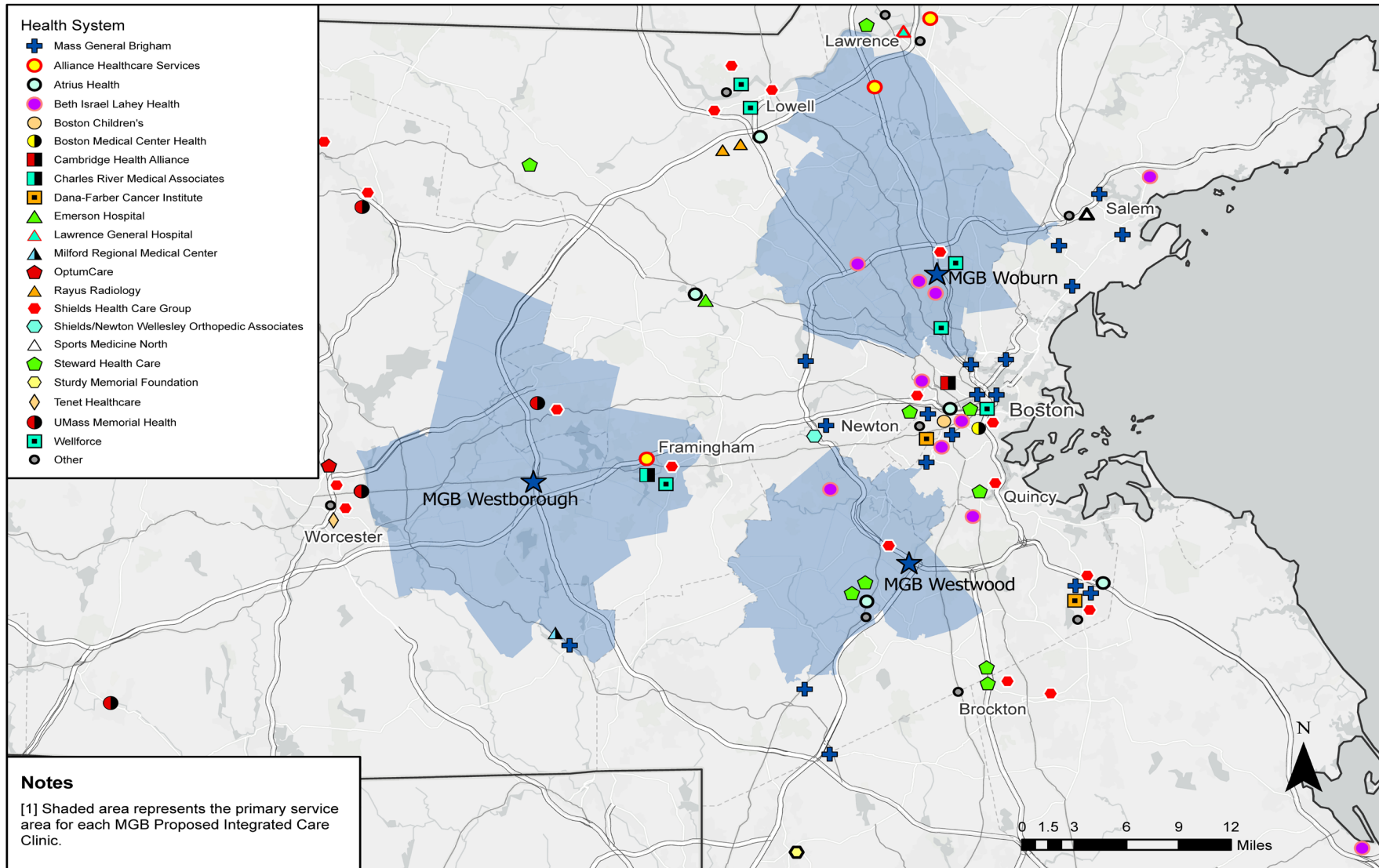


Figure ICC1
MGB Clinics Patient Profile
Imaging Patients Living Within MGB Clinic Patient Service Areas

	Westborough		Westwood		Woburn	
	Patients	%	Patients	%	Patients	%
Patient Demographics						
Gender						
Female/Other/Unknown	17,227	56%	14,812	57%	29,062	57%
Male	13,440	44%	11,034	43%	21,991	43%
Race/Ethnicity (Original Medicare Only)						
White	9,211	90%	8,511	88%	17,674	93%
Black	236	2%	618	6%	276	1%
Asian/Pacific Islander/ American Indian/Alaska Native	113	1%	76	1%	199	1%
Hispanic	161	2%	128	1%	88	0%
Other/Unknown	517	5%	392	4%	764	4%
Age						
≤19/Unknown	1,261	4%	1,289	5%	2,134	4%
20-39	4,206	14%	3,221	12%	6,312	12%
40-49	3,337	11%	2,630	10%	5,248	10%
50-64	8,147	27%	6,822	26%	12,819	25%
65-74	7,039	23%	5,745	22%	12,032	24%
75-84	4,499	15%	3,920	15%	8,531	17%
85+	2,178	7%	2,219	9%	3,977	8%
Patient Insurance Type						
Commercial	10,415	34%	10,102	39%	19,646	38%
Original Medicare	10,238	33%	9,725	38%	19,001	37%
Medicare Health Plans	3,793	12%	2,212	9%	5,967	12%
MassHealth Non-Managed Care	1,316	9%	557	7%	981	4%
MassHealth Managed Care	3,568	7%	2,697	6%	4,460	7%
Other/Unknown	1,401	5%	581	2%	1,063	2%

