whose decision on**
69. **whether to approve the DoN for the**
70. **proposed project will be made at one of**
71. **its upcoming monthly meetings. As this**
72. **is a virtual hearing, the logistics are**
73. **different from an in-person hearing. I**
74. **will review our process for today. We**
75. **are learning the logistics of the system**
76. **as we go. So we ask for your patience**
77. **if and when we encounter difficulties.**
78. **We will work to resolve any problems we**
79. **experience. Our plan for today is as**
80. **follows. We're using a moderated**
81. **conference call line. So a moderator**
82. **will manage the queue for speaking.**
83. **This meeting is being recorded and**
84. **transcribed. If you wish to testify.**
85. **Press \*1. This will put you in the**
86. **queue. You will not be told where you**
87. **are in the queue, nor will you get much**
88. **notice that you're about to testify.**
89. **You will be told now you are the**
90. **speaker, and you will experience a short**
91. **pause and then you will be the speaker.**
92. **If you had muted the phone, please, you**

18 may need to un-mute it. Please speak

1. **clearly, so that our transcriber can**
2. **record everything accurately. Begin by**
3. **stating your name, affiliation or Town**
4. **of residence. We limit speakers to**
5. **three minutes. I will be timing people.**
6. **And when you have 30 seconds left, you**
7. **will hear this sound. (Alarm Sounding.)**
8. **When your three minutes is up, I will**
9. **say, "Time's up." And the moderator**
10. **will mute you and give the floor to the**
11. **next speaker. You may experience a**
12. **slight pause between speakers. If the**
13. **testimony is lengthy, please present a**
14. **three minute summary and submit a full**
15. **text of your comment in writing. If you**
16. **have a written comment of your remarks,**
17. **regardless of length, please feel free**
18. **to submit it to Department via e-mail or**
19. **via postal service. You can e-mail us**
20. **at** **DPH.DoN@State.MA.US.** **The mail will**
21. **get to us more quickly if its sent to**
22. **Determination of Need Massachusetts**
23. **Department of Public Health, 67 Forest**
24. **Street, Marlborough, Massachusetts**
25. **01752. Written comments will be**
26. **accepted until 5:00 P.M. on November 7,**
27. **2022. This transcript and comments may**
28. **be submitted to the Department and be**
29. **posted on the Department's website and**
30. **reviewed in response to a request from**
31. **Public Records. Be assured that the**
32. **Department will consider all comments,**
33. **whether presented orally or in writing.**
34. **Whether you comment or not, please note**
35. **that the Department greatly values and**
36. **appreciates your participation in the**
37. **DoN process. Before we open the line to**
38. **the general public, the applicant will**
39. **go first and will be allotted four**
40. **minutes to present the information about**
41. **the proposed project. I will now ask**
42. **Kate Walsh, President and CEO of BMC**
43. **Health System to talk about the project.**
44. **After she is done, the moderator will**
45. **un-mute the first speaker. I will now**
46. **turn it over to Kate Walsh.**
47. **MS. WALSH: Good afternoon,**
48. **everyone. My name is Kate Walsh. I am**
49. **the President and CEO of Boston Medical**
50. **Center Health System. Thank you to the**
51. **Department of Public Health for holding**
52. **today's Public Hearing and for the**
53. **opportunity to speak regarding Boston**
54. **Medical Center patient expansion**
55. **proposal. As Mr. Renaud stated, we are**
56. **proposing to renovate our hospital**
57. **building to accommodate the addition of**
58. **70 inpatient beds and 5 inpatient**
59. **operating rooms, as well as, other**
60. **projects to support the inpatient**
61. **expansion and improve existing**
62. **facilities, as well as, patient**
63. **experience and wayfinding at our**
64. **hospital. For more than 100 years, BMC**
65. **has served our community at Boston South**
66. **End. Our hospital is a recognized**
67. **leader in ground breaking medical**
68. **research and a principal teaching**
69. **affiliate of Boston University's**
70. **Chobanian & Avedisian School of**
71. **Medicine. It has 61 medical residency**
72. **training programs, and training more**
73. **than 700 physicians each year. We**
74. **provide a full spectrum of emergency**
75. **outpatient and hospital inpatient**
76. **services, as well as, specialized care**
77. **for complex health problems. BMC**
78. **conducts over 1 million patient visits**
79. **and outpatient visits a year. And the**
80. **hospital is the busiest provider of**
81. **trauma and emergency services in New**
82. **England. Perhaps most important to**
83. **note, we are the largest safety net**
84. **hospital in New England and are**
85. **dedicated to providing consistently**
86. **exceptional care services to all in need**
87. **of care, regardless of insurance status**
88. **or ability to pay. What we refer to**
89. **"Exceptional Care Without Exception."**
90. **As the largest safety net hospital in**
91. **the region, BMC plays a**
92. **disproportionally large role in**
93. **providing indiscernible high quality,**
94. **comprehensive, cost effective,**
95. **culturally relevant care to the areas of**
96. **most relevant patients. Nearly half of**
97. **our patients are insured my Mass Health**
98. **and is at or below the Federal poverty**
99. **limit. The remainder come from under**
100. **resourced population, such as low income**
101. **and elderly, who rely on government**
102. **payers, such as the Premium Exported**
103. **Supported Exchange Plans, the Health**
104. **Safety Net and Medicare for their**
105. **coverage. Approximately one-third of**
106. **our patients do not speak English as**
107. **their primary language and we serve a**
108. **high proportion of patient population**
109. **facing health inequities due to the way**
110. **that they live and the color of their**
111. **skin. The proposed project is essential**
112. **to ensuring our ability to provide our**
113. **patients the timely access to healthcare**
114. **that they need. High quality, safe,**
115. **efficient and equity. In securement of**
116. **our Determination of Need application,**
117. **our previously approved DoN project**
118. **aimed at campus consolidation resulted**
119. **in a decrease in a our total approved**
120. **campus square footage and licensed**
121. **capacity. Since then, despite periods**
122. **of reduced demand due to the COVID-19**
123. **Pandemic, we have experienced**
124. **unrelenting increases in utilization and**
125. **acuity across our medical, surgical and**
126. **ICU patient populations, as well as, a**
127. **steady demand for surgical and other**
128. **procedural services. Our Midnight**
129. **medical surgical occupancy rates are**
130. **greater than 90%, which means that our**
131. **Day/Evening bed capacity is totally**
132. **maxed out. And our role as the nations**
133. **leading trauma provider, we are periled**
134. **by our ICU occupancy rates and OR**
135. **utilization rates, both of which are**
136. **routinely above 80%. These high**
137. **utilization and occupancy rates does not**
138. **only impact access to patient care, but**
139. **also have an impact on the 130,000**
140. **people who visit our Emergency**
141. **Department every year. Bed capacity**
142. **gridlock upstairs significantly limits**
143. **E.D. throughput because so many patients**
144. **are waiting for inpatient beds, that we**
145. **had to open inpatient beds in our**
146. **Emergency Department to help combat**
147. **extended wait times and improve access**
148. **to care. We have recently utilized our**
149. **alternative care spaces, including our**
150. **(inaudible), and we have been unable to**
151. **close all of the surge spaces opened to**
152. **address the COVID-19 pandemic. The**
153. **proposed project allows us to create**
154. **more patient friendly efficient spaces**
155. **to care for hospitalized patients.**
156. **Given our high incidents of older and**
157. **vulnerable patients, demand for surgical**
158. **procedures at BMC is expected to**
159. **continue to increase, as we are the**
160. **provider of choice for the uninsured and**
161. **Mass Health patients who need**
162. **specialized surgical services. Such as**
163. **kidney transplant, cardiac valve repair**
164. **and opioid use disorder, cancer**
165. **treatment and other tertiary services.**
166. **These services are best provided to low**
167. **income patients at our hospital because**
168. **of the social approach we wrap around**
169. **our patients, such as pharmacies, our**
170. **therapeutic, transportation and**
171. **translator services and so much more.**
172. **To meet this demand, the proposed**
173. **project is necessary. Without the**
174. **proposed project, our hospital will**
175. **quite simply be unable to meet its**
176. **mission. Inpatient utilization rates**
177. **will continue to rise to unsustained**
178. **levels as patient volumes and acuity**
179. **levels continue to increase. We will be**
180. **hard pressed to keep our emergency**
181. **services in an efficient manner. The**
182. **low income patients we serve will not be**
183. **able to access the high quality of**
184. **services we need to provide. Our**
185. **proposed project will help alleviate but**
186. **won't eliminate these issues. We will**
187. **continue to pursue our Mass Health**
188. **Accountable Care Organization and**
189. **hospital opportunities and we're working**
190. **everyday to expand patient access for**
191. **demands of chronic illness. It won't**
192. **eliminate these issues. We will**
193. **continue to pursue our Mass Health**
194. **Accountable Care Organization and**
195. **Hospital Home Opportunities. And we're**
196. **working everyday to expand outpatient**
197. **access for the management of chronic**
198. **illness. In addition, we have recently**
199. **opened an 82 bed facility in Brockton to**
200. **address ongoing crisis of patients with**
201. **behavioral health and substance**
202. **disorders. We know that not every**
203. **answer to our patient's challenges can**
204. **be addressed by the hospital expansion,**
205. **but this proposed project codifies and**
206. **expands capacity that we need today in**
207. **its largely (inaudible) footprint. The**
208. **benefits of this proposed project**
209. **include positive financial and clinical**
210. **impacts associated with providing timely**
211. **access to care and moving patients from**
212. **the resources of the E.D. to the**
213. **inpatient setting, and a positive impact**
214. **on the healthcare spending, as well as,**
215. **overall clinical quality outcomes and**
216. **patient provider satisfaction.**
217. **Additionally, the proposed project will**
218. **allow BMC to build upon successful**
219. **population health management and value**
220. **based reimbursement successes by**
221. **screening and assisting more patients**
222. **with cost associated with social drivers**
223. **of health. Finally, the proposed**
224. **project will compete on recognized**
225. **measures of healthcare spending, as it**
226. **is designed to conservatively increase**
227. **inpatient bed in all of our capacity, by**
228. **prioritizing our existing space and**
229. **infrastructure to smaller editions and**
230. **interior renovations and relocation**
231. **rather than building a new. We are**
232. **proud to serve this community for over**
233. **100 years. This proposed project allows**
234. **us to expand capacity and a cost**
235. **efficient, clinically effective and a**
236. **safe respectful manner. Most important,**
237. **allows us to honor our promise of**
238. **exceptional care without exception for**
239. **our region. For these reasons, I**
240. **respectfully ask the Department of**
241. **Public Health to recommend approval of**
242. **our much needed proposed project. Thank**
243. **you very much for your time and**
244. **consideration.**
245. **MR. RENAUD: Thank you, Kate. As**
246. **a reminder to all speakers, please press**
247. **\*1 to testify. Un-mute when called**
248. **upon. Vanessa, can you please let the**
249. **next person into the queue to speak?**
250. **Could you please identify**
251. **yourself?**
252. **MS. NEWSOM: Yes. Good afternoon.**
253. **And thank you for the opportunity to**
254. **testify. My name is Terri Newsom. And**
255. **I am the Senior Vice President and**
256. **Financial Advisor at Boston Medical**
257. **Center. I am here today to testify in**
258. **strong support for the proposed**
259. **inpatient expansion at BMC. My**
260. **testimony will focus on how the proposed**
261. **project meets the commonwealth goals for**
262. **cost containment. These goals are**
263. **centered around for creating high**
264. **quality, low cost care alternative. The**
265. **proposed project will meet noted goals**
266. **in multiple ways. First, the creation**
267. **of the inpatient bed and surgical**
268. **capacity will allow for more timely**
269. **access to care providing treatment in an**
270. **appropriate setting. Through the**
271. **implementation of the expansion bed and**
272. **surgical resources greater throughput**
273. **will be created. Leading to a reduced**
274. **E.D. boarding and enhanced operational**
275. **efficiencies throughout the hospital. A**
276. **reduction of E.D. boarding leads to a**
277. **lower length of stay and reduction in**
278. **the number of patients who leave without**
279. **being seen or against medical advice.**
280. **And overall, more timely definitive**
281. **treatment, more positively impacting the**
282. **quality measures while reducing costs.**
283. **Second, the proposed project will allow**
284. **for better patient flow. Reducing**
285. **constraints on overly taxed resources.**
286. **Such as, E.D. providers and staff and**
287. **ensuring patients receive care in an**
288. **appropriate therapeutic setting.**
289. **Providing timely care in the proper**
290. **setting reduces costs and increases**
291. **patient provider satisfaction.**
292. **Ultimately leading to improved quality**
293. **metrics and reductions in the overall**
294. **costs of care. Third, and finally, the**
295. **infrastructure renovation and upgrades**
296. **are part of the proposed project, are**
297. **efficient ways to meet the hospitals**
298. **physical plant and ensure that care may**
299. **be provided in a cost effective setting.**
300. **For these reasons, the proposed project**
301. **meets Massachusetts' goals for cost**
302. **containment. In fact, the impact of**
303. **BMC's DoN was discussed at the Health**
304. **Policy Commissions Market Oversight and**
305. **Transparency Commission Meeting earlier**
306. **this month. With the group noting that**
307. **the impact of provider cost variation on**
308. **the overall market seeming this proposed**
309. **project as one that will decrease annual**
310. **commercial spend, giving pricing and**
311. **commercial payer niche. For all of**
312. **these reasons, I strongly urge the**
313. **Department of Public Health to approve**
314. **the BMC's proposed inpatient expansion.**
315. **Thank you for your time.**
316. **MR. RENAUD: Thank you for your**
317. **testimony. Vanessa, could you please**
318. **let in the next speaker.**
319. **THE MODERATOR: Thea James, your**
320. **line is open.**
321. **DR. JAMES: Good afternoon. My**
322. **name is Thea James. And I am the Vice**
323. **President of Mission and Associate Chief**
324. **Medical Officer at Boston Medical**
325. **Center, where I have been honored to**
326. **serve as an emergency physician for the**
327. **last three decades. I am here today to**
