

**Department of Public Health
Hearing Application
For Determination of Need**

**Newburyport City Hall
60 Pleasant Street
Newburyport, Massachusetts**

**Wednesday, January 3, 2018
5:05 p.m. - 6:20 p.m.**

PELLEGRINO COURT REPORTING
P.O. Box 850070
Braintree, MA 02184
(781) 985-1347

A P P E A R A N C E S

NORA J. MANN, ESQUIRE
The Commonwealth of Massachusetts
250 Washington Street
Boston, MA 02108
(617) 624-5654
Counsel for Department of Public Health

STEPHEN DAVIS, MBA, LNHA
The Commonwealth of Massachusetts
99 Chauncy Street, 11th floor
Boston, MA 02111
(617) 753-8134

P R O C E E D I N G S

1
2 MS. MANN: Good evening. My name
3 is Nora Mann. I am the director of the
4 Department of Health Determination of Need
5 Program, and this is a public hearing that
6 has been called pursuant to a determination
7 of need application that was filed on
8 September 7, 2017 in connection with a
9 transaction by which CareGroup, which is the
10 parent of Beth Israel Deaconess Medical
11 Center, New England Baptist Hospital, Mount
12 Auburn Hospital, Lahey Health System, and
13 Seacoast Regional Health System, which is the
14 parent of Anna Jaques, intend to affiliate to
15 create a comprehensive distributed healthcare
16 delivery system in eastern Massachusetts.

17 The hearing is being conducted
18 jointly with the Division of Healthcare
19 Facility Licensure and Certification, and
20 that division is conducting a review of the
21 suitability of the applicant to own and
22 operate a hospital. And to that end, joining
23 me this evening is Steve Davis, who is the
24 licensure unit manager from the department's

1 Division of Healthcare Quality and Safety.

2 By statute, before any license to
3 operate a healthcare facility can be issued,
4 any person intending to acquire that facility
5 must apply to the Department of Public Health
6 for a determination of need. The applicant
7 requests that determination of need pursuant
8 to Regulation 105 CMR 100.735, and in
9 accordance with the regulations, an applicant
10 applying for a transfer of ownership has to
11 offer a clear and convincing showing under
12 each of Factors 1, 3, and 4 of the DON
13 regulation, so a subset of the DON
14 regulation.

15 The full text of the regulation is
16 available online. In short, the applicant
17 must demonstrate sufficient need for the
18 project by the applicant's existing patient
19 panel, that the project will add measurable
20 public health value in terms of improved
21 health outcomes and quality of life to the
22 applicant's patient panel, and providing
23 reasonable assurances of health equity; that
24 the proposed project will operate efficiently

1 and effectively by furthering and improving
2 continuity and coordination of care for the
3 patient panel, including evidence that the
4 project will create or ensure appropriate
5 linkages to patients' primary care services;
6 that the applicant has provided evidence of
7 consultation with government agencies that
8 have relevant licensure certification or
9 other regulatory oversight; that the
10 applicant has provided evidence of sound
11 community engagement; and that the project
12 will compete on the basis of price, total
13 medical expense, provider cost, and other
14 recognized measures of healthcare spending.

15 In addition, we must find that the
16 applicant is otherwise in compliance with
17 relevant laws and regulations, and we have to
18 make a finding that there are sufficient
19 funds available for the capital and operating
20 costs necessary to support the project
21 without negative impacts or consequences to
22 the applicant's existing patient pool.

23 This public hearing is an effort to
24 gather information and to hear the opinions

1 of interested parties about the proposed
2 transfer of ownership. It is not a question
3 and answer session. We will take all
4 relevant information into account in
5 preparing our recommendation to the
6 Massachusetts Public Health Council whose
7 decision on whether to approve this
8 determination of need for the change of
9 ownership will be made at an upcoming monthly
10 public meeting.

11 First we will hear from the
12 applicant, and following that, we will open
13 the hearing to public comment. If you wish
14 to speak, please make sure that you have
15 added your name to the sign-up sheet, and we
16 will use that to determine the order of
17 speakers. As a courtesy, we will permit
18 elected officials to speak first.

19 I will call your name, and then
20 you'll come up to that podium there and
21 identify yourself by stating your name and
22 your affiliation, your town of residence. To
23 speed things up, we're also going to announce
24 the name of the next speaker in advance and

1 ask that person to just come up, to wait in
2 close proximity to the microphone.

3 In addition, because we want to
4 make sure that everybody has an opportunity
5 to speak, we're going to ask that you keep
6 your comments brief, three minutes or less,
7 to the point, and directed to the topic of
8 tonight's hearing. If you have a written
9 copy of your testimony, please leave a copy
10 of that with us. The proceedings are being
11 transcribed. It's helpful to our
12 stenographer to have a written copy, as well
13 as for you to spell your name and speak as
14 clearly as you can.

15 Each speaker will only have one
16 opportunity to give testimony. Additional
17 comments in any length may be submitted to us
18 in writing. We accept and consider comments
19 equally, whether they're submitted in writing
20 or orally at this hearing. We will accept
21 written comments until 5:00 p.m. on
22 Wednesday, January 17. Our email and regular
23 mailing addresses are available at our
24 website. It's the Determination of Need

1 Program, 250 Washington Street in Boston.
2 We'll have that available at the back desk if
3 anybody doesn't have it.

4 We have a sign language
5 interpreter. In deference to accommodating
6 anybody who will benefit from that service,
7 they are here. That said, to accommodate
8 their own energy levels, what we're going to
9 do is we're going to continue to provide sign
10 language interpretation. At some point if we
11 don't know that there's somebody who needs
12 it, we may stop. That said, if you or
13 somebody that you're with would benefit from
14 sign language, please let Lynn know at the
15 table, and we will make sure that the ASL
16 interpretation continues.

17 Our first speakers will be from the
18 applicant, and I'm going to ask you to stand
19 up and speak, stating your name and your
20 affiliation. Thank you.

21 MR. GOLDSTEIN: Good evening. My
22 name is Mark Goldstein, G-o-l-d-s-t-e-i-n.
23 I'm the president and CEO of Anna Jaques
24 Hospital. I'm also a proud resident of

1 Newburyport and have the honor and privilege
2 of working at this community hospital for 13
3 years.

4 I want to first thank the
5 Department of Public Health for coming to our
6 city and holding this hearing tonight. What
7 a terrific opportunity for our community to
8 testify and learn more about what we believe
9 will be a tremendous opportunity to transform
10 the healthcare landscape in Massachusetts.

11 As part of tonight's record, I want
12 to respectfully submit the written testimony
13 of several patients, employees, physicians,
14 and community members who couldn't be here
15 tonight. I also want to thank all of the
16 audience for coming.

17 In a few minutes, after me, you
18 will hear from Dr. Stanley Lewis, chief
19 system development and strategy officer of
20 Beth Israel Deaconess Medical Center. Dr.
21 Lewis will share a broader perspective about
22 how the new healthcare system will serve as a
23 much-needed catalyst for change by creating
24 high-quality, low-cost network of well-

1 respected organizations and clinicians that
2 will span across eastern Massachusetts.

3 My testimony tonight will focus
4 specifically on Anna Jaques Hospital as one
5 of the five founding members of this new
6 system and the positive effects this system
7 will have on our hospital, our patients, and
8 most importantly, our community.

9 Through the vision and charity of
10 Ms. Anna Jaques, our hospital was established
11 in 1884, one of the oldest hospitals in
12 Massachusetts. Anna's request was pretty
13 simple. Give compassionate care to the
14 residents of our community. Our nurses,
15 physicians, our volunteers, and all our staff
16 honor her vision and memory every day.

