

Mass General Brigham, Inc
DON # MGB-24120209-RE

APPLICANT RESPONSES 2

Responses should be sent to DoN staff at DPH.DON@mass.gov

While you may submit each answer as available, please

- List question number and question for each answer you provide
- Submit responses as a separate word document, using the above application title and number as a running header and page numbers in the footer
- We accept answers on a rolling basis however, when providing the answer to the final question, submit all questions and answers in order in one final document.
- Submit responses in WORD or EXCEL; only use PDF's if absolutely necessary. **Whenever possible, include a table in data format (NOT pdf or picture) with the response.**

In order for us to review this project in a timely manner, please provide the responses by **March 28, 2025**.

- 1. Please provide a table naming all of the Satellite sites in Salem Hospital's primary service area and how many CT units are at each location.**

None of Salem Hospital's satellites have a CT service. The Healthcare Center in Lynn would be the first and only Salem Hospital satellite to offer CT.

- 2. In the Narrative (page 5), the Salem Hospital Demographics Table 3, please answer:**

- a. Does the data include both inpatient and outpatient unique patients.**

Table 3 is all hospital patients: Inpatient, outpatient, and emergency, inclusive of Hospital satellites.

- 3. In the Narrative (page 7), please clarify if the Salem Hospital Outpatient CT Demographics Table 5, please answer:**

- a. Does this data cover only the outpatient CT patients at the main campus or does it include outpatient CT clients from Satellite sites?**

Salem Hospital currently only provides outpatient CT at the Main Campus.

- 4. For each of the satellite sites in Salem Hospital's primary service area that offer CT services, please provide the FY2024 percentage of patients from Lynn.**

NA, see response to #1.

- 5. In order to assess the impact that the Proposed Project would have on the CT services at the Cancer In order to assess the impact that the Proposed Project would have on the CT services at the MGB Healthcare Center at Danvers, please provide the following:**

- a. Lynn patients served at Danvers (expressed as a percentage of total volume).**

Lynn patients represent 5% of the total Danvers volume.

- b. Anticipated impact on Danvers CT services once the Proposed Project is implemented.**

Given the distance between the Danvers and Lynn locations, as well as the limited number of Lynn patients currently served by Danvers, anticipated impact is expected to be limited.

- 6. What is the Applicant's target goal for outpatient CT appointment wait time?**

MGB's target wait time for outpatient CT is two weeks.

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7. On page 9 of the Narrative, the Applicant states, "As demand for outpatient CT imaging increased in recent years, Salem Hospital extended its imaging hours to include full days on Saturday and Sunday to improve access for patients."
- a. What year did the Hospital extend its imaging hours to full days on Saturday and Sunday?
FY2024
 - b. Was the addition of these days ever able to meet the need?
The addition of weekend services reduced the wait time from 45-60 days to ~30 day wait.
 - c. How long has the CT capacity been at or above 90%?
CT capacity has been at or above the 90% mark since end of FY21/beginning of FY22.
8. In regards to the downtime hours provided in the first round of question responses:
- a. What does the Applicant believe caused the reduction in downtime hours from FY22-FY23?
Salem Hospital upgraded its outpatient scanners with new hardware and new software.
 - b. Please provide the Applicant's explanation for the recent jump in downtime hours from FY23-FY24. One of Salem Hospital's outpatient CT scanners went down over the weekend, without a weekend service contract in place, resulting in 48 hours of downtime.
9. In the first round of question responses, the Applicant notes that, "Most MGB community hospital locations can schedule lung cancer screening exams within 2-3 days."
- a. Please clarify how many community hospital locations can schedule lung cancer screenings in this time frame?
Two community hospitals are able to schedule lung cancer screening exams within several days – Cooley Dickinson Hospital and Newton Wellesley Hospital.
 - b. What is the average wait time for lung cancer screenings across the satellite locations offering CT?
NA, see the response to #1.
10. Regarding Missed Appointment Rates:
- a. If the Applicant tracks reasons for missed appointments, what percent of missed appointments are driven by wait times?
The reason for missed appointments is not tracked.
 - b. To what does the Applicant attribute the reduction in missed appointments in FY2024?
As a result of weekend appointments added in FY2024, wait times decreased to around 30 days. The lower missed appointment rate could be attributed to the comparatively shorter wait times.
 - c. Has the missed appointment rate historically been approximately 7% or was there a time when this was lower?
The missed appointment rate at Salem Hospital has not been below 7% in the last five years.
 - d. How do these missed appointment rates compare to comparable community hospitals offering outpatient CT services?