328. **strongly support BMC's proposed**
329. **inpatient expansion. As it is another**
330. **way for the hospital to meet its mission**
331. **of providing exceptional care without**
332. **exception. BMC is the largest safety**
333. **net hospital in New England and one of**
334. **the busiest trauma and emergency**
335. **services centers in the country. BMC**
336. **plays an essential role in the**
337. **Massachusetts Healthcare System by**
338. **providing indispensable care to low**
339. **income and vulnerable populations,**
340. **including the uninsured and individuals**
341. **with Medicaid, as well as, population**
342. **(inaudible) such as racial and ethnic**
343. **minorities. BMC and other safety net**
344. **hospitals are anticipated to continue to**
345. **play a disproportionately large role in**
346. **providing inpatient emergency and**
347. **ambulatory care to the areas most under**
348. **resourced patients into the future.**
349. **Consequently, it is essential to**
350. **achieving the objectives that our**
351. **hospitals have the resources and best**
352. **experiences necessary to provide such**
353. **disadvantage patients with timely access**
354. **to high quality care and does not**
355. **jeopardize patient outcomes. The**
356. **proposed project seeks to facilitate**
357. **these goals. BMC's inpatient expansion**
358. **also generate a contribution of more $6**
359. **million dollars in community health**
360. **initiatives and therefore will be**
361. **instrumental in helping to address**
362. **social determinants of health challenges**
363. **and health equity issues that impact**
364. **mechanisms across the Commonwealth. As**
365. **an academic medical center, a health**
366. **system, as well as an anchoring system**
367. **for our local community, we are acutely**
368. **aware of the power we hold to impact the**
369. **health of our patients community, given**
370. **our role not just as a healthcare**
371. **provider, but also as a mission driven**
372. **organization, employer and purchaser of**
373. **goods and services and an investor.**
374. **Given these roles, BMC's goal is not**
375. **only to treat disease, but also to**
376. **understand and address causes. Social**
377. **and environmental factors known**
378. **collectively as the social determinants**
379. **of health contribute to chronic disease**
380. **and mental health issues creating**
381. **barriers to accessing healthcare. In**
382. **recognition of these factors, BMC has**
383. **numerous processes and programs in place**
384. **to ensure messages to services beyond**
385. **the traditional medical model to**
386. **alleviate the gaps created by the social**
387. **determinants of health and improve**
388. **health outcomes. Community health**
389. **initiatives implemented by DoN will**
390. **allow BMC to further these efforts. For**
391. **these reasons, I strongly encourage you**
392. **to recommend approval for the proposed**
393. **project. Thank you for your time and**
394. **consideration.**
395. **MR. RENAUD: Thank you, Thea.**
396. **Vanessa, could you please let in the**
397. **next speaker?**
398. **THE MODERATOR: Yes. Thank you.**
399. **Jeff, your line is open. Tom Wall,**
400. **you're up next.**
401. **MR. SALIBA: Hi. My name is Jeff**
402. **Saliba. I am the business manager for**
403. **the Heat and Frost Insulators Local 6**
404. **located at 303 Freeport Street,**
405. **Dorchester. I represent around 500**
406. **mechanical insulators. I am in favor of**
407. **this expansion. Not only does Boston**
408. **Medical Center important to the health**
409. **and vitality of the community around,**
410. **especially to those who are given the**
411. **free care, to those who are poor and**
412. **marginalized, they are all great**
413. **partners to the hard working men and**
414. **women of the Boston building trades.**
415. **Many whose members live in the**
416. **neighborhoods around the hospital and**
417. **around the city. Providing good jobs**
418. **and pay and good wages and benefits, and**
419. **-- which keep them from being poor and**
420. **marginalized also. And I appreciate**
421. **your time.**
422. **MR. RENAUD: Thank you, Jeff.**
423. **Vanessa, could you please let in the**
424. **next speaker?**
425. **THE MODERATOR: Yes. Tom Walsh,**
426. **your line is open.**
427. **MR. WALL: Hello. Thank you for**
428. **letting me speak today. My name is Tom**
429. **Wall. I am with the Heat and Frost**
430. **Insulators Local 6. We represent**
431. **mechanical insulators in the Boston**
432. **area. Let's face it, we need more high**
433. **quality low cost healthcare in and**
434. **around Boston. And this project will**
435. **allow for entry into apprenticeships and**
436. **trades for residents of the area, and**
437. **will create great opportunities for**
438. **those people. Thank you very much. I**
439. **support this project. Thanks.**
440. **MR. RENAUD: Thank you, Tom.**
441. **Vanessa, could you please let in the**
442. **next speaker?**
443. **THE MODERATOR: We have no more**
444. **speakers in queue.**
445. **MR. RENAUD: Okay. We will wait**
446. **for speakers to join.**
447. **THE MODERATOR: David, your line**
448. **is open.**
449. **DR. MCANENY: Thank you. Good**
450. **afternoon. Thank you for the**
451. **opportunity to speak today. My name is**
452. **David McAneny. And I am the Chief**
453. **Medical Officer and practicing surgeon**
454. **at Boston Medical Center. I am here to**
455. **testify in support of BMC's proposed**
456. **inpatient expansion and will focus my**
457. **testimony on the design of this**
458. **expansion. For context, I would like to**
459. **provide a brief history of patient**
460. **volumes on our campus. Starting in**
461. **2010, BMC experienced a decrease in**
462. **inpatient volume. In 2014, in order to**
463. **be effective stewards of healthcare**
464. **resources, we submitted a plan to the**
465. **Department of Public Health to**
466. **consolidate our two inpatient pavilions**
467. **into one upgraded facility on our Neo**
468. **Campus. That proposal was approved by**
469. **DPH. The project resulted in a decrease**
470. **in our campus total approved square**
471. **footage, and licensed capacity and was**
472. **very successful in helping the hospital**
473. **meet the State's expressed goals for**
474. **cost containment and high quality care.**
475. **But our story took a bit of a turn.**
476. **Despite the investments that we made and**
477. **implemented plan, BMC's subsequently**
478. **experienced significant patient growth**
479. **and increase utilization straining our**
480. **infrastructure and resources. As**
481. **outlined in our pending DoN application,**
482. **and as my colleagues have testified**
483. **today, we currently face medical**
484. **surgical unit occupancy rates greater**
485. **than 90%. Intensive care unit occupancy**
486. **rates greater than 80%. And inpatient**
487. **operating room utilization rates that**
488. **are often above 80%. All of these**
489. **figures exceed the benchmark capacities**
490. **and have had adverse impacts on patient**
491. **care and staff vitality across the**
492. **hospital. In the Emergency Department**
493. **in particular, our lack of inpatient**
494. **space has contributed to long lengths of**
495. **stay, increase volume of boarding**
496. **patients and high numbers of patients**
497. **leaving without being seen. Our need**
498. **for additional inpatient space is**
499. **urgent. The currently proposed**
500. **inpatient expansion aimed at right**
501. **sizing our campus to satisfy the demand.**
502. **That is core, that we believe the**
503. **proposed design represents the most cost**
504. **effective approach to fulfilling our**
505. **patients needs, especially when compared**
506. **to alternatives. Specifically, our**
507. **plans prioritize the usage of existing**
508. **space and infrastructure and allow us to**
509. **add an additional 60 medical surgical**
510. **beds and ICU bed and 5 inpatient**
511. **operating rooms for small additions and**
512. **interior renovations and relocations,**
513. **rather than building from scratch. The**
514. **approach is more cost effective than the**
515. **construction of the new tower and will**
516. **permit us to meet the critical needs of**
517. **our patients. Equally important, it is**
518. **the result of possible multiyear's**
519. **strategic planning process and BMC**
520. **leadership, architectural consultants,**
521. **regulatory agencies and other agencies,**
522. **interested parties. In summary, I would**
523. **like to emphasize that our proposal**
524. **maintains the thoughtful measured**
525. **reactions of the emergency needs of our**
526. **patients in the greater Boston area**
527. **using resources in a way that maximizes**
528. **square footage and allows BMC to**
529. **maintain a standard of improving care**
530. **with using space, energy and**
531. **efficiencies and eliminating overhead**
532. **costs. For these reasons we urge the**
533. **Department of Public Health to improve**
534. **BMC's proposed DoN project. Thank you**
535. **for your time and consideration.**
536. **MR. RENAUD: Thank you, David.**
537. **Vanessa, can you please let the next**
538. **speaker in?**
539. **THE MODERATOR: We currently have**
540. **no one in queue but as a reminder, to**
541. **ask a question, please press \*1, un-mute**
542. **your phone and record your name. Thank**
543. **you.**
544. **MR. RENAUD: Thank you. We will**
545. **wait a few minutes for another speaker.**
546. **THE MODERATOR: Hello, your line**
547. **is open. You did not record your name,**
548. **but your line is open.**
549. **MS. GADEN: Thank you. This is**
550. **Nancy Gaden.**
551. **MR. RENAUD: Okay, Nancy. You can**
552. **start with your testimony.**
553. **MS. GADEN: Thank you. My name is**
554. **Nancy Gaden. I am the Senior Vice**
555. **President and the Chief Nursing Officer**
556. **of Boston Medical Center. I am here**
557. **today to testify in strong support of**
558. **BMC's proposed inpatient expansion. I**
559. **have been with BMC since 2014. And in**
560. **my time here, I have seen first-hand**
561. **significant growth and change in our**
562. **communities since our campus**
563. **consolidation efforts began almost a**
564. **decade ago. Notwithstanding the**
565. **COVID-19 pandemic, the medical center's**
566. **patients accounts have increased**
567. **requiring a hire level of inpatient care**
568. **and longer length in stays and like all**
569. **hospitals, we struggle with discharging**
570. **our patients to post-acute settings. We**
571. **have witnessed the effects that these**
572. **changes have caused throughout the**
573. **medical center expanding on our patients**
574. **waiting for beds in our Emergency**
575. **Department. Our medical surgical rates**
576. **are greater than 90%. And our ICU**
577. **occupancy rates and the inpatient OR**
578. **utilization rates are consistently**
579. **greater than 80%. There have been**
580. **significant increases in the waiting for**
581. **inpatient beds in our Emergency**
582. **Department and significant increases in**
583. **how many hours those patients wait.**
584. **Between Fiscal Year 2019 and Fiscal Year**
585. **2021, the number of adult Emergency**
586. **Department boarders at the medical**
587. **center increased by 13%. And the**
588. **average boarder hours for adult**
589. **Emergency Department patients increased**
590. **by 17%. Preliminary data for 2022**
591. **further showed that the median time from**
592. **E.D. arrival to E.D. departure for**
593. **admitted medical surgical Emergency**
594. **Department patients have grown from 7**
595. **hours in January to 12 1/2 hours in July**
596. **2022. A startling 77% increase. On**
597. **statistics capturing patients who leave**
598. **the Emergency Department without being**
599. **seen by a physician are also worrisome.**
600. **In October 2021, 1,205 patients left the**
601. **medical centers Emergency Department**
602. **without being seen. By July of 2022,**
603. **this number had increased a significant**
604. **37% to 1,645. These patients are**
605. **leaving because they do not want to**
606. **continue to wait to be seen. And a**
607. **primary reason why they're waiting is**
608. **because our E.D. is full with inpatients**
609. **waiting for bed. In my role as Chief**
610. **Nursing Officer, I experienced the real**
611. **life implications of our capacity**
612. **challenges, day in and day out.**
613. **Providers, staff, patients and family**
614. **members alike are frustrated by long**
615. **wait times and Emergency Department**
616. **boarding. Patients experience**
617. **discomfort. Family members are worried**
618. **that the wait will impact their loved**
619. **ones care, and providers and staff are**
620. **exhausted from managing the overcrowded**
621. **Emergency Department and our upset for**
622. **the patients. This is not the care that**
623. **we are committed to giving at BMC. We**
624. **thoughtfully examined and assessed where**
625. **we need to grow to be able to see our**
626. **patients. We have opened alternate**
627. **inpatient care spaces in recent years,**
628. **including our Code Yellow and COVID-19**
629. **Surge spaces to offset the high demand**
630. **that we have experienced. But these are**
631. **temporary fixes only. Continued**
632. **utilization of beds in these alternate**
633. **spaces is insufficient and unsustainable**
634. **at a long term solution to meet the**
635. **medical center's patient demand. We**
636. **need and our patients, require the**
637. **additional licensed inpatient spaces as**
638. **requested in our Determination of Need**
639. **application, to meet the needs of our**
640. **patients now and into the future. As**
641. **outlined in our DoN material, and as you**
642. **have heard through other testimony this**
643. **afternoon, our proposal is a thoughtful**
644. **and measured approach and one that is**
645. **based on data. It is designed to**
646. **address latent demand and improve E.D.**
647. **through input, as well as, hospital**
648. **operations through a conservative**
649. **approach that prioritizes our already**
650. **existing facilities. To ensure the**
651. **medical center's ability to provide high**
652. **quality patient care and accommodate all**
653. **of the patients who seek care here at**
654. **Boston Medical Center.**
655. **MR. RENAUD: Thank you, Nancy.**
656. **Vanessa, could you please let the next**
657. **speaker in?**
	1. **THE MODERATOR: Thank you. We**
	2. **show no one else in queue.**
	3. **MR. RENAUD: Okay. We will wait a**
	4. **few minutes.**
	5. **Okay. We have not heard from a**
	6. **speaker in three minutes now. So we**
	7. **will give it to 2:45 P.M. We will give**
	8. **it five more minutes. If no one**
	9. **testifies up until that time, we will**
	10. **end the testimony.**
	11. **Hi Vanessa, can you please let me**
	12. **know if anyone is in the queue?**
	13. **THE MODERATOR: Yes. Absolutely.**
	14. **Nobody is in queue, but I can provide**
	15. **the reminder. As a reminder, please**
	16. **press \*1, un-mute your phone and record**
	17. **your name to provide your testimony.**
	18. **Thank you.**
	19. **MR. RENAUD: Okay. I am just**
	20. **going to give it a couple of more**
	21. **minutes. Thank you for your time.**
	22. **As a reminder, written comments**
	23. **will be accepted through 5:00 P.M.,**
	24. **Monday, on November 7, 2022.**
	25. **Since we did not have anyone in**
		1. **the queue for a period of time. We are**
		2. **going to end the Public Hearing. Thank**
		3. **you to all who provided testimony. And**
		4. **as one last reminder, written comments**
		5. **will be accepted to 5:00 P.M. on Monday,**