17 Anna Jaques Hospital is a 123-bed,
18 full-service community hospital, serving 17
19 communities, cities, and towns. While
20 currently being the smallest independent
21 community hospital in Massachusetts, we are
22 the largest employer in Newburyport, with
23 1200 employees, and have 200 active
24 physicians on our medical staff. Today, we

1 treat over 6000 patients each week.

2 Anna Jaques currently has a very
3 successful clinical affiliation with Beth
4 Israel Deaconess Medical Center. Together,
5 over the last seven years, we've brought more
6 highly specialized services, such as cancer
7 care, maternal fetal medicine for high-risk
8 pregnancies, telestroke services in our
9 emergency department and our inpatient units,
10 and we've created primary care offices in
11 Haverhill and Amesbury.

12 Anna Jaques has enjoyed more than a
13 decade of solid performance by all accounts,
14 from our measured high-quality care to our
15 improved financial position, patient
16 satisfaction, service expansion, and a very
17 strong reputation.

18 Yet, we've reached a critical point
19 in our 134-year history. Costs continue to
20 rise, while federal and state insurance
21 payments fall short of compensating hospitals
22 like Anna Jaques for the care we provide.
23 Over the last 13 years, Anna Jaques has
24 averaged about a one percent operating

1 margin, and it's just not sufficient to
2 reinvest all the needed capital in our
3 facility and keeping up to date with the
4 latest medical technologies.

5 The continued viability not only of
6 our community hospital, but all community
7 hospitals in eastern Massachusetts is among
8 the fundamental guiding principles driving
9 the creation of this new healthcare system.

10 For Anna Jaques, the new system
11 will build upon our successful clinical
12 integration with BIDMC, creating a stronger
13 commitment among hospitals that share the
14 same vision and values and have a stake in
15 each other's success. We'll be expanding to
16 the other hospitals that Nora mentioned also.

17 When a patient comes to Anna Jaques
18 Hospital for services, they receive high-
19 quality care at a price that is sometimes 30
20 to 50 percent below other Massachusetts
21 hospitals. As our state agency, the Health
22 Policy Commission, has reported,
23 reimbursement rates do not correlate with
24 quality of care received. And in fact, Anna

1 Jaques Hospital's measured quality is on par
2 with some of the finest institutions in the
3 state.

4 As a new system, if we can shift to
5 lower cost, high-quality institutions, like
6 community hospitals, in particular Anna
7 Jaques, and keep care in the appropriate
8 community-based setting, we will
9 simultaneously help community hospitals to
10 thrive while lowering total medical care
11 costs in the Commonwealth.

12 Beth Israel Deaconess Medical
13 Center and Lahey Health have a proven track
14 record of strengthening their community
15 hospital affiliates. Joining the new health
16 network will increase access to a broader
17 range of services for patients in our region
18 closer to where they live and work and ensure
19 that the right care is provided in the right
20 setting at an appropriate cost.

21 The new system is being designed to
22 leverage each individual hospital's strengths
23 and uniqueness, while maximizing the network
24 size and scale to enhance efficiencies,

1 access to capital, and improved care
2 delivery. Being part of this new system lets
3 Anna Jaques keep our identity at a
4 comfortable level of autonomy, while
5 providing us with increased flexibility and
6 security that we'd be challenged to earn on
7 our own.

8 Every hospital in the new system
9 will retain its current name. So Anna Jaques
10 Hospital will remain Anna Jaques Hospital, an
11 affiliate of this new network. We will
12 continue to operate as a not-for-profit,
13 501(c)(3), separately licensed, full-service
14 hospital. Anna Jaques will retain local
15 boards, management, and independent medical
16 staff with appropriate intersects to the new
17 health system. The hospital will continue to
18 be governed by the community, for the
19 community.

20 The Anna Jaques Community Health
21 Foundation, our philanthropy and the support
22 of our community will be as important as
23 ever. The foundation will continue to be
24 responsible for all our fundraising, and past

1 and all future philanthropy will stay local,
2 exclusively for the use of Anna Jaques
3 Hospital and our community.

4 Our hospital is honored to be a
5 founding member of this new health system and
6 aligned with high-quality hospitals, like
7 Beth Israel Deaconess Medical Center, Lahey
8 Health, Mount Auburn Hospital, the New
9 England Baptist Hospital that all share our
10 commitment to strengthening high value,
11 community-based healthcare.

12 I want to thank you for this
13 opportunity to share my thoughts tonight. I
14 respectfully request the strong consideration
15 of your department for the approval of this
16 application.

17 MR. DAVIS: Thank you.

18 MS. MANN: Thank you.

19 MR. LEWIS: Good evening. My name
20 is Dr. Stan Lewis, L-e-w-i-s. And as Mark
21 said earlier, I'm the chief system
22 development and strategy officer at Beth
23 Israel Deaconess Medical Center.

24 I also want to begin by thanking

1 the Department of Public Health for hosting
2 this meeting and giving us the opportunity to
3 participate. I want to thank as well all of
4 the community members gathered here this
5 evening who took time from their busy
6 schedules to join us.

7 We're here tonight because we've
8 asked the department to approve the
9 application of Anna Jaques Hospital, the Beth
10 Israel Deaconess Medical Center system, Lahey
11 Health, New England Baptist Hospital, and
12 Mount Auburn Hospital to create a new, non-
13 profit, integrated healthcare system in
14 Massachusetts.

15 With the creation of this new
16 system, our vision is to transform the
17 region's healthcare delivery capabilities and
18 create a stronger, more integrated
19 organization designed to provide expert care
20 close to home, especially for our most
21 vulnerable patients, a seamless superior
22 patient experience and unparalleled value in
23 a rapidly changing healthcare environment.

24 As separate organizations, we have

1 and can continue to provide great care. But
2 together as one health system, we can do so
3 much more. By joining together, we'll create
4 a health system that has world-class academic
5 medical centers and teaching hospitals,
6 leading community hospitals, and a premier
7 orthopedics hospital. All of this will be
8 complemented by compassionate, best in class
9 physician networks, community health centers,
10 and clinical strengths across the entire
11 continuum of care, from primary care to long-
12 term and post-acute care.

13 So what does this mean for our
14 patients, their families, our neighborhoods,
15 and our communities? First, our
16 neighborhoods and communities will have
17 greater access to both primary and specialty
18 care close to where they live and work, and
19 care will be delivered in the most clinically
20 appropriate and cost-effective setting.

21 You will also have enhanced access
22 to an even broader range of subspecialty,
23 tertiary, and quaternary services, with the
24 benefit of cutting edge research and a

1 commitment to training the next generation of
2 physicians, nurses, and allied health
3 professionals. And as patients, you'll have
4 access to all of this in one network, and
5 your services will be better coordinated
6 across all the different aspects of your
7 healthcare experience.

8 Coming together also means we'll
9 have the scale necessary to create new and
10 innovative health insurance products that
11 will be extremely attractive to both
12 employers and consumers.

13 Now, we know that our goals are
14 ambitious, but we are driven by our
15 fundamental desire to dramatically improve
16 the care we provide to all of our patients,
17 and we are confident we can do it, because on
18 a smaller scale, we have done it already.

19 Evidence of this includes at our
20 affiliated community hospitals and community
21 health centers, as Mark alluded to. Our
22 organizations have been able to attract new
23 patients, add primary care physicians, and
24 bring more specialty services to the local

1 community. At the same time, we've been able
2 to create seamless access to high acuity
3 tertiary care when our patients need it.

4 We are proud of what we've
5 accomplished within the BIDMC system, but
6 there are limits to what can be done alone.
7 By coming together to create a new healthcare
8 system, we can combine the resources and
9 expertise of each organization with a shared
10 goal to ensure that our community affiliates
11 will have the resources and clinical
12 infrastructure they need to grow, maintain
13 their competitiveness, provide care in the
14 community whenever possible, and adjust to
15 meet the changing healthcare needs of the
16 community at large.