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The missed appointment rate at comparable MGB community hospitals¹ is 4.8%.

11. On page 10 of the Narrative, the Applicant states, “Table 7 below details the Hospital’s CT volume projections following implementation of the Proposed Project.” Please clarify:

- a. Does Table 7 show the projected volume for Salem Hospital’s Outpatient CT department after the Healthcare Center’s CT becomes operational?**

As stated in the first responses, Table 7 illustrates CT projections for the proposed CT unit at the Healthcare Center in Lynn.

- b. What is the projected CT volume (FY2026-FY2030) for the Healthcare Center once the unit becomes operational?**

Please see Table 7 in the Narrative.

- c. Is the addition of the CT unit at the Healthcare Center expected to bring Salem Hospital’s Outpatient CT down to the targeted 80% capacity?**

No. As illustrated in the table below (11.d.), utilization will come down to 83% following implementation of the Proposed Project.

- d. What is the Hospital’s projected outpatient CT volume? What will the Hospital’s outpatient utilization be?**

Projected outpatient CT volume for Salem Hospital, including the proposed service at the Healthcare Center, is 29,110. As of 4/14/2025, the Hospital’s annualized outpatient CT volume for FY2025 is approximately 20,000 scans, above 100% of the units’ operating capacity.

Outpatient CT	FY2024 Volume	FY2024 Utilization	FY2026 (Year 1) Volume	FY2026 Utilization
Main Campus	16,370	92%	16,370	92%
Healthcare Center (Lynn)	0	NA	12,740	75%
Total	16,370	78%	29,110	83%

12. After project implementation, what are the anticipated

- a. CT wait times at the Healthcare Center?**

Please note projected wait times for the Healthcare Center were a proposed quality measure within the Application.

- b. CT wait times at Salem Hospital Outpatient CT?**

Anticipated wait times for outpatient CT expected to drop from ~30 days down to 15 days given increased patient access.

- c. Utilization rate for the Healthcare Center?**

This was provided in the first responses. Utilization will reach 95% within 5 years.

- d. Utilization rate for Salem Hospital Outpatient CT units?**

Please see the response to 11.c.

¹ Newton Wellesley Hospital and Cooley Dickinson Hospital.

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13. Page 19 of the Narrative states, “the availability of CT at the Healthcare Center is expected to reduce the number of patients who require CT at the Hospital’s emergency department, which will result in lower overall charges.”

a. Please explain how reducing the number of patients who require CT at the ED will result in lower overall charges.

This is due to the fact that the average ED visit is significantly more costly than stand-alone CT scans provided in any other outpatient setting.

14. Page 16 of the Narrative states, “One of the biggest social needs of the Healthcare Center’s patients is access to nutritious, culturally appropriate food.”

a. Please clarify how the Applicant determined that this was one of the Healthcare Center’s biggest social needs.

Salem Hospital determined that one of the biggest social needs of the Healthcare Center’s patients is access to nutritious, culturally appropriate food due to high social risk factor positivity rates for the Health Center’s patients and the results of the 2024 City of Lynn Community Health Needs assessment. In the most recent CHNA, 1 in 5 Lynn residents reported experiencing food insecurity.

15. Page 21 of the Narrative states details an alternative proposal. Under this proposal, would another hospital unit be more expensive per scan?

No, reimbursement rates are the same.