6 November 7, 2022. Thank you. This now

7 ends the Public Hearing. 8

9 (Time Noted: 4:54 P.M.)

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1 C E R T I F I C A T I O N

2

1. **I, Jessica DiLallo, a Notary Public for**
2. **and within the State of New York, do hereby**
3. **certify:**
4. **THAT, the within transcript is a true**
5. **record of said Public Hearing.**
6. **I further certify that I am not related**
7. **either by blood or marriage to any of the**
8. **parties to this action; and that I am in no**
9. **way interested in the outcome of this matter.**
10. **IN WITNESS WHEREOF, I have hereunto set my**
11. **hand this 28th day, October, 2022. 14**

<%20235,Signature%>

15

16 Jessica DiLallo

17

18 \* \* \* \*

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| **change** [29:4](#_bookmark28)**changes** [29:15](#_bookmark28)**chief** [2:8,14,16](#_bookmark1)[19:16](#_bookmark18) [24:20](#_bookmark23)[28:23](#_bookmark27) [31:2](#_bookmark30)**chobanian** [9:13](#_bookmark8)**choice** [13:3](#_bookmark12)**chronic** [14:9,15](#_bookmark13)[21:22](#_bookmark20)**city** [23:10](#_bookmark22)**clarification** [3:7](#_bookmark2)**clearly** [6:19](#_bookmark5)**clinical** [15:2,8](#_bookmark14)**clinically** [16:3](#_bookmark15)**close** [12:19](#_bookmark11)**code** [31:21](#_bookmark30)**codifies** [14:23](#_bookmark13)**colleagues** [3:11](#_bookmark2)[25:25](#_bookmark24)**collectively**[21:21](#_bookmark20)**color** [11:3](#_bookmark10)**combat** [12:14](#_bookmark11)**come** [10:17](#_bookmark9)**comment** [7:8](#_bookmark6)[,9](#_bookmark7)[8:2](#_bookmark7)**comments** [7:18](#_bookmark6)[7:20,25](#_bookmark6) [33:22](#_bookmark32)[34:4](#_bookmark33)**commercial** [19:3](#_bookmark18)[19:4](#_bookmark18)**commission**[18:23](#_bookmark17)**commissions**[18:22](#_bookmark17)**committed** [31:16](#_bookmark30)**commonwealth**[17:4](#_bookmark16) [21:7](#_bookmark20) | **communities**[29:5](#_bookmark28)**community** [5:4](#_bookmark4)[9:8](#_bookmark8) [15:25](#_bookmark14) [21:2](#_bookmark20)[21:10,12](#_bookmark20) [22:6](#_bookmark21)[23:2](#_bookmark22)**compared** [26:23](#_bookmark25)**compete** [15:17](#_bookmark14)**complex** [9:20](#_bookmark8)**compliance** [3:18](#_bookmark2)**components** [4:5](#_bookmark3)**comprehensive**[10:12](#_bookmark9)**conducts** [9:21](#_bookmark8)**conference** [6:6](#_bookmark5)**conover** [3:12](#_bookmark2)**consequently**[20:17](#_bookmark19)**conservative**[32:16](#_bookmark31)**conservatively**[15:19](#_bookmark14)**consider** [7:25](#_bookmark6)**consideration**[16:12](#_bookmark15) [22:12](#_bookmark21) [28:3](#_bookmark27)**consistently** [10:3](#_bookmark9)[29:21](#_bookmark28)**consolidate** [25:9](#_bookmark24)**consolidation**[11:11](#_bookmark10) [29:6](#_bookmark28)**constraints** [18:3](#_bookmark17)**construction** [4:6](#_bookmark3)[27:8](#_bookmark26)**consultants**[27:13](#_bookmark26)**containment**[17:5](#_bookmark16) [18:20](#_bookmark17) [25:17](#_bookmark24) | **context** [25:1](#_bookmark24)**continue** [13:2,20](#_bookmark12)[13:22](#_bookmark12) [14:5,11](#_bookmark13)[20:12](#_bookmark19) [30:24](#_bookmark29)**continued** [31:24](#_bookmark30)**contribute** [21:22](#_bookmark20)**contributed**[26:12](#_bookmark25)**contribution**[21:1](#_bookmark20)**core** [26:20](#_bookmark25)**cost** [10:12](#_bookmark9) [15:15](#_bookmark14)[16:2](#_bookmark15) [17:5,7](#_bookmark16)[18:17,19,25](#_bookmark17) [24:1](#_bookmark23)[25:17](#_bookmark24) [26:21](#_bookmark25) [27:7](#_bookmark26)**costs** [5:3](#_bookmark4) [17:25](#_bookmark16)[18:8,12](#_bookmark17) [27:25](#_bookmark26)**council** [5:18](#_bookmark4)**country** [20:3](#_bookmark19)**couple** [33:20](#_bookmark32)**coverage** [10:23](#_bookmark9)**covid** [11:15](#_bookmark10)[12:20](#_bookmark11) [29:8](#_bookmark28) [31:21](#_bookmark30)**create** [12:21](#_bookmark11)[24:5](#_bookmark23)**created** [17:16](#_bookmark16)[22:4](#_bookmark21)**creating** [17:6](#_bookmark16)[21:23](#_bookmark20)**creation** [17:9](#_bookmark16)**crisis** [14:18](#_bookmark13)**critical** [27:9](#_bookmark26)**culturally** [10:13](#_bookmark9)**currently** [26:1](#_bookmark25)[26:17](#_bookmark25) [28:7](#_bookmark27) | **d** |
| **data** [30:8](#_bookmark29) [32:13](#_bookmark31)**date** [3:19](#_bookmark2)**david** [2:13](#_bookmark1) [24:15](#_bookmark23)[24:20](#_bookmark23) [28:4](#_bookmark27)**day** [11:24](#_bookmark10) [31:5](#_bookmark30)[,5](#_bookmark34)[35:13](#_bookmark34)**decade** [29:7](#_bookmark28)**decades** [19:20](#_bookmark18)**decision** [5:18](#_bookmark4)**decrease** [11:12](#_bookmark10)[19:2](#_bookmark18) [25:4,12](#_bookmark24)**dedicated** [10:3](#_bookmark9)**defined** [3:24](#_bookmark2)**definitive** [17:23](#_bookmark16)**demand** [11:15](#_bookmark10)[11:20](#_bookmark10) [12:25](#_bookmark11)[13:15](#_bookmark12) [26:19](#_bookmark25)[31:22](#_bookmark30) [32:3,14](#_bookmark31)**demands** [14:9](#_bookmark13)**dennis** [2:3](#_bookmark1) [3:3](#_bookmark2)**department** [1:3](#_bookmark0)[3:4,9,11](#_bookmark2) [7:11,16](#_bookmark6)[7:21,25](#_bookmark6) [8:3,19](#_bookmark7)[12:9,14](#_bookmark11) [16:8](#_bookmark15)[19:6](#_bookmark18) [25:8](#_bookmark24) [26:10](#_bookmark25)[28:1](#_bookmark27) [29:18,25](#_bookmark28)[30:4,7,12,16,19](#_bookmark29)[31:8,14](#_bookmark30)**department's**[7:22](#_bookmark6)**departure** [30:10](#_bookmark29)**description** [4:3](#_bookmark3)**design** [24:25](#_bookmark23)[26:21](#_bookmark25)**designed** [15:19](#_bookmark14)[32:13](#_bookmark31) |