17 In a time of tremendous uncertainty
18 about the future of healthcare delivery in
19 our country, we are convinced that the
20 creation of our new system is an essential
21 step forth in achieving the goal of creating
22 a market-based solution to healthcare cost
23 challenges in Massachusetts, and most
24 importantly, to do more for our patients,

1 their families, and the communities we serve.

2 I respectfully ask that the
3 Department of Public Health approve this
4 affiliation as presented, and thank you for
5 the opportunity to be here tonight.

6 MS. MANN: Thank you. Mayor
7 Holaday.

8 MR. DAVIS: Thank you.

9 MAYOR HOLADAY: Good evening. My
10 name is Donna Holaday, H-o-l-a-d-a-y, and I
11 am the mayor of the City of Newburyport. In
12 addition to being the mayor for the past
13 eight years, I also am a resident of almost
14 39 years in the City of Newburyport, and as a
15 resident, having Anna Jaques Hospital here in
16 our community has been a tremendous and
17 important resource for families, patients,
18 for our community. And it started in 1884
19 and has continued to evolve over the years.

20 The hospital was in trouble. I
21 think that that's no secret in terms of where
22 it was going, and we were very fortunate to
23 bring in an executive director and now
24 followed on the heels by Mark Goldstein who

1 worked diligently with new teams and new
2 resources and really took this hospital from
3 a hospital that was in trouble, when lots of
4 these community hospitals were being gobbled
5 up all over the Commonwealth and in other
6 states, and saw this hospital really rise to
7 a new level.

8 Part of that was the relationship
9 with I think Beth Israel Deaconess, but also
10 because of the commitment of so many talented
11 people in our community -- professional
12 staff, doctors, physicians, surgeons -- who
13 really I think came together and felt that
14 this hospital was really vital to our
15 community.

16 We've seen an expansion in capital
17 plans, increased services, increased
18 technology, a cancer center. But there's
19 only so much that a small community hospital
20 can do, despite the fact that it is the
21 largest employer in Newburyport. And it's
22 important for the challenges in the
23 healthcare profession, for challenges that we
24 see coming down the road in terms of

1 insurance, the unknowns, that we provide the
2 greatest level of care and access and
3 specialty care to residents in the greater
4 Newburyport community that is possible.

5 One of the things that I am so
6 impressed with this new system is that every
7 resident will be within five miles of a
8 healthcare provider. That is wonderful news.
9 Technology also brings in much greater
10 patient support and care as we move forward.

11 I'm going to just tell you a quick
12 story. A couple of weeks ago, walking down
13 the streets of Newburyport, a woman stopped
14 me, and she had a stroke and didn't know she
15 was having a stroke, and she was brought to
16 Anna Jaques Hospital. And through the
17 network with BI, they were able to bring up
18 their stroke specialist. And here it is,
19 seven days later, she's walking down the
20 street, and you would never know anything had
21 happened. And she gives credit to this
22 partnership.

23 These are the kinds of services and
24 supports that we need to see happen

1 throughout the greater Newburyport area. I
2 fully support this merger. I think it makes
3 sense. We need more competition in the
4 healthcare industry. We need to have lower
5 prices. I'm encouraged that that is one of
6 the goals of this merger, is to lower
7 insurance and the cost of medical care, and I
8 fully support this merger.

9 And I thank you for the opportunity
10 to speak with you tonight and for DPH coming
11 out to Newburyport. And thank you to all of
12 the people who came here. This gives me a
13 lot of happiness to see all these people here
14 who are here for this hearing to talk about
15 this little hospital that now has emerged
16 into something wonderful for our community.
17 So thank you for the opportunity to testify
18 today.

19 MR. DAVIS: Thank you.

20 MS. MANN: Thank you, Mayor.

21 SENATOR O'CONNOR IVES: Hello. I'm
22 Kathleen O'Connor Ives, state senator for the
23 1st Essex District, which includes the
24 communities of Amesbury, Merrimac,

1 Newburyport, Haverhill, Methuen, North
2 Andover, and the town of Salisbury.

3 I'm here to testify in support of
4 the proposed merger, because it is my
5 understanding that such a merger will result
6 in, among other things, expanded employment
7 opportunities for residents in our area, new
8 opportunities for Anna Jaques to provide not
9 only new access for patients, but also
10 themselves get new access to capital, to
11 develop initiatives and facilities at the
12 hospital, to provide a new level of
13 coordinated care, where residents won't have
14 to fight traffic -- like I do -- in and out
15 of Boston to access quality healthcare.

16 And I submit that greater
17 convenience and expanded options for patients
18 locally will translate directly into people
19 being more inclined to utilize quality
20 healthcare that's in their own backyard. And
21 I also believe this merger will result in one
22 of the most important changes of all, which
23 is the prospect of new, more affordable
24 health insurance products becoming available

1 to people, products which will be focused on
2 patients receiving care in their own
3 community without compromise in quality.

4 It's important for Anna Jaques
5 Hospital to not only survive, but to thrive.
6 And this merger is a path forward, which I
7 can only support if our community is in fact
8 better for it. And the facts as presented to
9 me make a very convincing case. Thank you.

10 MR. DAVIS: Thank you, Senator.

11 MS. MANN: Thank you, Senator. Rep
12 Kelcourse.

13 REP KELCOURSE: Good evening,
14 everyone. My name is James Kelcourse. I'm a
15 state representative for the 1st Essex
16 District. I just want to start by thanking
17 everybody for coming out tonight on this cold
18 night to be here. I want to thank those
19 responsible for organizing this, and I want
20 to thank you for being here, too.

21 I'm testifying in support of this
22 merger. I think it's very important. When I
23 think about this merger, I think about what
24 Tom Jones, a former work force city

1 councillor here in Newburyport once said to
2 me. He traveled all over the country as a
3 construction contractor, and he said, Jim,
4 when you go to places throughout the country,
5 especially in the middle part of the country,
6 we're really blessed to have Anna Jaques
7 Hospital here in this area, providing the
8 level of care that it provides to the people
9 of greater Newburyport.

10 A place like Anna Jaques Hospital
11 sometimes we often take for granted. You
12 know, they're so close down the road. Babies
13 are born there. One of my favorite things on
14 New Year's Day, the day after New Year's Day
15 is to see on the front page of the
16 Newburyport Daily News the first baby that
17 was born at Anna Jaques Hospital. I think
18 this year, we welcomed at around 3:30 in the
19 morning a baby in Anna Jaques Hospital. It
20 was really terrific.

21 You know, so many mothers depend on
22 the care that they receive at Anna Jaques
23 Hospital, just right down the street. And
24 when I think about what would happen if we

1 didn't have Anna Jaques, I think about what
2 Tom Jones, the city councillor here in
3 Newburyport once said to me. And we cannot
4 take that for granted. What we have here is
5 really important to the health of the
6 citizens, and what this merger will do is
7 provide quality of care to those citizens who
8 greatly depend on it. It's going to help
9 Anna Jaques survive.

10 One of my roles in the State House
11 is to be able to put constituents together
12 with leadership, those people who are making
13 the important decisions, that affect the
14 citizens, not only of Newburyport, Salisbury,
15 and Amesbury, but throughout the other 348
16 cities and towns throughout the Commonwealth.

17 And I had the pleasure of having
18 Mark Goldstein who was a part of the price
19 variation commission this year talk with
20 leadership in the House. And in that one
21 hour conversation that he had with
22 leadership, I learned so much about how
23 important it is to have Anna Jaques Hospital
24 here.

1 And when I sit and I speak with
2 somebody who's devoted their life to
3 healthcare and who's a professional in the
4 area of healthcare, Mark Goldstein, I know
5 that when he tells me that this merger is
6 important and necessary for Anna Jaques to
7 survive and thrive here in Newburyport, I
8 know that he means business.

