

1. The application states that through the Proposed Project, the Applicant will attain greater control over the provision of imaging services and the quality of care (pg.1, pg.5) Explain how the Applicant will have greater control over the quality of imaging services.

The Applicant will have greater control over the Quality of Imaging Services from a number of perspectives. First, we will now have a consistently superior Image quality (with the newer technology), allowing for enhanced detection of pathology by the radiologists interpreting the studies. This will lead to improved and timelier patient care. Second, the patient's ordering physician will have access to the higher quality images to compare to those from current systems, resulting in an increase in physician satisfaction as well. Third, we will now have the ability to expand service offerings since we will have state-of-the-art technology, such as non-invasive prostate studies. By having the ability to perform these studies (which we cannot perform today), patients will no longer need to go outside of our healthcare system for this service. With so many patients in our area facing transportation challenges, this will be a significant benefit to our patients. Last, the newer technology offers shorter scan times. This will improve the patient experience while in the MRI scanner (shorter time in scanner). In addition, since the scan times are shorter, we can offer more appointments per day, reducing wait times for other patients waiting for an MRI. Lastly, the new arrangement is a joint venture between Heywood Healthcare and Shields, so by nature of the joint venture, Heywood will have greater control over MRI imaging services.

2. The Applicant has developed arrangements to provide ongoing education and training in culturally and linguistically appropriate care for staff (pg.18) Is this through a vendor or in-house?

The Applicant has developed arrangements to provide ongoing education and training in culturally and linguistically appropriate care through a vendor. The Applicant will offer multiple tools to address language barriers, including Language Line and InDemand interpreting to provide multiple options for translation services. Language Line provides quality phone and video interpretation services from highly trained professional linguists in more than 240 languages 24 hours a day, 7 days a week, facilitating more than 35 million interactions a year. InDemand offers leading-edge medical interpreting solutions, such as video interpretations, allowing clinicians to provide their limited English proficient, Deaf and hard of hearing patients with access to the highest quality healthcare. Together, these solutions will eliminate language barriers for patients and ensure culturally appropriate care

3. The Applicant will provide programs to address issues associated with the SDoH, ensure all patients have equal access to care, and ensure linkages to social service organizations when indicated (pg.21) Briefly describe the SDoH screening process.

Through the Proposed Project, access to high-value, low-cost imaging services will be expanded to the community served within the Applicant's PSA. In instances where patients are in need of support to address social determinants of health, the Applicant offers enhanced access to services designed to facilitate improved care pathways influenced by social determinants of health. Specifically, the Applicant plans to implement numerous amenities, including patient access tools, such as preregistration functionality, a cost transparency application, linkages to financial counselors, culturally competent staff, and a robust translation services program. These amenities facilitate easier to access care for vulnerable and at-risk populations.

4. Given that Heywood Healthcare is a part owner of the Applicant, imaging services will be part of a fully integrated medical record (pg.14) Are the imaging records part of the Heywood system now? How will they be more integrated?

Currently, images are created by an Alliance Imaging MRI and transferred into the Heywood Healthcare PACS system for interpretation by our radiologists. Through the new Joint Venture, the images will be integrated into both Heywood Healthcare medical records as well as the Shields system. Since Shields operates nationally, if a patient is seen by a specialist or provider in another location, with the patient's approval, images can be obtained in a much more efficient manner than exists today.

5. Please list the physical space at the Hospitals where MRI and PET-CT are located (under the current vendor) and the physical space at the Hospitals where MRI and PET-CT will be located after project implementation.

Will the equipment remain in the same physical space or will it be moving to a new space?

Currently, there is a mobile MRI machine located on the Athol Campus. This service will be replaced by the PET/CT mobile trailer in its same physical location.

There is currently a fixed MRI located within Heywood Hospital in Gardner. This space is being reconfigured to accommodate a new surgical pavilion (separate DoN Application by Heywood Hospital). This service will be replaced with a prefabricated MRI cassette in roughly the same location as the current service.