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| --- | --- | --- | --- |
| **despite** [11:14](#_bookmark10)[25:19](#_bookmark24)**determinants**[21:5,21](#_bookmark20) [22:5](#_bookmark21)**determination**[1:4](#_bookmark0) [2:3](#_bookmark1) [3:6](#_bookmark2)[,8](#_bookmark6)[7:15](#_bookmark6) [11:9](#_bookmark10) [32:6](#_bookmark31)**different** [5:23](#_bookmark4)**difficulties** [6:2](#_bookmark5)**dilallo** [35:3,16](#_bookmark34)**director** [2:3](#_bookmark1) [3:5](#_bookmark2)**disadvantage**[20:21](#_bookmark19)**discharging**[29:12](#_bookmark28)**discomfort**[31:10](#_bookmark30)**discussed** [18:21](#_bookmark17)**disease** [21:18,22](#_bookmark20)**disorder** [13:7](#_bookmark12)**disorders** [14:20](#_bookmark13)**disproportiona...**[10:10](#_bookmark9)**disproportiona...**[20:13](#_bookmark19)**dnp** [2:15](#_bookmark1)**dollars** [21:2](#_bookmark20)**don** [3:9,14,16,18](#_bookmark2)[3:21,24,25](#_bookmark2) [4:2](#_bookmark3)[4:25](#_bookmark3) [5:7,7,14,19](#_bookmark4)[8:5](#_bookmark7) [11:10](#_bookmark10) [18:21](#_bookmark17)[22:7](#_bookmark21) [25:24](#_bookmark24) [28:2](#_bookmark27)[32:9](#_bookmark31)**dorchester** [22:23](#_bookmark21)**dph** [3:10](#_bookmark2) [25:12](#_bookmark24)**dph.don** [7:13](#_bookmark6)**dr** [19:14](#_bookmark18) [24:17](#_bookmark23) | **driven** [21:14](#_bookmark20)**drivers** [15:15](#_bookmark14)**due** [11:2,15](#_bookmark10) | **enabling** [3:20](#_bookmark2)**encounter** [6:2](#_bookmark5)**encourage** [22:9](#_bookmark21)**ends** [34:7](#_bookmark33)**energy** [27:23](#_bookmark26)**engaging** [4:1](#_bookmark3)**england** [9:25](#_bookmark8)[10:2](#_bookmark9) [20:1](#_bookmark19)**english** [10:24](#_bookmark9)**enhanced** [17:17](#_bookmark16)**ensure** [18:16](#_bookmark17)[22:2](#_bookmark21) [32:18](#_bookmark31)**ensuring** [11:5](#_bookmark10)[18:5](#_bookmark17)**entry** [24:3](#_bookmark23)**environmental**[21:20](#_bookmark20)**equally** [27:10](#_bookmark26)**equity** [5:3](#_bookmark4) [11:8](#_bookmark10)[21:6](#_bookmark20)**especially** [23:3](#_bookmark22)[26:23](#_bookmark25)**essential** [11:4](#_bookmark10)[20:4,17](#_bookmark19)**ethnic** [20:10](#_bookmark19)**evening** [11:24](#_bookmark10)**everyday** [14:8](#_bookmark13)[14:14](#_bookmark13)**examined** [31:17](#_bookmark30)**exceed** [26:7](#_bookmark25)**exception** [10:7](#_bookmark9)[16:6](#_bookmark15) [19:25](#_bookmark18)**exceptional** [10:4](#_bookmark9)[10:7](#_bookmark9) [16:6](#_bookmark15) [19:24](#_bookmark18)**exchange** [10:21](#_bookmark9)**exhausted** [31:13](#_bookmark30)**existing** [4:7,12](#_bookmark3)[4:18,20](#_bookmark3) [9:4](#_bookmark8) | [15:21](#_bookmark14) [26:25](#_bookmark25)[32:18](#_bookmark31)**expand** [14:8,14](#_bookmark13)[16:2](#_bookmark15)**expanding** [29:16](#_bookmark28)**expands** [14:24](#_bookmark13)**expansion** [8:22](#_bookmark7)[9:4](#_bookmark8) [14:22](#_bookmark13) [17:2](#_bookmark16)[17:14](#_bookmark16) [19:7,22](#_bookmark18)[20:25](#_bookmark19) [22:25](#_bookmark21)[24:24](#_bookmark23) [25:1](#_bookmark24) [26:18](#_bookmark25)[29:1](#_bookmark28)**expected** [13:1](#_bookmark12)**experience** [4:23](#_bookmark3)[6:4,15](#_bookmark5) [7:4](#_bookmark6) [9:6](#_bookmark8)[31:9](#_bookmark30)**experienced**[11:16](#_bookmark10) [25:4,21](#_bookmark24)[31:3,23](#_bookmark30)**experiences**[20:20](#_bookmark19)**exported** [10:20](#_bookmark9)**expressed** [25:16](#_bookmark24)**extended** [12:15](#_bookmark11) |
| **e** |
| **e** [7:11,12](#_bookmark6) [35:1](#_bookmark34)**e.d.** [12:11](#_bookmark11) [15:5](#_bookmark14)[17:17,19](#_bookmark16) [18:4](#_bookmark17)[30:10,10](#_bookmark29) [31:1](#_bookmark30)[32:14](#_bookmark31)**earlier** [18:23](#_bookmark17)**editions** [15:22](#_bookmark14)**effective** [10:12](#_bookmark9)[16:3](#_bookmark15) [18:17](#_bookmark17) [25:6](#_bookmark24)[26:22](#_bookmark25) [27:7](#_bookmark26)**effects** [29:14](#_bookmark28)**efficiencies**[17:18](#_bookmark16) [27:24](#_bookmark26)**efficient** [11:8](#_bookmark10)[12:22](#_bookmark11) [13:24](#_bookmark12) [16:3](#_bookmark15)[18:15](#_bookmark17)**effort** [5:10](#_bookmark4)**efforts** [22:8](#_bookmark21) [29:6](#_bookmark28)**either** [35:9](#_bookmark34)**elderly** [10:19](#_bookmark9)**eliminate** [14:4](#_bookmark13)[14:10](#_bookmark13)**eliminating**[27:24](#_bookmark26)**emergency** [9:17](#_bookmark8)[9:24](#_bookmark8) [12:8,14](#_bookmark11)[13:23](#_bookmark12) [19:19](#_bookmark18) [20:2](#_bookmark19)[20:14](#_bookmark19) [26:10](#_bookmark25)[27:18](#_bookmark26) [29:17,24](#_bookmark28)[30:3,7,11,16,19](#_bookmark29)[31:8,14](#_bookmark30)**emphasize** [27:16](#_bookmark26)**employer** [21:15](#_bookmark20) |
| **f** |
| **f** [35:1](#_bookmark34)**fabeloa** [3:12](#_bookmark2)**face** [23:25](#_bookmark22) [26:1](#_bookmark25)**facilitate** [20:24](#_bookmark19)**facilities** [9:5](#_bookmark8)[32:18](#_bookmark31)**facility** [14:17](#_bookmark13)[25:10](#_bookmark24)**facing** [11:2](#_bookmark10)**fact** [18:20](#_bookmark17)**factors** [5:1,9](#_bookmark4)[21:20,25](#_bookmark20) |

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| --- | --- | --- | --- |
| **family** [31:6,10](#_bookmark30)**favor** [22:24](#_bookmark21)**feasibility** [5:4](#_bookmark4)**federal** [10:16](#_bookmark9)**feel** [7:10](#_bookmark6)**figures** [26:7](#_bookmark25)**file** [3:23](#_bookmark2)**filing** [3:19](#_bookmark2)**finally** [15:16](#_bookmark14)[18:12](#_bookmark17)**financial** [5:3](#_bookmark4)[15:2](#_bookmark14) [16:24](#_bookmark15)**finding** [3:17](#_bookmark2)**first** [8:7,13](#_bookmark7) [17:9](#_bookmark16)[29:3](#_bookmark28)**fiscal** [30:2,2](#_bookmark29)**five** [33:8](#_bookmark32)**fixes** [31:24](#_bookmark30)**floor** [4:13](#_bookmark3) [7:3](#_bookmark6)**floors** [4:8](#_bookmark3)**flow** [18:2](#_bookmark17)**focus** [17:3](#_bookmark16) [24:24](#_bookmark23)**following** [4:4](#_bookmark3)**follows** [6:5](#_bookmark5)**footage** [11:13](#_bookmark10)[25:14](#_bookmark24) [27:21](#_bookmark26)**footprint** [14:25](#_bookmark13)**forest** [7:16](#_bookmark6)**four** [8:7](#_bookmark7)**free** [7:10](#_bookmark6) [23:4](#_bookmark22)**freeport** [22:22](#_bookmark21)**friendly** [12:22](#_bookmark11)**frost** [2:10,12](#_bookmark1)[22:21](#_bookmark21) [23:22](#_bookmark22)**frustrated** [31:7](#_bookmark30)**fulfilling** [26:22](#_bookmark25)**full** [7:7](#_bookmark6) [9:17](#_bookmark8) [31:1](#_bookmark30) | **further** [22:8](#_bookmark21)[30:9](#_bookmark29) [35:8](#_bookmark34)**future** [20:16](#_bookmark19)[32:8](#_bookmark31) | **group** [18:24](#_bookmark17)**grow** [31:18](#_bookmark30)**grown** [30:12](#_bookmark29)**growth** [25:21](#_bookmark24)[29:4](#_bookmark28) | **hi** [22:19](#_bookmark21) [33:11](#_bookmark32)**high** [10:11](#_bookmark9) [11:1](#_bookmark10)[11:7](#_bookmark10) [12:4,24](#_bookmark11)[14:1](#_bookmark13) [17:6](#_bookmark16) [20:22](#_bookmark19)[23:25](#_bookmark22) [25:17](#_bookmark24)[26:14](#_bookmark25) [31:22](#_bookmark30)[32:19](#_bookmark31)**hire** [29:10](#_bookmark28)**history** [25:2](#_bookmark24)**hold** [21:11](#_bookmark20)**holding** [8:19](#_bookmark7)**home** [14:13](#_bookmark13)**honor** [16:5](#_bookmark15)**honored** [19:18](#_bookmark18)**hospital** [8:24](#_bookmark7) [9:7](#_bookmark8)[9:9,18,23](#_bookmark8) [10:2,8](#_bookmark9)[13:10,17](#_bookmark12) [14:7,13](#_bookmark13)[14:22](#_bookmark13) [17:18](#_bookmark16)[19:23](#_bookmark18) [20:1](#_bookmark19) [23:9](#_bookmark22)[25:15](#_bookmark24) [26:10](#_bookmark25)[32:15](#_bookmark31)**hospitalized**[12:23](#_bookmark11)**hospitals** [18:15](#_bookmark17)[20:12,19](#_bookmark19) [29:12](#_bookmark28)**hours** [30:1,6,13](#_bookmark29)[30:13](#_bookmark29) |
| **g** |
| **gaden** [2:15](#_bookmark1) [28:17](#_bookmark27)[28:18,21,22](#_bookmark27)**gaps** [22:4](#_bookmark21)**gather** [5:11](#_bookmark4)**general** [4:21](#_bookmark3) [8:6](#_bookmark7)**generate** [21:1](#_bookmark20)**give** [7:3](#_bookmark6) [33:7,7](#_bookmark32)[33:20](#_bookmark32)**given** [12:24](#_bookmark11)[21:12,17](#_bookmark20) [23:3](#_bookmark22)**giving** [19:3](#_bookmark18)[31:16](#_bookmark30)**go** [6:1](#_bookmark5) [8:7](#_bookmark7)**goal** [21:17](#_bookmark20)**goals** [17:4,5](#_bookmark16)[,8](#_bookmark17)[18:19](#_bookmark17) [20:25](#_bookmark19)[25:16](#_bookmark24)**going** [33:20](#_bookmark32) [34:2](#_bookmark33)**good** [3:2](#_bookmark2) [8:15](#_bookmark7)[16:20](#_bookmark15) [19:14](#_bookmark18)[23:10,11](#_bookmark22) [24:17](#_bookmark23)**goods** [21:16](#_bookmark20)**governing** [5:6](#_bookmark4)**government** [3:22](#_bookmark2)[10:19](#_bookmark9)**great** [23:5](#_bookmark22) [24:5](#_bookmark23)**greater** [11:23](#_bookmark10)[17:15](#_bookmark16) [26:2,4](#_bookmark25)[27:19](#_bookmark26) [29:19,22](#_bookmark28)**greatly** [8:3](#_bookmark7)**gridlock** [12:10](#_bookmark11)**ground** [9:10](#_bookmark8) | **h** |
| **half** [10:14](#_bookmark9)**hand** [29:3](#_bookmark28) [35:13](#_bookmark34)**hard** [13:23](#_bookmark12) [23:6](#_bookmark22)**health** [1:3](#_bookmark0) [2:5](#_bookmark1)[3:5,10,15](#_bookmark2) [4:3](#_bookmark3) [5:2](#_bookmark4)[5:2,4,8,18](#_bookmark4) [7:16](#_bookmark6)[8:11,18,19](#_bookmark7) [9:20](#_bookmark8)[10:15,21](#_bookmark9) [11:2](#_bookmark10)[13:4](#_bookmark12) [14:5,11,19](#_bookmark13)[15:12,16](#_bookmark14) [16:9](#_bookmark15)[18:21](#_bookmark17) [19:6](#_bookmark18) [21:2](#_bookmark20)[21:5,6,8,12,22](#_bookmark20)[21:23](#_bookmark20) [22:5,6](#_bookmark21)[,6](#_bookmark22)[23:1](#_bookmark22) [25:8](#_bookmark24) [28:1](#_bookmark27)**healthcare** [11:6](#_bookmark10)[15:7,18](#_bookmark14) [20:5](#_bookmark19)[21:13,24](#_bookmark20) [24:1](#_bookmark23)[25:6](#_bookmark24)**hear** [3:7](#_bookmark2) [5:11](#_bookmark4)[6:25](#_bookmark5)**heard** [32:10](#_bookmark31) [33:5](#_bookmark32)**hearing** [3:13](#_bookmark2)[5:10,22,23](#_bookmark4) [8:20](#_bookmark7)[34:2,7](#_bookmark33) [35:7](#_bookmark34)**heat** [2:10,12](#_bookmark1)[22:21](#_bookmark21) [23:22](#_bookmark22)**hello** [23:20](#_bookmark22) [28:14](#_bookmark27)**help** [12:14](#_bookmark11) [14:3](#_bookmark13)**helping** [21:4](#_bookmark20)[25:15](#_bookmark24)**hereunto** [35:12](#_bookmark34) |
| **i** |
| **icu** [11:19](#_bookmark10) [12:2](#_bookmark11)[27:3](#_bookmark26) [29:19](#_bookmark28)**identify** [16:18](#_bookmark15)**illness** [14:9,16](#_bookmark13)**impact** [5:3](#_bookmark4) [12:6](#_bookmark11)[12:7](#_bookmark11) [15:6](#_bookmark14) [18:20](#_bookmark17)[18:25](#_bookmark17) [21:6,11](#_bookmark20)[31:11](#_bookmark30)**impacting** [17:24](#_bookmark16) |