9 So this is going to allow Anna
10 Jaques to continue for a long, long time, for
11 generations to come. It's going to allow
12 Anna Jaques to continue to provide the great
13 jobs that it provides to the people of the
14 greater Newburyport area, and for those
15 mothers who are dependent upon good quality
16 care, a good quality hospital in which to
17 deliver their child on New Year's Day, they
18 can count on Anna Jaques.

19 So I thank you for being here this
20 evening. I'm looking forward to having Anna
21 Jaques survive and thrive for generations to
22 come. And I know that this is going to be a
23 really good thing for the area. So thank you
24 very much, and Happy New Year.

1 MR. DAVIS: Thank you,
2 Representative.

3 MS. MANN: Thank you. Rick
4 Marggraf, City Councillor.

5 MR. MARGGRAF: Members of the
6 public, Board of Health, good evening. My
7 name is Richard Marggraf, M-a-r-g-g-r-a-f.
8 I'm a resident and a city councillor in the
9 City of Amesbury. Thank you for holding this
10 hearing and for the opportunity to speak with
11 you in support of the proposed new health
12 system between Anna Jaques Hospital, Beth
13 Israel Deaconess, Lahey Health, New England
14 Baptist, and Mount Auburn Hospital.

15 The City of Amesbury does not have
16 its own hospital. Anna Jaques in Newburyport
17 serves a majority of our residents and our
18 healthcare needs. We view this proposed
19 merger as an opportunity to strengthen our
20 community-based hospital, expand our choices,
21 and provide more access to top notch
22 specialists and resources within the new
23 group.

24 The economies of scale created by

1 as a result of the merger will strengthen
2 Anna Jaques Hospital, its offerings, and a
3 level of excellent care to not only
4 Newburyport, but all of the surrounding
5 cities and towns. In conclusion, the City of
6 Amesbury wholeheartedly supports the proposed
7 merger, and we look forward to all the
8 benefits that it will provide to the citizens
9 of the City of Amesbury and the many local
10 communities served by Anna Jaques Hospital.
11 Thank you for your time.

12 MR. DAVIS: Thank you.

13 MS. MANN: Thank you. Charles
14 Tontar.

15 MR. TONTAR: My name is Charles
16 Tontar, T-o-n-t-a-r, and I represent Ward 4
17 in the Newburyport City Council. Anna Jaques
18 Hospital is located in my ward, and they are
19 good neighbors.

20 So I stand here in support of the
21 reorganization and the new role for the
22 hospital. I also happen to be an economist,
23 and I participated in the master plan,
24 especially the economic development aspect of

1 that master plan. And yes, the hospital is
2 the number one employer in the city, but
3 there is also a strong economic cluster of
4 healthcare providers in the city that is
5 surrounded by the hospital. So there's a
6 multiplier effect to having the hospital
7 located here in the city, and it is one of
8 the more dynamic aspects of the local economy
9 and is critical for the city's well-being.
10 Anything that can take place that helps Anna
11 Jaques to continue to play that role is
12 critical for us.

13 Secondly, I am happy to hear that a
14 lot of the local aspects of the structure
15 will still be in place, because it's
16 important as a neighbor to the hospital to
17 have individuals who are responsive to
18 neighborhood concerns. So thank you very
19 much for this opportunity.

20 MR. DAVIS: Thank you, Councillor.

21 MS. MANN: Thank you. David
22 LaFlamme, followed by Charlie Cullen.

23 MR. LaFLAMME: Good evening. My
24 name is David LaFlamme, L-a-F-l-a-m-m-e. My

1 wife Virginia and I have been residents of
2 this community for well over 25 years, along
3 with our three amazing kids, who have chosen
4 to become homeowners here, along with three
5 grandsons, and my wife is taking care of one
6 of them tonight. So I fully appreciate the
7 importance of this decision.

8 I have served as chairman of Anna
9 Jaques Hospital's board of trustees since
10 2013. Prior to that, I served as chair of
11 the finance committee, and I've been a board
12 member for over 15 years. I'm honored to be
13 here today to share my support of and
14 confidence in this application. It is my
15 belief that this health system will secure
16 healthcare in this community for generations
17 to come.

18 There is so much to be proud of
19 that has brought Anna Jaques to where we are
20 today. For 134 years, Anna Jaques employees,
21 medical staff, boards, committees, and
22 volunteers have made it a truly special place
23 to work and receive care. More people are
24 choosing our hospital for their care, and

1 that is a true testament of the hospital's
2 progress in providing great care and superior
3 patient experience. I know from firsthand
4 experience with my mom. Thanks, Mark.

5 In the last decade alone, our
6 community supported a 15-million-dollar
7 master facility plan that enabled the
8 hospital to upgrade to nearly all private
9 patient rooms and modernize our facility. We
10 have opened satellite medical destinations in
11 Newburyport, Amesbury, and Haverhill, made
12 investments in cutting technology like 3D
13 mammography, and the Mako robot arm-assisted
14 technology for partial knee and total hip
15 procedures. We've renovated our birth center
16 and neonatal care center.

17 And the culture and work
18 environment at Anna Jaques has also been
19 recognized with awards like Becker's hospital
20 review's top 50 places to work in healthcare
21 -- and that's in the United States, by the
22 way -- and Boston Business Journal's best
23 places to work. Significant accomplishments.

24 The board of trustees has seen

1 firsthand the highs and lows that community
2 hospitals face. And Anna Jaques faces a
3 unique set of challenges as an independent
4 hospital that has one of the lowest
5 reimbursement rates in the entire state of
6 Massachusetts, a frustration for our board, I
7 can assure you.

8 The board of trustees and the
9 hospital's senior management team spent much
10 time discussing and evaluating the decision
11 to join this system. We reviewed the impact
12 of joining this system through all accounts
13 and perspectives: the hospital perspective,
14 the patient perspective, employee
15 perspective, financial implications, what
16 would be best fit for our hospital culture.

17 And by all accounts, we are
18 convinced this is the right decision to
19 secure our long-term viability. With the
20 added support of a robust health system, it
21 will enable our hospital, Anna Jaques, to
22 continue to do what we do best, caring for
23 our community, in our community, well into
24 the future, and expanding services to our

1 community.

2 Since 1884, Anna Jaques has
3 operated independently, forming the
4 reputation we have today, and becoming the
5 hospital we know and truly love. We will
6 proudly continue to be called Anna Jaques
7 Hospital, maintain our identity and culture
8 and local control from a board perspective
9 and keep our true connection to the patients
10 and communities that we serve.

11 So in closing, I thank you for your
12 time and respectfully urge the Department of
13 Public Health's approval of this application.
14 Thank you very much.

15 MR. DAVIS: Thank you.

16 MS. MANN: Thank you. Following
17 Mr. Cullen, Anne Lagasse.

18 MR. CULLEN: Hi, my name is Charlie
19 Cullen, C-u-l-l-e-n. I am the past president
20 of the Provident Bank and served as a
21 longtime board member of Anna Jaques. I now
22 live at 495 Main Street in Amesbury. I'm
23 pleased to be here today to share my support
24 of Anna Jaques Hospital and the powerful role

1 that having a strong and vibrant hospital in
2 our community plays for the people who live
3 and work here.

4 As someone who receives their own
5 healthcare services locally, I have full
6 confidence in the care that is provided. I
7 am thrilled about Anna Jaques partnering with
8 other like-minded, high-quality systems such
9 as Beth Israel, Lahey, Mount Auburn, New
10 England Baptist, as it will only strengthen
11 and expand what is available right here in
12 Newburyport.

13 I was heavily involved in the
14 hospital's capital campaign that with the
15 support of local business, community leaders,
16 Anna Jaques employees, patients, and friends,
17 we raised millions of dollars to modernize
18 the power plant and upgrade the facility. It
19 was particularly satisfying to me to see our
20 city as well as neighboring cities and towns
21 embrace this effort and validate the
22 importance of Anna Jaques.