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| --- | --- | --- | --- |
| **impacts** [15:3](#_bookmark14)[26:8](#_bookmark25)**implementation**[17:14](#_bookmark16)**implemented**[22:7](#_bookmark21) [25:20](#_bookmark24)**implications**[31:4](#_bookmark30)**important** [9:25](#_bookmark8)[16:4](#_bookmark15) [23:1](#_bookmark22) [27:10](#_bookmark26)**improve** [4:23](#_bookmark3) [9:4](#_bookmark8)[12:15](#_bookmark11) [22:5](#_bookmark21) [28:1](#_bookmark27)[32:14](#_bookmark31)**improved** [18:10](#_bookmark17)**improving** [27:22](#_bookmark26)**inaudible** [3:23](#_bookmark2)[12:18](#_bookmark11) [14:25](#_bookmark13)[20:10](#_bookmark19)**incidents** [12:24](#_bookmark11)**include** [15:2](#_bookmark14)**includes** [4:17](#_bookmark3)**including** [4:9](#_bookmark3)[12:17](#_bookmark11) [20:8](#_bookmark19) [31:21](#_bookmark30)**income** [10:18](#_bookmark9)[13:10,25](#_bookmark12) [20:7](#_bookmark19)**increase** [13:2,22](#_bookmark12)[15:19](#_bookmark14) [25:22](#_bookmark24)[26:13](#_bookmark25) [30:14](#_bookmark29)**increased** [29:9](#_bookmark28)[30:5,7,21](#_bookmark29)**increases** [11:17](#_bookmark10)[18:8](#_bookmark17) [29:23,25](#_bookmark28)**index** [2:1](#_bookmark1)**indiscernible**[10:11](#_bookmark9)**indispensable**[20:6](#_bookmark19) | **individuals** [20:8](#_bookmark19)**inequities** [11:2](#_bookmark10)**information**[5:11,15](#_bookmark4) [8:8](#_bookmark7)**infrastructure**[4:11,22](#_bookmark3) [15:22](#_bookmark14)[18:13](#_bookmark17) [25:23](#_bookmark24) [27:1](#_bookmark26)**initiatives** [5:5](#_bookmark4)[21:3](#_bookmark20) [22:7](#_bookmark21)**inpatient** [4:8,14](#_bookmark3)[4:19,20](#_bookmark3) [9:1,1,3](#_bookmark8)[9:18](#_bookmark8) [12:12,13](#_bookmark11)[13:19](#_bookmark12) [15:6,20](#_bookmark14)[17:2,10](#_bookmark16) [19:7,22](#_bookmark18)[20:14,25](#_bookmark19) [24:24](#_bookmark23)[25:5,9](#_bookmark24) [26:4,11](#_bookmark25)[26:16,18](#_bookmark25) [27:3](#_bookmark26)[29:1,10,20,24](#_bookmark28)[31:20](#_bookmark30) [32:5](#_bookmark31)**inpatients** [31:1](#_bookmark30)**input** [32:15](#_bookmark31)**instrumental**[21:4](#_bookmark20)**insufficient** [32:1](#_bookmark31)**insulators** [2:10](#_bookmark1)[2:12](#_bookmark1) [22:21,24](#_bookmark21)[23:23,24](#_bookmark22)**insurance** [10:5](#_bookmark9)**insured** [10:15](#_bookmark9)**intending** [3:22](#_bookmark2)**intensive** [4:10](#_bookmark3)[26:3](#_bookmark25)**interested** [27:15](#_bookmark26)[35:11](#_bookmark34)**interior** [15:23](#_bookmark14)[27:5](#_bookmark26)**investments**[25:19](#_bookmark24) | **investor** [21:16](#_bookmark20)**issues** [14:4,10](#_bookmark13)[21:6,23](#_bookmark20) | **leads** [17:19](#_bookmark16)**learning** [5:25](#_bookmark4)**leave** [17:21](#_bookmark16)[30:15](#_bookmark29)**leaving** [26:15](#_bookmark25)[30:23](#_bookmark29)**left** [6:24](#_bookmark5) [30:18](#_bookmark29)**length** [7:10](#_bookmark6)[17:20](#_bookmark16) [29:11](#_bookmark28)**lengths** [26:12](#_bookmark25)**lengthy** [7:6](#_bookmark6)**letting** [23:21](#_bookmark22)**level** [29:10](#_bookmark28)**levels** [13:21,22](#_bookmark12)**licensed** [11:13](#_bookmark10)[25:14](#_bookmark24) [32:5](#_bookmark31)**life** [31:4](#_bookmark30)**limit** [6:22](#_bookmark5) [10:17](#_bookmark9)**limits** [12:10](#_bookmark11)**line** [6:6](#_bookmark5) [8:5](#_bookmark7)[19:13](#_bookmark18) [22:17](#_bookmark21)[23:19](#_bookmark22) [24:15](#_bookmark23)[28:14,16](#_bookmark27)**live** [11:3](#_bookmark10) [23:8](#_bookmark22)**local** [2:10,12](#_bookmark1)[21:10](#_bookmark20) [22:21](#_bookmark21)[23:23](#_bookmark22)**located** [22:22](#_bookmark21)**logistics** [5:22,25](#_bookmark4)**long** [26:12](#_bookmark25) [31:7](#_bookmark30)[32:2](#_bookmark31)**longer** [29:11](#_bookmark28)**loved** [31:11](#_bookmark30)**low** [10:18](#_bookmark9) [13:9](#_bookmark12)[13:25](#_bookmark12) [17:7](#_bookmark16) [20:6](#_bookmark19)[24:1](#_bookmark23)**lower** [17:20](#_bookmark16) |
| **j** |
| **james** [2:7](#_bookmark1) [19:12](#_bookmark18)[19:14,15](#_bookmark18)**january** [30:13](#_bookmark29)**jeff** [2:9](#_bookmark1) [22:17,19](#_bookmark21)[23:15](#_bookmark22)**jeopardize** [20:23](#_bookmark19)**jessica** [35:3,16](#_bookmark34)**jobs** [23:10](#_bookmark22)**join** [24:14](#_bookmark23)**joining** [3:10](#_bookmark2)**july** [30:13,20](#_bookmark29) |
| **k** |
| **kate** [2:4](#_bookmark1) [8:10,14](#_bookmark7)[8:16](#_bookmark7) [16:13](#_bookmark15)**katoole** [3:12](#_bookmark2)**keep** [13:23](#_bookmark12) [23:12](#_bookmark22)**kidney** [13:6](#_bookmark12)**know** [14:20](#_bookmark13)[33:12](#_bookmark32)**known** [21:20](#_bookmark20) |
| **l** |
| **lack** [26:11](#_bookmark25)**language** [10:25](#_bookmark9)**large** [10:10](#_bookmark9)[20:13](#_bookmark19)**largely** [14:25](#_bookmark13)**largest** [10:1,8](#_bookmark9)[19:25](#_bookmark18)**latent** [32:14](#_bookmark31)**leader** [9:10](#_bookmark8)**leadership** [27:13](#_bookmark26)**leading** [12:1](#_bookmark11)[17:16](#_bookmark16) [18:10](#_bookmark17) |

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| --- | --- | --- | --- |
| **lynn** [3:12](#_bookmark2) | **measures** [15:18](#_bookmark14)[17:25](#_bookmark16)**mechanical**[22:24](#_bookmark21) [23:24](#_bookmark22)**mechanisms**[21:7](#_bookmark20)**median** [30:9](#_bookmark29)**medicaid** [20:9](#_bookmark19)**medical** [1:5](#_bookmark0) [2:6,8](#_bookmark1)[2:8,14,14,16](#_bookmark1) [3:1](#_bookmark2)[4:9](#_bookmark3) [5:8](#_bookmark4) [8:17,22](#_bookmark7)[9:10,14](#_bookmark8) [11:18,22](#_bookmark10)[16:24](#_bookmark15) [17:22](#_bookmark16)[19:17,17](#_bookmark18) [21:8](#_bookmark20)[22:3](#_bookmark21) [23:1](#_bookmark22) [24:21](#_bookmark23)[24:22](#_bookmark23) [26:1](#_bookmark25) [27:2](#_bookmark26)[28:24](#_bookmark27) [29:8,16,18](#_bookmark28)[30:4,11,19](#_bookmark29) [32:3](#_bookmark31)[32:19,22](#_bookmark31)**medicare** [10:22](#_bookmark9)**medicine** [9:14](#_bookmark8)**meet** [13:15,18](#_bookmark12)[17:8](#_bookmark16) [18:15](#_bookmark17) [19:23](#_bookmark18)[25:16](#_bookmark24) [27:9](#_bookmark26) [32:2](#_bookmark31)[32:7](#_bookmark31)**meeting** [6:8](#_bookmark5)[18:23](#_bookmark17)**meetings** [5:21](#_bookmark4)**meets** [17:4](#_bookmark16) [18:19](#_bookmark17)**members** [23:8](#_bookmark22)[31:7,10](#_bookmark30)**men** [23:6](#_bookmark22)**menino** [4:12](#_bookmark3)**mental** [21:23](#_bookmark20)**messages** [22:2](#_bookmark21)**metrics** [18:11](#_bookmark17)**midnight** [11:21](#_bookmark10) | **million** [9:21](#_bookmark8) [21:2](#_bookmark20)**minor** [4:5](#_bookmark3)**minorities** [20:11](#_bookmark19)**minute** [7:7](#_bookmark6)**minutes** [6:23](#_bookmark5) [7:1](#_bookmark6)[8:8](#_bookmark7) [28:13](#_bookmark27) [33:4,6](#_bookmark32)[33:8,21](#_bookmark32)**mission** [2:8](#_bookmark1)[13:19](#_bookmark12) [19:16,23](#_bookmark18)[21:14](#_bookmark20)**model** [22:3](#_bookmark21)**moderated** [6:5](#_bookmark5)**moderator** [6:6](#_bookmark5)[7:2](#_bookmark6) [8:12](#_bookmark7) [19:12](#_bookmark18)[22:16](#_bookmark21) [23:18](#_bookmark22)[24:11,15](#_bookmark23) [28:7,14](#_bookmark27)[33:1,13](#_bookmark32)**monday** [33:24](#_bookmark32)[34:5](#_bookmark33)**month** [18:24](#_bookmark17)**monthly** [5:21](#_bookmark4)**moving** [15:4](#_bookmark14)**multiple** [17:9](#_bookmark16)**multiyear's**[27:11](#_bookmark26)**mute** [6:18](#_bookmark5) [7:3](#_bookmark6)[8:13](#_bookmark7) [16:15](#_bookmark15) [28:9](#_bookmark27)[33:16](#_bookmark32)**muted** [6:17](#_bookmark5) | **nations** [11:25](#_bookmark10)**nearly** [10:14](#_bookmark9)**necessary** [13:16](#_bookmark12)[20:20](#_bookmark19)**need** [1:4](#_bookmark0) [2:3](#_bookmark1) [3:6](#_bookmark2)[3:8](#_bookmark2) [5:2](#_bookmark4) [6:18](#_bookmark5) [7:15](#_bookmark6)[10:4](#_bookmark9) [11:7,9](#_bookmark10) [13:4](#_bookmark12)[14:2,24](#_bookmark13) [23:25](#_bookmark22)[26:15](#_bookmark25) [31:18](#_bookmark30) [32:4](#_bookmark31)[32:6](#_bookmark31)**needed** [16:10](#_bookmark15)**needs** [26:23](#_bookmark25) [27:9](#_bookmark26)[27:18](#_bookmark26) [32:7](#_bookmark31)**negative** [4:18](#_bookmark3)**neighborhoods**[23:9](#_bookmark22)**neo** [25:10](#_bookmark24)**net** [10:1,8,22](#_bookmark9)[20:1,11](#_bookmark19)**new** [4:8,14](#_bookmark3) [9:24](#_bookmark8)[10:2](#_bookmark9) [15:24](#_bookmark14) [20:1](#_bookmark19)[27:8](#_bookmark26) [35:4](#_bookmark34)**newsom** [2:6](#_bookmark1)[16:20,22](#_bookmark15)**niche** [19:4](#_bookmark18)**notary** [35:3](#_bookmark34)**note** [8:2](#_bookmark7) [10:1](#_bookmark9)**noted** [17:8](#_bookmark16) [34:9](#_bookmark33)**notice** [6:13](#_bookmark5)**noting** [18:24](#_bookmark17)**notwithstanding**[29:7](#_bookmark28)**november** [7:19](#_bookmark6)[33:24](#_bookmark32) [34:6](#_bookmark33)**number** [17:21](#_bookmark16)[30:3,21](#_bookmark29)**numbers** [26:14](#_bookmark25) |
| **m** |
| **mail** [7:11,12,13](#_bookmark6)**main** [4:5](#_bookmark3)**maintain** [27:22](#_bookmark26)**maintains** [27:17](#_bookmark26)**manage** [6:7](#_bookmark5) **management** [14:15](#_bookmark13) [15:12](#_bookmark14)**manager** [2:10](#_bookmark1)[22:20](#_bookmark21)**managing** [31:13](#_bookmark30)**manner** [13:24](#_bookmark12)[16:4](#_bookmark15)**marginalized**[23:5,13](#_bookmark22)**market** [18:22](#_bookmark17)[19:1](#_bookmark18)**marlborough**[7:17](#_bookmark6)**marriage** [35:9](#_bookmark34)**mass** [10:15](#_bookmark9) [13:4](#_bookmark12)[14:5,11](#_bookmark13)**massachusetts**[1:3](#_bookmark0) [3:4](#_bookmark2) [5:17](#_bookmark4) [7:15](#_bookmark6)[7:17](#_bookmark6) [18:19](#_bookmark17) [20:5](#_bookmark19)**material** [32:9](#_bookmark31)**matter** [35:11](#_bookmark34)**maxed** [11:25](#_bookmark10)**maximizes** [27:20](#_bookmark26)**mba** [2:7](#_bookmark1)**mcaneny** [2:13](#_bookmark1)[24:17,20](#_bookmark23)**md** [2:7,13](#_bookmark1)**means** [11:23](#_bookmark10)**measured** [27:17](#_bookmark26)[32:12](#_bookmark31) |
| **n** |
| **n** [35:1](#_bookmark34)**name** [3:3](#_bookmark2) [6:21](#_bookmark5)[8:16](#_bookmark7) [16:22](#_bookmark15) [19:15](#_bookmark18)[22:19](#_bookmark21) [23:21](#_bookmark22)[24:19](#_bookmark23) [28:10,15](#_bookmark27)[28:21](#_bookmark27) [33:17](#_bookmark32)**nancy** [2:15](#_bookmark1) [28:18](#_bookmark27)[28:19,22](#_bookmark27) [32:23](#_bookmark31) |

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| --- | --- | --- | --- |
| **numerous** [22:1](#_bookmark21)**nursing** [2:16](#_bookmark1)[28:23](#_bookmark27) [31:3](#_bookmark30) | **opportunity**[8:21](#_bookmark7) [16:21](#_bookmark15) [24:19](#_bookmark23)**orally** [8:1](#_bookmark7)**order** [25:5](#_bookmark24)**organization**[14:6,12](#_bookmark13) [21:15](#_bookmark20)**outcome** [35:11](#_bookmark34)**outcomes** [15:8](#_bookmark14)[20:23](#_bookmark19) [22:6](#_bookmark21)**outlined** [4:24](#_bookmark3)[25:24](#_bookmark24) [32:9](#_bookmark31)**outpatient** [9:18](#_bookmark8)[9:22](#_bookmark8) [14:14](#_bookmark13)**overall** [15:8](#_bookmark14)[17:23](#_bookmark16) [18:11](#_bookmark17) [19:1](#_bookmark18)**overcrowded**[31:13](#_bookmark30)**overhead** [27:24](#_bookmark26)**overly** [18:3](#_bookmark17)**oversight** [18:22](#_bookmark17) | [26:8](#_bookmark25) [32:3,20](#_bookmark31)**patient's** [14:21](#_bookmark13)**patients** [10:14](#_bookmark9)[10:15,24](#_bookmark9) [11:6](#_bookmark10)[12:11,23,25](#_bookmark11) [13:4](#_bookmark12)[13:10,12,25](#_bookmark12)[14:18](#_bookmark13) [15:4,14](#_bookmark14)[17:21](#_bookmark16) [18:5](#_bookmark17) [20:16](#_bookmark19)[20:21](#_bookmark19) [21:12](#_bookmark20)[26:14,14,23](#_bookmark25)[27:10,19](#_bookmark26) [29:9,13](#_bookmark28)[29:16](#_bookmark28) [30:1,7,12](#_bookmark29)[30:15,18,22](#_bookmark29) [31:6](#_bookmark30)[31:9,15,19](#_bookmark30) [32:4](#_bookmark31)[32:8,21](#_bookmark31)**pause** [6:16](#_bookmark5) [7:5](#_bookmark6)**pavilions** [25:9](#_bookmark24)**pay** [10:6](#_bookmark9) [23:11](#_bookmark22)**payer** [19:4](#_bookmark18)**payers** [10:20](#_bookmark9)**pending** [25:24](#_bookmark24)**people** [6:23](#_bookmark5) [12:8](#_bookmark11)[24:6](#_bookmark23)**periled** [12:1](#_bookmark11)**period** [34:1](#_bookmark33)**periods** [11:14](#_bookmark10)**permit** [27:9](#_bookmark26)**permitted** [5:14](#_bookmark4)**person** [3:22](#_bookmark2) [5:23](#_bookmark4)[16:17](#_bookmark15)**pharmacies**[13:12](#_bookmark12)**phone** [6:17](#_bookmark5)[28:10](#_bookmark27) [33:16](#_bookmark32)**physical** [18:16](#_bookmark17)**physician** [19:19](#_bookmark18)[30:17](#_bookmark29) | **physicians** [9:16](#_bookmark8)**place** [22:1](#_bookmark21)**plan** [6:4](#_bookmark5) [25:7,20](#_bookmark24)**planning** [27:12](#_bookmark26)**plans** [10:21](#_bookmark9)[26:25](#_bookmark25)**plant** [18:16](#_bookmark17)**play** [20:13](#_bookmark19)**plays** [10:9](#_bookmark9) [20:4](#_bookmark19)**please** [6:17,18](#_bookmark5)[7:6,10](#_bookmark6) [8:2](#_bookmark7) [16:14](#_bookmark15)[16:16,18](#_bookmark15) [19:10](#_bookmark18)[22:14](#_bookmark21) [23:16](#_bookmark22) [24:9](#_bookmark23)[28:5,9](#_bookmark27) [32:24](#_bookmark31)[33:11,15](#_bookmark32)**point** [4:11,21](#_bookmark3)**policy** [18:22](#_bookmark17)**poor** [23:4,12](#_bookmark22)**population**[10:18](#_bookmark9) [11:1](#_bookmark10) [15:12](#_bookmark14)[20:9](#_bookmark19)**populations**[11:19](#_bookmark10) [20:7](#_bookmark19)**positive** [15:2,6](#_bookmark14)**positively** [17:24](#_bookmark16)**possible** [27:11](#_bookmark26)**post** [4:15](#_bookmark3) [29:13](#_bookmark28)**postal** [7:12](#_bookmark6)**posted** [7:22](#_bookmark6)**poverty** [10:16](#_bookmark9)**power** [21:11](#_bookmark20)**practicing** [24:21](#_bookmark23)**pre** [4:15](#_bookmark3)**preliminary** [30:8](#_bookmark29)**premium** [10:20](#_bookmark9)**preparing** [5:16](#_bookmark4)**present** [7:6](#_bookmark6) [8:8](#_bookmark7) |
| **o** |
| **o** [35:1](#_bookmark34)**objectives** [20:18](#_bookmark19)**observation** [4:18](#_bookmark3)**occupancy** [11:22](#_bookmark10)[12:2,5](#_bookmark11) [26:2,3](#_bookmark25)[29:20](#_bookmark28)**october** [1:10](#_bookmark0) [3:1](#_bookmark2)[30:18](#_bookmark29) [35:13](#_bookmark34)**officer** [2:8,14,16](#_bookmark1)[19:17](#_bookmark18) [24:21](#_bookmark23)[28:23](#_bookmark27) [31:3](#_bookmark30)**offset** [31:22](#_bookmark30)**okay** [24:13](#_bookmark23) [28:19](#_bookmark27)[33:3,5,19](#_bookmark32)**older** [12:24](#_bookmark11)**ones** [31:12](#_bookmark30)**ongoing** [14:18](#_bookmark13)**open** [8:5](#_bookmark7) [12:13](#_bookmark11)[19:13](#_bookmark18) [22:17](#_bookmark21)[23:19](#_bookmark22) [24:16](#_bookmark23)[28:15,16](#_bookmark27)**opened** [12:19](#_bookmark11)[14:17](#_bookmark13) [31:19](#_bookmark30)**operating** [4:14](#_bookmark3)[9:2](#_bookmark8) [26:5](#_bookmark25) [27:4](#_bookmark26)**operational**[17:17](#_bookmark16)**operations** [32:16](#_bookmark31)**operative** [4:15](#_bookmark3)**opinions** [5:11](#_bookmark4)**opioid** [13:7](#_bookmark12)**opportunities**[14:7,13](#_bookmark13) [24:5](#_bookmark23) |
| **p** |
| **p.m.** [1:10](#_bookmark0) [7:19](#_bookmark6)[33:7,23](#_bookmark32) [34:5,9](#_bookmark33)**pages** [2:2](#_bookmark1)**pandemic** [11:16](#_bookmark10)[12:20](#_bookmark11) [29:8](#_bookmark28)**part** [18:14](#_bookmark17)**participation** [8:4](#_bookmark7)**particular** [26:11](#_bookmark25)**parties** [27:15](#_bookmark26)[35:10](#_bookmark34)**partners** [23:6](#_bookmark22)**patience** [6:1](#_bookmark5)**patient** [4:23](#_bookmark3) [8:22](#_bookmark7)[9:5,21](#_bookmark8) [11:1,19](#_bookmark10)[12:6,22](#_bookmark11) [13:21](#_bookmark12)[14:8](#_bookmark13) [15:9](#_bookmark14) [18:2,9](#_bookmark17)[20:23](#_bookmark19) [25:2,21](#_bookmark24) |