23 As a side note, my dad had
24 participated in the capital campaign 30 years

1 before, and he too was an active and
2 enthusiastic trustee of Anna Jaques. And for
3 businesses like Provident Bank, who have
4 given major gifts to the hospital, as well as
5 individuals who continue to choose Anna
6 Jaques to support, it gives me great peace of
7 mind that all donations, past and future,
8 will remain solely at Anna Jaques, which for
9 donors like me means so much.

10 My roots in this community are
11 deep. I've been here for almost 67 years,
12 and I realized that when I was born, Anna
13 Jaques Hospital was 67 years old. I don't
14 know what that means. Numbers. And Anna
15 Jaques has always been a part of my family's
16 story, like so many others. I was born at
17 Anna Jaques. So was my brother and sister.
18 So were my two children. I graduated from
19 Newburyport High. And I was proud to spend
20 the most important part of my business career
21 here. I can't imagine living in another
22 community.

23 So it is of vital interest to me
24 that we all support this next chapter for

1 Anna Jaques. I am confident it will
2 perpetuate high-quality local healthcare,
3 while protecting and securing our beloved
4 hospital to stay where its been since 1884.
5 So thank you for your consideration, and my
6 support for this application. Thank you.

7 MS. MANN: Thank you.

8 MR. DAVIS: Thank you.

9 MS. MANN: After Ms. Lagasse,
10 George Ellison.

11 MS. LAGASSE: Good evening. Thank
12 you for being here. I wrote a letter in
13 support of Anna Jaques becoming part of this
14 proposed BIDMC, Lahey, New England Baptist,
15 and Mount Auburn Hospital new regional
16 network system.

17 As a former board member of Anna
18 Jaques and the former chairwoman of the Anna
19 Jaques Foundation Board, I know firsthand the
20 challenge of a small, independent community
21 hospital to remain profitable. Anna Jaques
22 has always been a high-quality and low-cost
23 facility, and as a resident of Newburyport, I
24 want the assurances that our local hospital

1 not only survives, but continues to grow and
2 attract talent so that my family's healthcare
3 and our community's healthcare can remain
4 local.

5 The uncertainty in the healthcare
6 reimbursements makes the future of remaining
7 independent an impossible choice for us.
8 Example, fiscal 2017, Anna Jaques federal
9 Medicare reimbursement was reduced by \$2.7
10 million. This drastic reduction in revenue
11 was a hit that the hospital struggled to
12 absorb.

13 Anna Jaques must remain competitive
14 by continually investing in its people and
15 its facilities. And to do so, we need to be
16 part of this larger, secure healthcare
17 network. Thank you for hosting this meeting.

18 MR. DAVIS: Thank you.

19 MS. MANN: Thank you. Following
20 Mr. Ellison, Mary Ann Abbott.

21 MR. ELLISON: George Ellison, live
22 at 24 Moody Lane in West Newbury. Ellison is
23 E-l-l-i-s-o-n. I am a current member of the
24 board of Anna Jaques, recently went back on

1 the board. Prior to that, I was chairman of
2 the board for seven years. And with all the
3 time that I've spent on the board, as I
4 reflect back on it, the one thing I come away
5 with is healthcare is really hard.

6 And to have Anna Jaques where they
7 are today relative to where they were 15
8 years ago is actually a pretty amazing feat.
9 To have the medical staff, the employees, the
10 board, the hundreds of volunteers pour their
11 heart and soul into turning this hospital
12 around was really an amazing feat.

13 And today, I'd really like to speak
14 to the people in the Newburyport community
15 more than to actually the Department of
16 Public Health because everybody should really
17 know that Anna Jaques was asked to join this
18 new organization that they're trying to form.
19 We didn't seek them out. They seeked out
20 Anna Jaques. And I think that speaks volumes
21 about what is taking place in this little
22 community hospital.

23 You know, for years, I felt like I
24 had my finger on the pulse of what was going

1 on, and every time I turned around, some
2 other little bomb would drop. And there's
3 never been enough money. What has gone on
4 from capital has been raised in the city, the
5 citizens have been great. We always viewed
6 Anna Jaques as neighbors taking care of
7 neighbors. And we have a strong commitment
8 from the new organization that that's going
9 to continue.

10 So I support this. I want to let
11 the people of Newburyport, Amesbury, West
12 Newbury, Groveland, all the surrounding
13 neighbors that this is the right thing to do.
14 We kind of always knew at some point in time
15 we would lose our independence. And I think
16 with all the work that's gone on, what has
17 truly happened is Anna Jaques has been
18 positioned to be a highly-paid free agent.
19 We get in with the best.

20 So I want to support this, and
21 please help us accept this application.
22 Thank you.

23 MR. DAVIS: Thank you.

24 MS. MANN: Thank you, Mr. Ellison.

1 After Ms. Abbott, Donna Sylvester.

2 MS. ABBOTT: Hi. My name is Mary
3 Ann Abbott, A-b-b-o-t-t. I am here in
4 support of the application and creation of
5 the new health system.

6 I served as the president of the
7 Anna Jaques Hospital Aid Association for
8 three years from 2015 to 2017. The mission
9 of the Aid Association is to support the
10 Seacoast Regional Health Systems and Anna
11 Jaques Hospital in furtherance of the
12 hospital's mission to provide the highest
13 quality medical care.

14 And we do this with donations to
15 the hospital from all the fundraisers we
16 have. For the past three years, we have
17 raised and donated over \$150,000 each year.
18 That's a lot of money. The Aid Association
19 has been in existence for 130 years this
20 year, and we have been one of Anna Jaques
21 biggest donors every year.

22 Our aid members and people who have
23 donated their time and money and support of
24 the livelihood of the hospital, they get a

1 great feeling of comfort that a robust system
2 will back our hospital and be as invested in
3 its future as we are. What is even more
4 comforting to all of us is that all the money
5 we raise will stay in this community.

6 The Aid Association is a board of
7 about 25 women. We had the opportunity a few
8 years ago, when Mark first brought up the 3D
9 mammography equipment to us, we had the
10 opportunity to donate money towards that, and
11 we have. We have donated \$100,000 each year
12 towards that equipment purchase. And we did
13 this because we have friends, neighbors,
14 sisters, all of who have breast cancer. And
15 this technology was critical to this
16 community. This was tangible results which
17 we could see with the purchase of this
18 equipment.

19 So it's programs such as these on
20 the cutting edge of medicine which keeps Anna
21 Jaques Hospital relevant in our community. A
22 few years ago, when the Anna Jaques Cancer
23 Center affiliated with Beth Israel Deaconess
24 opened up here, again, our board knew many

1 friends, neighbors in our community who are
2 not having to travel to Boston and sit on the
3 bridge after chemotherapy, sometimes not
4 feeling too hot. So now, they can get their
5 treatment in Newburyport. That is key. That
6 is very, very important.

7 So I would just like to say on a
8 more personal note that when we bought our
9 house 20 years ago, we were moving from
10 Newburyport to another community, and I had a
11 checklist. And on my checklist, besides a
12 garage, which nobody in Newburyport has, and
13 central air, I wanted a paid fire department
14 and a hospital. And that was it.

15 I've had three kids at that
16 hospital. They've all been there. It's
17 important that we were close to the hospital
18 in case -- you know, like one of them ate dog
19 food once -- you know, things that new
20 parents don't really get. And being close to
21 a hospital, they had a daycare. Our kids
22 went to a daycare. It's very, very
23 important.

24 But even more important is the

1 quality of medical care we get there. And I
2 so totally support this, and I hope it goes
3 through, because that would be such a boost
4 for our community. Thank you.