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| **presented** [8:1](#_bookmark7)**president** [2:5](#_bookmark1)[8:10,17](#_bookmark7) [16:23](#_bookmark15)[19:16](#_bookmark18) [28:23](#_bookmark27)**press** [6:10](#_bookmark5) [16:14](#_bookmark15)[28:9](#_bookmark27) [33:16](#_bookmark32)**pressed** [13:23](#_bookmark12)**pressure** [4:19](#_bookmark3)**previously** [11:10](#_bookmark10)**pricing** [19:3](#_bookmark18)**primary** [10:25](#_bookmark9)[30:25](#_bookmark29)**principal** [9:11](#_bookmark8)**prioritize** [26:25](#_bookmark25)**prioritizes** [32:17](#_bookmark31)**prioritizing**[15:21](#_bookmark14)**problems** [6:3](#_bookmark5)[9:20](#_bookmark8)**procedural**[11:21](#_bookmark10)**procedure** [4:21](#_bookmark3)**procedures** [13:1](#_bookmark12)**process** [5:7,16](#_bookmark4)[5:24](#_bookmark4) [8:5](#_bookmark7) [27:12](#_bookmark26)**processes** [22:1](#_bookmark21)**program** [2:3](#_bookmark1) [3:6](#_bookmark2)[3:8,9,21](#_bookmark2) [4:25](#_bookmark3) [5:7](#_bookmark4)[5:14](#_bookmark4)**programs** [9:15](#_bookmark8)[22:1](#_bookmark21)**project** [4:1,2](#_bookmark3)[,4](#_bookmark4)[5:12,20](#_bookmark4) [8:9,11](#_bookmark7)[11:4,10](#_bookmark10) [12:21](#_bookmark11)[13:16,17](#_bookmark12) [14:3,23](#_bookmark13)[15:1,10,17](#_bookmark14) [16:1](#_bookmark15)[16:10](#_bookmark15) [17:4,8](#_bookmark16)[18:1,14,18](#_bookmark17) [19:2](#_bookmark18) | [20:24](#_bookmark19) [22:11](#_bookmark21) [24:2](#_bookmark23)[24:7](#_bookmark23) [25:12](#_bookmark24) [28:2](#_bookmark27)**projects** [4:23,25](#_bookmark3)[9:3](#_bookmark8)**promise** [16:5](#_bookmark15)**proper** [18:7](#_bookmark17)**proportion** [11:1](#_bookmark10)**proposal** [8:23](#_bookmark7)[25:11](#_bookmark24) [27:16](#_bookmark26)[32:11](#_bookmark31)**proposed** [5:12](#_bookmark4)[5:20](#_bookmark4) [8:9](#_bookmark7) [11:4](#_bookmark10)[12:21](#_bookmark11) [13:15,17](#_bookmark12)[14:3,23](#_bookmark13) [15:1,10](#_bookmark14)[15:16](#_bookmark14) [16:1,10](#_bookmark15)[17:1,3,8](#_bookmark16) [18:1,14](#_bookmark17)[18:18](#_bookmark17) [19:1,7,21](#_bookmark18)[20:24](#_bookmark19) [22:10](#_bookmark21)[24:23](#_bookmark23) [26:17,21](#_bookmark25)[28:2](#_bookmark27) [29:1](#_bookmark28)**proposing** [8:24](#_bookmark7)**proud** [15:25](#_bookmark14)**provide** [4:2](#_bookmark3) [9:17](#_bookmark8)[11:5](#_bookmark10) [14:2](#_bookmark13) [20:20](#_bookmark19)[25:2](#_bookmark24) [32:19](#_bookmark31) [33:14](#_bookmark32)[33:17](#_bookmark32)**provided** [13:9](#_bookmark12)[18:17](#_bookmark17) [34:3](#_bookmark33)**provider** [9:23](#_bookmark8)[12:1](#_bookmark11) [13:3](#_bookmark12) [15:9](#_bookmark14)[18:9,25](#_bookmark17) [21:14](#_bookmark20)**providers** [18:4](#_bookmark17)[31:6,12](#_bookmark30)**providing** [10:3](#_bookmark9)[10:11](#_bookmark9) [15:3](#_bookmark14) [17:12](#_bookmark16)[18:7](#_bookmark17) [19:24](#_bookmark18) [20:6](#_bookmark19)[20:14](#_bookmark19) [23:10](#_bookmark22) | **public** [1:3](#_bookmark0) [3:4,9](#_bookmark2)[5:2,10,18](#_bookmark4) [7:16](#_bookmark6)[7:24](#_bookmark6) [8:6,19,20](#_bookmark7)[16:9](#_bookmark15) [19:6](#_bookmark18) [25:8](#_bookmark24)[28:1](#_bookmark27) [34:2,7](#_bookmark33) [35:3](#_bookmark34)[35:7](#_bookmark34)**purchaser** [21:15](#_bookmark20)**pursuant** [3:13](#_bookmark2)**pursue** [14:5,11](#_bookmark13)**put** [6:10](#_bookmark5) | **receipt** [3:15](#_bookmark2)**receive** [18:5](#_bookmark17)**recognition**[21:25](#_bookmark20)**recognized** [9:9](#_bookmark8)[15:17](#_bookmark14)**recommend** [16:9](#_bookmark15)[22:10](#_bookmark21)**recommendati...**[5:17](#_bookmark4)**record** [6:20](#_bookmark5)[28:10,15](#_bookmark27) [33:16](#_bookmark32)[35:7](#_bookmark34)**recorded** [6:8](#_bookmark5)**records** [7:24](#_bookmark6)**reduced** [11:15](#_bookmark10)[17:16](#_bookmark16)**reduces** [18:8](#_bookmark17)**reducing** [17:25](#_bookmark16)[18:2](#_bookmark17)**reduction** [4:20](#_bookmark3)[17:19,20](#_bookmark16)**reductions** [18:11](#_bookmark17)**refer** [3:7](#_bookmark2) [10:6](#_bookmark9)**regarding** [8:21](#_bookmark7)**regardless** [7:10](#_bookmark6)[10:5](#_bookmark9)**region** [10:9](#_bookmark9) [16:7](#_bookmark15)**regulation** [3:25](#_bookmark2)**regulations** [3:19](#_bookmark2)[4:24](#_bookmark3) [5:6](#_bookmark4)**regulatory** [27:14](#_bookmark26)**reimbursement**[15:13](#_bookmark14)**related** [5:1](#_bookmark4) [35:8](#_bookmark34)**relevant** [5:15](#_bookmark4)[10:13,14](#_bookmark9) |
| **q** |
| **quality** [10:11](#_bookmark9)[11:7](#_bookmark10) [14:1](#_bookmark13) [15:8](#_bookmark14)[17:7,25](#_bookmark16) [18:10](#_bookmark17)[20:22](#_bookmark19) [24:1](#_bookmark23) [25:17](#_bookmark24)[32:20](#_bookmark31)**question** [5:13](#_bookmark4)[28:9](#_bookmark27)**questions** [5:13](#_bookmark4)**queue** [6:7,11,12](#_bookmark5)[16:17](#_bookmark15) [24:12](#_bookmark23) [28:8](#_bookmark27)[33:2,12,14](#_bookmark32) [34:1](#_bookmark33)**quickly** [7:14](#_bookmark6)**quite** [13:18](#_bookmark12) |
| **r** |
| **r** [35:1](#_bookmark34)**racial** [20:10](#_bookmark19)**rates** [11:22](#_bookmark10) [12:2](#_bookmark11)[12:3,5](#_bookmark11) [13:19](#_bookmark12)[26:2,4,5](#_bookmark25) [29:18](#_bookmark28)[29:20,21](#_bookmark28)**reactions** [27:18](#_bookmark26)**real** [31:3](#_bookmark30)**reason** [30:25](#_bookmark29)**reasons** [16:7](#_bookmark15)[18:18](#_bookmark17) [19:5](#_bookmark18) [22:9](#_bookmark21)[27:25](#_bookmark26) |

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| **relocation** [4:17](#_bookmark3)[15:23](#_bookmark14)**relocations** [27:5](#_bookmark26)**rely** [10:19](#_bookmark9)**remainder** [10:17](#_bookmark9)**remarks** [7:9](#_bookmark6)**reminder** [16:14](#_bookmark15)[28:8](#_bookmark27) [33:15,15,22](#_bookmark32)[34:4](#_bookmark33)**renaud** [2:3](#_bookmark1) [3:2](#_bookmark2)[,3](#_bookmark7)[8:23](#_bookmark7) [16:13](#_bookmark15) [19:9](#_bookmark18)[22:13](#_bookmark21) [23:15](#_bookmark22) [24:8](#_bookmark23)[24:13](#_bookmark23) [28:4,12,19](#_bookmark27)[32:23](#_bookmark31) [33:3,19](#_bookmark32)**renovate** [8:24](#_bookmark7)**renovation** [4:6](#_bookmark3)[4:12](#_bookmark3) [18:13](#_bookmark17)**renovations**[15:23](#_bookmark14) [27:5](#_bookmark26)**repair** [13:6](#_bookmark12)**represent** [3:3](#_bookmark2)[22:23](#_bookmark21) [23:23](#_bookmark22)**represents** [26:21](#_bookmark25)**request** [7:23](#_bookmark6)**requested** [32:6](#_bookmark31)**require** [32:4](#_bookmark31)**requires** [3:21](#_bookmark2)**requiring** [29:10](#_bookmark28)**research** [9:11](#_bookmark8)**residence** [6:22](#_bookmark5)**residency** [9:14](#_bookmark8)**residents** [24:4](#_bookmark23)**resolve** [6:3](#_bookmark5)**resourced** [10:18](#_bookmark9)[20:16](#_bookmark19)**resources** [15:5](#_bookmark14)[17:15](#_bookmark16) [18:3](#_bookmark17) [20:19](#_bookmark19)[25:7,23](#_bookmark24) [27:20](#_bookmark26) | **respectful** [16:4](#_bookmark15)**respectfully** [16:8](#_bookmark15)**response** [7:23](#_bookmark6)**result** [27:11](#_bookmark26)**resulted** [11:11](#_bookmark10)[25:12](#_bookmark24)**review** [5:24](#_bookmark4)**reviewed** [3:16](#_bookmark2)[7:23](#_bookmark6)**reviews** [4:25](#_bookmark3)**right** [26:18](#_bookmark25)**rise** [13:20](#_bookmark12)**rn** [2:15](#_bookmark1)**role** [10:10](#_bookmark9) [11:25](#_bookmark10)[20:4,13](#_bookmark19) [21:13](#_bookmark20)[31:2](#_bookmark30)**roles** [21:17](#_bookmark20)**room** [4:21](#_bookmark3) [26:5](#_bookmark25)**rooms** [4:14,19](#_bookmark3)[9:2](#_bookmark8) [27:4](#_bookmark26)**routinely** [12:4](#_bookmark11) | **seek** [32:21](#_bookmark31)**seeks** [4:4](#_bookmark3) [20:24](#_bookmark19)**seen** [17:22](#_bookmark16) [26:15](#_bookmark25)[29:3](#_bookmark28) [30:17,20,24](#_bookmark29)**senior** [2:6,14,16](#_bookmark1)[16:23](#_bookmark15) [28:22](#_bookmark27)**sent** [7:14](#_bookmark6)**september** [3:20](#_bookmark2)**serve** [10:25](#_bookmark9)[13:25](#_bookmark12) [15:25](#_bookmark14)[19:19](#_bookmark18)**served** [9:8](#_bookmark8)**service** [7:12](#_bookmark6)**services** [9:19,24](#_bookmark8)[10:4](#_bookmark9) [11:21](#_bookmark10) [13:5](#_bookmark12)[13:8,9,14,24](#_bookmark12)[14:2](#_bookmark13) [20:3](#_bookmark19) [21:16](#_bookmark20)[22:2](#_bookmark21)**session** [5:13](#_bookmark4)**set** [35:12](#_bookmark34)**setting** [15:6](#_bookmark14)[17:13](#_bookmark16) [18:6,8,17](#_bookmark17)**settings** [29:13](#_bookmark28)**short** [6:15](#_bookmark5)**show** [33:2](#_bookmark32)**showed** [30:9](#_bookmark29)**signature** [3:24](#_bookmark2)[35:15](#_bookmark34)**significant** [25:21](#_bookmark24)[29:4,23,25](#_bookmark28) [30:21](#_bookmark29)**significantly**[12:10](#_bookmark11)**simply** [13:18](#_bookmark12)**six** [5:1](#_bookmark4)**sizing** [26:19](#_bookmark25)**skin** [11:4](#_bookmark10)**slight** [7:5](#_bookmark6) | **small** [27:4](#_bookmark26)**smaller** [15:22](#_bookmark14)**social** [13:11](#_bookmark12)[15:15](#_bookmark14) [21:5,19,21](#_bookmark20)[22:4](#_bookmark21)**solution** [32:2](#_bookmark31)**sound** [6:25](#_bookmark5)**sounding** [6:25](#_bookmark5)**south** [9:8](#_bookmark8)**space** [15:21](#_bookmark14)[26:12,16](#_bookmark25) [27:1,23](#_bookmark26)**spaces** [4:16](#_bookmark3)[12:17,19,22](#_bookmark11)[31:20,22](#_bookmark30) [32:1,5](#_bookmark31)**speak** [6:18](#_bookmark5) [8:21](#_bookmark7)[10:24](#_bookmark9) [16:17](#_bookmark15)[23:21](#_bookmark22) [24:19](#_bookmark23)**speaker** [6:15,16](#_bookmark5)[7:4](#_bookmark6) [8:13](#_bookmark7) [19:11](#_bookmark18)[22:15](#_bookmark21) [23:17](#_bookmark22)[24:10](#_bookmark23) [28:6,13](#_bookmark27)[32:25](#_bookmark31) [33:6](#_bookmark32)**speakers** [6:22](#_bookmark5)[7:5](#_bookmark6) [16:14](#_bookmark15) [24:12](#_bookmark23)[24:14](#_bookmark23)**speaking** [6:7](#_bookmark5)**specialized** [9:19](#_bookmark8)[13:5](#_bookmark12)**specifically**[26:24](#_bookmark25)**spectrum** [9:17](#_bookmark8)**spend** [19:3](#_bookmark18)**spending** [15:7,18](#_bookmark14)**square** [11:13](#_bookmark10)[25:13](#_bookmark24) [27:21](#_bookmark26)**staff** [3:16](#_bookmark2) [18:4](#_bookmark17)[26:9](#_bookmark25) [31:6,12](#_bookmark30) |
| **s** |
| **safe** [11:7](#_bookmark10) [16:4](#_bookmark15)**safety** [10:1,8,22](#_bookmark9)[19:25](#_bookmark18) [20:11](#_bookmark19)**saliba** [2:9](#_bookmark1) [22:19](#_bookmark21)[22:20](#_bookmark21)**satisfaction** [15:9](#_bookmark14)[18:9](#_bookmark17)**satisfy** [26:19](#_bookmark25)**school** [9:13](#_bookmark8)**scratch** [27:6](#_bookmark26)**screening** [15:14](#_bookmark14)**second** [18:1](#_bookmark17)**seconds** [6:24](#_bookmark5)**securement** [11:8](#_bookmark10)**see** [31:18](#_bookmark30) |

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| **standard** [27:22](#_bookmark26)**start** [28:20](#_bookmark27)**starting** [25:3](#_bookmark24)**startling** [30:14](#_bookmark29)**state** [35:4](#_bookmark34)**state's** [25:16](#_bookmark24)**state.ma.us.** [7:13](#_bookmark6)**stated** [8:23](#_bookmark7)**stating** [6:21](#_bookmark5)**statistics** [30:15](#_bookmark29)**status** [10:5](#_bookmark9)**statute** [3:18,21](#_bookmark2)[5:6](#_bookmark4)**stay** [17:20](#_bookmark16) [26:13](#_bookmark25)**stays** [29:11](#_bookmark28)**steady** [11:20](#_bookmark10)**stewards** [25:6](#_bookmark24)**story** [25:18](#_bookmark24)**straining** [25:22](#_bookmark24)**strategic** [27:12](#_bookmark26)**street** [7:17](#_bookmark6) [22:22](#_bookmark21)**strong** [17:1](#_bookmark16)[28:25](#_bookmark27)**strongly** [19:5,21](#_bookmark18)[22:9](#_bookmark21)**struggle** [29:12](#_bookmark28)**submit** [7:7,11](#_bookmark6)**submitted** [3:14](#_bookmark2)[7:21](#_bookmark6) [25:7](#_bookmark24)**subsequently**[25:20](#_bookmark24)**substance** [14:19](#_bookmark13)**substantial** [3:23](#_bookmark2)**successes** [15:13](#_bookmark14)**successful** [15:11](#_bookmark14)[25:15](#_bookmark24)**summary** [7:7](#_bookmark6)[27:15](#_bookmark26) | **support** [9:3](#_bookmark8) [17:1](#_bookmark16)[19:21](#_bookmark18) [24:7,23](#_bookmark23)[28:25](#_bookmark27)**supported** [10:21](#_bookmark9)**supporting** [4:11](#_bookmark3)[4:22](#_bookmark3)**surge** [12:19](#_bookmark11)[31:22](#_bookmark30)**surgeon** [24:21](#_bookmark23)**surgical** [4:9](#_bookmark3)[11:18,20,22](#_bookmark10)[12:25](#_bookmark11) [13:5](#_bookmark12) [17:10](#_bookmark16)[17:15](#_bookmark16) [26:2](#_bookmark25) [27:2](#_bookmark26)[29:18](#_bookmark28) [30:11](#_bookmark29)**system** [2:5](#_bookmark1) [3:15](#_bookmark2)[5:9,25](#_bookmark4) [8:11,18](#_bookmark7)[20:5](#_bookmark19) [21:9,9](#_bookmark20)**systems** [4:3](#_bookmark3) | [32:10](#_bookmark31) [33:10,17](#_bookmark32)[34:3](#_bookmark33)**text** [7:8](#_bookmark6)**thank** [8:18](#_bookmark7) [16:10](#_bookmark15)[16:13,21](#_bookmark15) [19:8,9](#_bookmark18)[22:11,13,16](#_bookmark21)[23:15,20](#_bookmark22) [24:6,8](#_bookmark23)[24:17,18](#_bookmark23) [28:2,4](#_bookmark27)[28:10,12,17,21](#_bookmark27)[32:23](#_bookmark31) [33:1,18,21](#_bookmark32)[34:2,6](#_bookmark33)**thanks** [24:7](#_bookmark23)**thea** [2:7](#_bookmark1) [19:12](#_bookmark18)[19:15](#_bookmark18) [22:13](#_bookmark21)**therapeutic**[13:13](#_bookmark12) [18:6](#_bookmark17)**third** [10:23](#_bookmark9)[18:12](#_bookmark17)**thoughtful** [27:17](#_bookmark26)[32:11](#_bookmark31)**thoughtfully**[31:17](#_bookmark30)**three** [4:5,21](#_bookmark3) [6:23](#_bookmark5)[7:1,7](#_bookmark6) [19:20](#_bookmark18) [33:6](#_bookmark32)**throughput**[12:11](#_bookmark11) [17:15](#_bookmark16)**time** [16:11](#_bookmark15) [19:8](#_bookmark18)[22:11](#_bookmark21) [23:14](#_bookmark22) [28:3](#_bookmark27)[29:3](#_bookmark28) [30:9](#_bookmark29) [33:9](#_bookmark32)[33:21](#_bookmark32) [34:1,9](#_bookmark33)**time's** [7:2](#_bookmark6)**timely** [11:6](#_bookmark10) [15:3](#_bookmark14)[17:11,23](#_bookmark16) [18:7](#_bookmark17)[20:21](#_bookmark19)**times** [12:15](#_bookmark11) [31:8](#_bookmark30)**timing** [6:23](#_bookmark5)**today** [3:10](#_bookmark2) [5:24](#_bookmark4)[6:4](#_bookmark5) [14:24](#_bookmark13) [16:25](#_bookmark15) | [19:20](#_bookmark18) [23:21](#_bookmark22)[24:19](#_bookmark23) [26:1](#_bookmark25) [28:25](#_bookmark27)**today's** [8:20](#_bookmark7)**told** [6:11,14](#_bookmark5)**tom** [2:11](#_bookmark1) [22:17](#_bookmark21)[23:18,21](#_bookmark22) [24:8](#_bookmark23)**total** [4:13](#_bookmark3) [11:12](#_bookmark10)[25:13](#_bookmark24)**totally** [11:24](#_bookmark10)**tower** [27:8](#_bookmark26)**town** [6:21](#_bookmark5)**trades** [23:7](#_bookmark22) [24:4](#_bookmark23)**traditional** [22:3](#_bookmark21)**training** [9:15,15](#_bookmark8)**transcribed** [6:9](#_bookmark5)**transcriber** [6:19](#_bookmark5)**transcript** [7:20](#_bookmark6)[35:6](#_bookmark34)**translator** [13:14](#_bookmark12)**transparency**[18:23](#_bookmark17)**transplant** [13:6](#_bookmark12)**transportation**[13:13](#_bookmark12)**trauma** [9:24](#_bookmark8)[12:1](#_bookmark11) [20:2](#_bookmark19)**treat** [21:18](#_bookmark20)**treatment** [13:8](#_bookmark12)[17:12,24](#_bookmark16)**true** [35:6](#_bookmark34)**turn** [8:14](#_bookmark7) [25:18](#_bookmark24)**two** [4:11](#_bookmark3) [25:9](#_bookmark24) |
| **t** |
| **t** [35:1,1](#_bookmark34)**take** [5:15](#_bookmark4)**talk** [8:11](#_bookmark7)**taxed** [18:3](#_bookmark17)**teaching** [9:11](#_bookmark8)**teleconference**[1:9](#_bookmark0)**temporary** [31:24](#_bookmark30)**term** [32:2](#_bookmark31)**terri** [2:6](#_bookmark1) [16:22](#_bookmark15)**tertiary** [13:8](#_bookmark12)**testified** [25:25](#_bookmark24)**testifies** [33:9](#_bookmark32)**testify** [6:9,13](#_bookmark5)[16:15,22,25](#_bookmark15)[24:23](#_bookmark23) [28:25](#_bookmark27)**testimony** [2:1](#_bookmark1)[7:6](#_bookmark6) [17:3](#_bookmark16) [19:10](#_bookmark18)[24:25](#_bookmark23) [28:20](#_bookmark27) |
| **u** |
| **ultimately** [18:10](#_bookmark17)**un** [6:18](#_bookmark5) [8:13](#_bookmark7)[16:15](#_bookmark15) [28:9](#_bookmark27) [33:16](#_bookmark32)**unable** [12:18](#_bookmark11)[13:18](#_bookmark12) |

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| --- | --- | --- |
| **understand**[21:19](#_bookmark20)**uninsured** [13:3](#_bookmark12)[20:8](#_bookmark19)**unit** [4:10,16,18](#_bookmark3)[26:2,3](#_bookmark25)**university's** [9:12](#_bookmark8)**unrelenting**[11:17](#_bookmark10)**unsustainable**[32:1](#_bookmark31)**unsustained**[13:20](#_bookmark12)**upcoming** [5:21](#_bookmark4)**upgraded** [25:10](#_bookmark24)**upgrades** [18:13](#_bookmark17)**upset** [31:14](#_bookmark30)**upstairs** [12:10](#_bookmark11)**urge** [19:5](#_bookmark18) [27:25](#_bookmark26)**urgent** [26:17](#_bookmark25)**usage** [26:25](#_bookmark25)**use** [13:7](#_bookmark12)**utilization** [11:17](#_bookmark10)[12:3,5](#_bookmark11) [13:19](#_bookmark12)[25:22](#_bookmark24) [26:5](#_bookmark25) [29:21](#_bookmark28)[31:25](#_bookmark30)**utilized** [12:16](#_bookmark11) | **virtual** [5:22](#_bookmark4)**visit** [12:8](#_bookmark11)**visits** [9:21,22](#_bookmark8)**vitality** [23:2](#_bookmark22) [26:9](#_bookmark25)**volume** [25:5](#_bookmark24)[26:13](#_bookmark25)**volumes** [13:21](#_bookmark12)[25:3](#_bookmark24)**vp** [2:6,8,14,16](#_bookmark1)**vulnerable** [12:25](#_bookmark11)[20:7](#_bookmark19) | **worried** [31:10](#_bookmark30)**worrisome** [30:17](#_bookmark29)**wrap** [13:11](#_bookmark12)**writing** [7:8](#_bookmark6) [8:1](#_bookmark7)**written** [7:9,18](#_bookmark6)[33:22](#_bookmark32) [34:4](#_bookmark33) |
| **y** |
| **yawkey** [4:7](#_bookmark3)**year** [9:16,22](#_bookmark8)[12:9](#_bookmark11) [30:2,2](#_bookmark29)**years** [9:7](#_bookmark8) [16:1](#_bookmark15)[31:20](#_bookmark30)**yellow** [31:21](#_bookmark30)**york** [35:4](#_bookmark34) |
| **w** |
| **wages** [23:11](#_bookmark22)**wait** [12:15](#_bookmark11) [24:13](#_bookmark23)[28:13](#_bookmark27) [30:1,24](#_bookmark29)[31:8,11](#_bookmark30) [33:3](#_bookmark32)**waiting** [12:12](#_bookmark11)[29:17,23](#_bookmark28) [30:25](#_bookmark29)[31:2](#_bookmark30)**wall** [2:11](#_bookmark1) [22:17](#_bookmark21)[23:20,22](#_bookmark22)**walsh** [2:4](#_bookmark1) [8:10](#_bookmark7)[8:14,15,16](#_bookmark7) [23:18](#_bookmark22)**want** [30:23](#_bookmark29)**way** [11:2](#_bookmark10) [19:23](#_bookmark18)[27:20](#_bookmark26) [35:11](#_bookmark34)**wayfinding** [4:22](#_bookmark3)[9:6](#_bookmark8)**ways** [17:9](#_bookmark16) [18:15](#_bookmark17)**website** [7:22](#_bookmark6)**whereof** [35:12](#_bookmark34)**wish** [6:9](#_bookmark5)**witness** [35:12](#_bookmark34)**witnessed** [29:14](#_bookmark28)**women** [23:7](#_bookmark22)**work** [6:3](#_bookmark5)**working** [14:7,14](#_bookmark13)[23:6](#_bookmark22) |
| **v** |
| **value** [5:2](#_bookmark4) [15:12](#_bookmark14)**values** [8:3](#_bookmark7)**valve** [13:6](#_bookmark12)**vanessa** [16:16](#_bookmark15)[19:10](#_bookmark18) [22:14](#_bookmark21)[23:16](#_bookmark22) [24:9](#_bookmark23) [28:5](#_bookmark27)[32:24](#_bookmark31) [33:11](#_bookmark32)**variation** [18:25](#_bookmark17)**vice** [16:23](#_bookmark15) [19:15](#_bookmark18)[28:22](#_bookmark27) |