5 MR. DAVIS: Thank you.

6 MS. MANN: Thank you. After Ms.
7 Sylvester, Mary Ann Clancy.

8 MS. SYLVESTER: Good evening.
9 Donna Sylvester, S-y-l-v-e-s-t-e-r. I'm
10 definitely in support of this. I do have a
11 local primary care physician, but I have
12 specialists at both Beth Israel and at Mass
13 General. I go for most of my healthcare to
14 Boston, always have. I've been here 31
15 years. Prior to that, I spent 18 years as a
16 manager in radiology at Beth Israel, and now
17 I'm a volunteer at Anna Jaques.

18 And even though I'm really in favor
19 of this, because I do use oncology at Anna
20 Jaques, it's great that we have somebody --
21 I'm kind of a snob -- it made me feel really
22 good when he gave me his card, and it said
23 Beth Israel on it. So I am kind of a
24 healthcare snob.

1 But I think it's important to have
2 the hospital here, and I think that this is a
3 great thing. There's only a couple of things
4 that I worry about. There are many people
5 here, older people especially, that do
6 everything at Anna Jaques. And earlier, when
7 I was listening, I heard words like leverage,
8 more integrated, one network. And those
9 words worry me that people in Newburyport
10 might some day be asked to go to Haverhill or
11 someplace else for certain tests or certain
12 -- because that used to happen to us years
13 ago when managed care first came in. You
14 know, well, this hospital doesn't do this
15 particular test, you have to go over there.

16 And that's a concern to me, for
17 especially older people in the community, and
18 I would worry that that would happen in the
19 long run. And that's my only concern. For
20 me, I think it's a great thing. Thanks.

21 MR. DAVIS: Thank you.

22 MS. MANN: Thank you very much.

23 After Ms. Clancy, Chris Johnston.

24 MS. CLANCY: Good evening. My name

1 is Mary Ann Clancy. I am a native of
2 Newburyport, an almost lifelong resident
3 here. I live here currently. I have lots of
4 connections to Anna Jaques Hospital. My two
5 parents were born at Anna Jaques Hospital, I
6 was born at Anna Jaques Hospital, as well as
7 my five siblings. My three children were
8 born at Anna Jaques Hospital, my grandson was
9 born last year at Anna Jaques Hospital, and
10 his mom currently works at the maternity ward
11 at Anna Jaques Hospital. My former mother-
12 in-law worked in the ER at Anna Jaques
13 Hospital. So I'm not kidding when I say I
14 have a lot of connections.

15 I am also employed as vice
16 president of communications at the
17 Institution for Savings, which is one of the
18 hospital's longest, largest benefactors over
19 the years, and I am a former mayor of the
20 City of Newburyport. And in all of those
21 instances, I've had intimate connections with
22 the hospital.

23 As a mom of three kids, two boys
24 and a girl, very active, like many of you, I

1 spent many a day and night at Anna Jaques
2 Hospital in that ER. We actually thought one
3 of the ER rooms was going to be named after
4 my son for a while, we spent so much time
5 there. But it was a relief for us and an
6 ultimate joy for us to be able to take our
7 kids locally whenever we needed to have some
8 local care, and we continue to do that.

9 As a mayor of Newburyport, about 13
10 years ago, I spent a number of hours working
11 on some neighborhood connections to Anna
12 Jaques Hospital. You might remember the
13 access road issue way back when, where the
14 hospital was trying to create an access road
15 to make it easier to get to the hospital. We
16 worked closely with the hospital and the
17 neighborhood, and that worked out just fine.

18 I happened to be on a focus group
19 when the new team came into the hospital,
20 Mark Goldstein and the former CEO, Delia
21 O'Connor. We were very, very impressed at
22 the time, and that has made a huge
23 difference, as any of you know who have been
24 to the hospital in the last ten or twelve

1 years, in the operation of that hospital.
2 The care that we give there every day, it is
3 unmatched anyplace else.

4 Finally, as vice president of
5 communications at the Institution for
6 Savings, our goal at the bank is to put our
7 money into the hands of people who need it
8 the most. But more importantly, to put it
9 back into our community. We worked with Anna
10 Jaques on the single-room unit, we worked
11 with Anna Jaques on the 3D mammography that
12 Mary Ann Abbott mentioned. We worked with
13 Anna Jaques to bring so much good to the
14 hospital. And we would only do that if we
15 knew that it was a community that we were
16 giving back into.

17 So for all of these reasons, I
18 think when you talk about all of them, the
19 bottom line is this. I have an aging mom
20 that lives here. I live here. I hope to die
21 here -- not here, but here. And to me, the
22 most important thing is affordable, local,
23 excellent healthcare. And I think this
24 partnership will give it to all of us, and so

1 I am in support of the application. Thank
2 you very much.

3 MR. DAVIS: Thank you.

4 MS. MANN: Thank you. Chris
5 Johnston, and then Grace Connolly.

6 MR. JOHNSTON: Good evening. Chris
7 Johnston, J-o-h-n-s-t-o-n. I live at 287
8 High Street here in Newburyport. I'm the
9 director of membership development for the
10 Greater Newburyport Chamber of Commerce and
11 Industry, and I'm honored to be on the board
12 of directors for the Anna Jaques Foundation.

13 My wife and I moved here about
14 eight years ago, and we knew Newburyport was
15 a very special place, but we didn't really
16 know how special it was until 2014, and
17 that's when my wife was pregnant with our
18 first daughter. And I was playing
19 racquetball against a member of the board of
20 directors at the time, and I said we're a
21 little bit worried, my wife's traveling and
22 can't get to one of the birth center
23 visitation hours to tour and everything prior
24 to the birth.

1 So he said, well, hold on a second,
2 let me change that for you. So he emailed
3 Alison Sekelsky, who's here tonight, and
4 within minutes, she got back to us and said
5 when can you come in. And we said, well, the
6 only time we can get in is on a Sunday. She
7 said I'll see you this Sunday.

8 And I'll never forget after the two
9 hours that she spent with us and bought us
10 lunch, she said, well, I have to go, I have
11 to go take my sons to the new Batman movie.
12 And I'll never forget that. And it's that
13 level of care that we are very fortunate to
14 have here in Newburyport, and that level of
15 care that the network is going to be very
16 fortunate to have.

17 So I'm definitely in approval of
18 this merger, and I think the leadership will
19 have a big impact not only on our hospital,
20 but also for the rest of the network as well.
21 So thank you for having me.

22 MR. DAVIS: Thank you.

23 MS. MANN: Thank you. Grace
24 Connolly followed by Alison Sekelsky.

1 MS. CONNOLLY: Good evening. I
2 want to thank Senator O'Connor Ives and the
3 Department of Public Health for organizing
4 this meeting tonight to take input from the
5 community. My name is Grace Connolly,
6 C-o-n-n-o-l-l-y, and I reside at 47 Green
7 Street, Newburyport.

8 I am a mother of three children,
9 all of whom were born at Anna Jaques
10 Hospital, my husband was born at Anna Jaques
11 Hospital, and I can say that I too have had
12 many visits to the emergency room. My
13 daughter Caroline, my most active daughter,
14 once said, mom, do you think they have a
15 picture of every one of my bones at Anna
16 Jaques Hospital? I said, well, that's a
17 possibility.

18 I'm also here this evening because
19 I am a member of the board of trustees of
20 Anna Jaques Hospital, currently serving as
21 vice-chair. But as a resident since 1984 and
22 a mom, I always wear my community hat when I
23 serve as trustee, and I realize that I
24 represent my community in terms of being a

1 good steward of this incredible community
2 asset, because that's what I see it as. This
3 was built by charitable dollars.

4 And so I can tell you that I did my
5 best in terms of attending health policy
6 commission meetings, price variation
7 commission meetings, and reading probably the
8 two-ton tome called Community Hospitals at a
9 Crossroad, which really educated me in
10 addition to serving as a trustee about the
11 incredible challenges we face as a community
12 hospital, keeping up with the latest
13 technology and being the lowest reimbursed
14 hospital in the Commonwealth.

15 And my goal as a trustee has always
16 been in making decisions, what is the best
17 decision to ensure that this community
18 continues to receive the benefits of high-
19 quality, affordable care. We're blessed with
20 an incredible physician staff. I get my care
21 locally. Actually, my physician is in the
22 front row. She's wonderful, Dr. Naseer.

23 So as we came to this decision as
24 to whether or not this was in the best

1 interest of Anna Jaques Hospital -- you know,
2 Mark Goldstein once said, you know, it's not
3 all about independence. We are one of the 11
4 remaining independent community hospitals,
5 but it's all about how do we continue to
6 provide this community with the highest
7 quality care.

8 And I think Dr. Stan Lewis said,
9 you know, we can't do it alone. If Beth
10 Israel Deaconess can't do it alone, Anna
11 Jaques Community Hospital needs to form
12 strategic alliances as well. And I think the
13 poet, John Dunn, said it very poetically.
14 "No man is an island entire of itself. Every
15 man is a piece of the continent, a part of
16 the main."

17 And not quite so poetically, but
18 it's the same for Anna Jaques. We have to be
19 part of a strategically formed alliance of
20 healthcare organizations that share our core
21 values, which I think we're in very good
22 company with Beth Israel Deaconess, Mount
23 Auburn, New England Baptist, the Lahey. And
24 my goal certainly as a community member

1 wearing a trustee hat is to ensure that this
2 community continues to receive the best
3 possible care. Thank you for your time.

4 MR. DAVIS: Thank you.

5 MS. MANN: Thank you. Alison
6 Sekelsky followed by Frank Cousins.

7 MS. SEKELSKY: Good evening. My
8 name is Alison Sekelsky, S-e-k-e-l-s-k-y.
9 I'm the director of the maternal child health
10 unit at Anna Jaques Hospital, and I've worked
11 at Anna Jaques Hospital since 1999. I'm also
12 a resident of the City of Amesbury, and I am
13 here tonight in support of this partnership.

14 The importance of keeping not just
15 care, but high-quality and specialized care
16 in our community is reaffirmed every day in
17 the birth center, as our mothers, babies, and
18 families benefit from having advanced
19 maternity and neonatal care available close
20 to home.

21 Through our clinical affiliation
22 with Beth Israel Deaconess Medical Center, we
23 are able to have a maternal fetal medicine
24 specialist and neonatologist on the Anna

1 Jaques campus for high-risk pregnancies,
2 which enables our babies to stay closer to
3 home, or when needed, transferred to BIDMC's
4 level 3 neonatal intensive care unit.
5 Together, Anna Jaques and BIDMC provide the
6 necessary level of care in the most
7 appropriate setting.

8 Because of this specialized level
9 of care in our community, expecting moms no
10 longer feel that they have to travel to
11 Boston for high-risk pregnancy care. For
12 parents, having their premature newborns stay
13 closer to home once their babies are strong
14 enough to move to the Anna Jaques neonatal
15 care nursery, makes a world of difference.

16 This relationship between Anna
17 Jaques and Beth Israel has directly
18 benefitted our patients in the birth center,
19 and in this new systems model would enable
20 the same seamless transition of care to the
21 most appropriate setting when needed to other
22 clinical areas of need.

23 We also care for a very vulnerable
24 population in the neonatal care center,

1 including infants born addicted to opioids.
2 Recently, Anna Jaques obtained a grant that
3 enabled us to introduce a dedicated social
4 worker for patients of women's healthcare and
5 the birth center. Together with community
6 partners, we work with mothers identified as
7 high-risk prenatally through their baby's
8 first year of life to support and empower
9 them to sustain freedom from substances and
10 offer their child the best start to life. We
11 also introduced a mother-baby support group
12 for pregnant and parenting mothers in
13 recovery from substance abuse.

14 No matter what the need is,
15 offering high-quality care locally allows our
16 parents to stay with their babies as much as
17 possible, which is truly the best medicine
18 for them. With the support and bandwidth of
19 a system backing our efforts, we will be able
20 to identify and enhance new ways to support
21 our youngest patients and their parents.

22 I ask the Department of Public
23 Health's approval of this application both as
24 an employee of Anna Jaques Hospital and a

1 member of our community. Thank you for your
2 consideration.

3 MS. MANN: Thank you. Mr. Cousins
4 followed by Ginny Eramo.

5 MR. COUSINS: My name is Frank G.
6 Cousins, Jr., C-o-u-s-i-n-s. I'm the
7 president of the Greater Newburyport Chamber
8 of Commerce and a lifelong Newburyporter. I
9 have spent my career proudly serving the
10 State of Massachusetts through elected office
11 positions and as the former Essex County
12 sheriff for over two decades.

13 Through these roles, I have
14 witnessed firsthand the impact that access to
15 high-quality, lower cost healthcare has to
16 the health and well-being of our population.
17 I am here today to express my support of the
18 application, as it will increase access to
19 expanded key services that our community is
20 in need of, such as mental and behavioral
21 health.

22 This week marked the start of my
23 new role as the president of the Newburyport
24 Chamber of Commerce. I cannot express enough

1 the vital role that Anna Jaques Hospital
2 plays in the greater Newburyport community,
3 both for the health and well-being and also
4 the economy, as well as Newburyport's largest
5 employer. For the people who live, work, and
6 play here, having a thriving hospital like
7 Anna Jaques is a major asset for business
8 owners, homeowners, and tourism.

9 I have served as a longtime member
10 of the Anna Jaques board of trustees and have
11 heard firsthand the struggles that small
12 independent community-like hospitals like
13 Anna Jaques go through. For more than seven
14 years, Anna Jaques' clinical affiliations
15 with Beth Israel Deaconess Medical Center has
16 played an integral role in strengthening and
17 sustaining Anna Jaques and has brought
18 specialized services, like our cancer
19 programs.

20 Both Beth Israel Deaconess Medical
21 Center and Lahey have a proven track record
22 of strengthening their community hospital
23 affiliates, and I have great faith in the
24 strength and value that this new integrated

1 system will bring to our communities.

2 I am also a Newburyporter who cares
3 deeply about the community and Anna Jaques
4 Hospital. The creation of this new
5 healthcare system is essential, ensuring the
6 important role that community hospitals like
7 Anna Jaques will continue to play a serious
8 role for the next generation.

9 I respectfully urge the department
10 to approve this application, and thank you
11 for your time and consideration this evening.

12 MR. DAVIS: Thank you.

13 MS. MANN: Thank you. After Ms.
14 Eramo, Dixie Patterson.

15 MS. ERAMO: My name is Ginny Eramo,
16 E-r-a-m-o. I live at 28 R Toppans Lane in
17 Newburyport. I've been a resident here for
18 33 years. I'm also a 30-year local business
19 owner with 48 employees, all of whom, or most
20 of whom use Anna Jaques Hospital.

21 Over the past three decades, I have
22 become intimately familiar with Anna Jaques.
23 I gave birth to my two children there, my two
24 grandchildren were recently born there, and

1 my family, my extended family and my
2 employees have utilized the services in most
3 areas of the hospital.

4 For the past 12 years, I have
5 volunteered at Anna Jaques as a board member
6 and a fundraiser, and I am privy to the great
7 challenges facing any community hospital and
8 the trend of independent hospitals shuttering
9 one by one in the face of competition.

10 Our hospital is a prize possession
11 of this community, a highly valued
12 institution of which thousands of residents
13 have supported through their philanthropy and
14 their volunteerism. I witnessed this support
15 firsthand when I served as chair of the Anna
16 Jaques Community Health Foundation from 2013
17 to 2015, a role that's dedicated to raising
18 funds that directly support our community
19 hospital.

20 During this time, I saw just how
21 vital philanthropy is to community hospitals
22 like Anna Jaques, with donations directly
23 benefitting patient care in our community and
24 enabling the hospital to make investments and

1 provide services that they may otherwise have
2 not been able to do.

3 I also got to know many of our
4 donors and hear special stories behind their
5 gifts to Anna Jaques that make such a
6 difference, from neighbors, local businesses,
7 grateful patients, employees of the hospital,
8 and so many others who choose to support
9 their hospital because they know how much
10 Anna Jaques means to the community, and
11 because we all want our hospital to not only
12 survive, but to thrive.

13 And while this new system will
14 bring about new partnerships and modes of
15 collaboration across the partner hospitals,
16 every dollar that's given to Anna Jaques --
17 past, present, and in the future -- will stay
18 at Anna Jaques.

19 I support strengthening our
20 community hospital and keeping high quality
21 and affordable healthcare directly within our
22 community. And for that reason, I fully
23 support Anna Jaques Hospital's intention to
24 become part of a new health system with Beth

1 Israel Deaconess Medical Center, Lahey
2 Health, New England Baptist, and Mount Auburn
3 Hospital. Thank you.

4 MR. DAVIS: Thank you.

5 MS. MANN: Thank you. Ms.
6 Patterson and then Dr. Naseer.

7 MS. PATTERSON: Good evening. My
8 name is Dixie Patterson, P-a-t-t-e-r-s-o-n.
9 I'm a proud resident of Newburyport, and I'm
10 actually a physician assistant in cardiac
11 surgery at Lahey Clinic in Burlington. We've
12 taken care of many patients from this area
13 down there.

14 We've heard a lot tonight from
15 everyone here what great care they have
16 received at Anna Jaques, and I too personally
17 have been taken care of at Anna Jaques. I've
18 spent some time in the ER and have friends
19 that work there and have just really been
20 taken care of there in a small community
21 hospital, where sort of everyone knows
22 everyone, and that's the kind of care that I
23 think we all appreciate.

24 I could go to Lahey in Burlington

1 to get my care. I go there to work. But
2 it's really nice to know that we have such
3 wonderful, excellent care so close to home.
4 Now, no one really wants to need some super-
5 subspecialty medical care or super-
6 subspecialty surgical care, but this merger
7 would give all of us the opportunity to have
8 access to the best of the best in those
9 things.

10 So I come here tonight in support
11 of this merger. You know, all of these
12 hospitals that we're talking about tonight,
13 they all are separate but fantastic
14 institutions in their own right. We can
15 count them on our hand. But like a hand that
16 comes together to form a fist, it makes one
17 strong organization for us all. So I do come
18 in support of this merger, and thank you so
19 much for your consideration.

20 MR. DAVIS: Thank you.

21 MS. MANN: Thank you.

22 DR. NASEER: My name is Dr. Saira
23 Naseer-Ghiasuddin, and I'll spell it slowly.
24 N-a-s-e-e-r hyphenated G-h-i-a-s-u-d-d-i-n.

1 I came to Newburyport in 1996, almost 22
2 years ago, to practice medicine and to be a
3 part of this community. Today, my husband
4 and I are both committed physicians with
5 practices in Newburyport as well as member of
6 Anna Jaques medical staff.

7 My primary care practice, North
8 Shore Internal Medicine and Anna Jaques
9 Hospital have become the community I was
10 looking for. I served as the president of
11 the medical staff, vice president prior to
12 that, and today chair of the credentials
13 committee. But first and foremost, I pride
14 myself on being a true patient advocate, and
15 I think there are some patients of mine in
16 this audience. And the foundation of
17 healthcare starts here in this community for
18 my patients.

19 As a primary care physician in a
20 close-knit community, I care for patients a
21 time at least throughout their lifetime.
22 Creating this new system will strengthen Anna
23 Jaques and expand and enhance the clinical
24 services locally while collaborating with

1 high-quality hospitals within the network.

2 Something that has already proven
3 to enhance care at Anna Jaques through its
4 clinical affiliation with Beth Israel
5 Deaconess Medical Center, Anna Jaques'
6 relationship with Beth Israel has brought
7 direct benefits and lifesaving services to my
8 patients without having to travel to Boston.
9 My patients have received care from
10 specialists at Gerrish Breast Care Center,
11 their oncology team, and they bring them to
12 go through treatment and surgery and close to
13 their home. We also have a telestroke
14 service in the emergency room which have
15 helped my patients, when every minute counts,
16 and can make a difference in getting timely
17 treatment to have the best possible outcome
18 and quality of life.

19 Through the clinical affiliations,
20 my patients have experienced a seamless
21 transition of care from Anna Jaques to Beth
22 Israel when needed, and when ready, enable
23 them to continue their care close to home,
24 where I can then monitor and care for them.

1 As a physician, these are just a few examples
2 of the meaningful benefits my patients will
3 see as the new system expands, the breadth of
4 services available to them across a more
5 comprehensive network.

6 I am proud of the quality of care
7 that is available to my patients at Anna
8 Jaques Hospital and know that this will only
9 continue to improve with the backing of a
10 high-quality system. For that and on behalf
11 of my patients, I ask the Department of
12 Public Health's approval of this application.
13 Thank you for your consideration.

14 MR. DAVIS: Thank you, Doctor.

15 MS. MANN: Thank you, Doctor.

16 Jeanette Isabella.

17 MS. ISABELLA: I'm Jeanette
18 Isabella, I-s-a-b-e-l-l-a. So I wasn't born
19 at Anna Jaques Hospital, but had it not been
20 for Anna Jaques and Dr. Naseer, I would have
21 died there in April 2011. The fact that I
22 had a medical emergency that could be taken
23 care of in that emergency room so quickly,
24 thoroughly, lovingly means I'm here today.

1 It means everything to have that
2 hospital up the street. And the care is
3 always superb. The people may not be your
4 neighbor, but they act like they're your
5 friend. The staff is fabulous.

6 Because of a medical condition, I
7 have to have weekly and sometimes two or
8 three times a week blood draws. Anna Jaques
9 provides several laboratories in the area
10 where we can get those blood drawers very
11 conveniently. Mine happens to be in Dr.
12 Naseer's office, and it's a blessing to have
13 that right there. Honestly, the phlebotomist
14 makes what would be arduous almost pleasant.
15 Six years of that many blood draws. And then
16 when the people call up and say, you know,
17 this is what you have to do -- it's Coumadin.
18 I mean, it's not horrible. But it needs
19 attention, and I get that attention. And it
20 just means so much.

21 And I'm not alone when I say that.
22 We love that hospital. We just love it. And
23 I also do many things at Lahey, so I love
24 Lahey. So for me, this is a great marriage.

1 Thank you very much.

2 MR. DAVIS: Thank you.

3 MS. MANN: Thank you. That
4 completes the list of people who had signed
5 up to speak. Is there anybody in the
6 audience that would like to be heard before
7 we close the hearing? Seeing nobody, I'm
8 going to close this hearing. I want to thank
9 you all for coming.

10

11 (Whereupon, the hearing was
12 concluded at 6:20 p.m.)

13

14

15

16

17

18

19

20

21

22

23

24

C E R T I F I C A T E

COMMONWEALTH OF MASSACHUSETTS

NORFOLK, ss.

I, ARLENE R. BOYER, a Certified Court Reporter and Notary Public in and for the Commonwealth of Massachusetts, do hereby certify:

That the proceedings herein was recorded by me and transcribed by me; and that such transcript is a true record of the proceedings, to the best of my knowledge, skill and ability.

IN WITNESS WHEREOF, I hereunto set my hand and notarial seal this 22nd day of January 2018.

Arlene R. Boyer, CVR
Notary Public
My Commission Expires
December 14, 2018