Figure ICC2
MGB Proposed Integrated Care Clinics' Primary Service Areas and Other Outpatient Diagnostic Imaging Providers



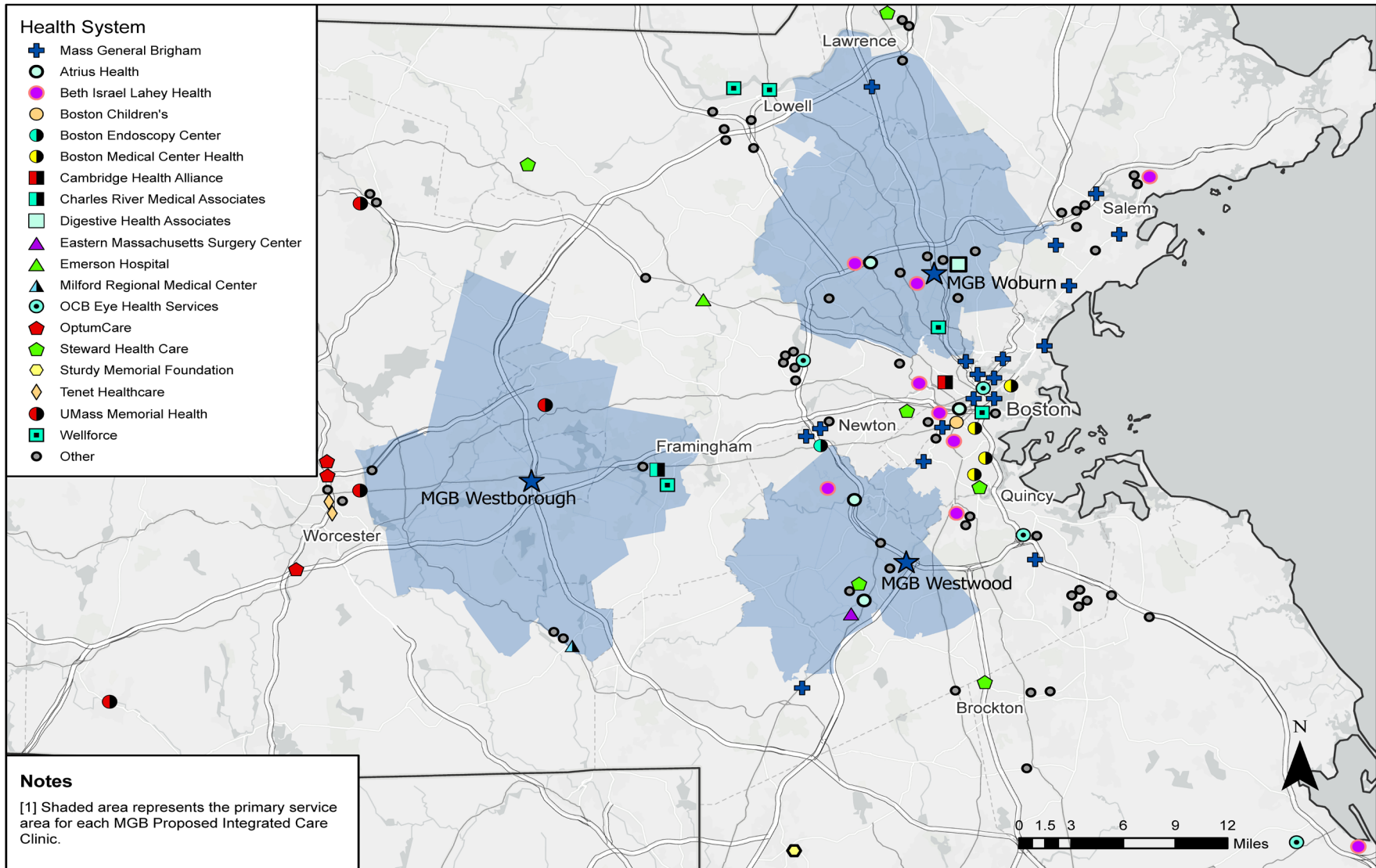
Description:

Map of proposed Integrated Care Clinics and other outpatient diagnostic imaging providers. The map includes patient service areas for each proposed site with markers identifying the locations of outpatient diagnostic imaging providers with at least 300 outpatient diagnostic imaging visits.

Figure ICC3
MGB Clinics Patient Profile
Surgical Patients Living Within MGB Clinic Patient Service Areas

	Westborough		Westwood		Woburn	
	Patients	%	Patients	%	Patients	%
Patient Demographics						
Gender						
Female/Other/Unknown	15,222	54%	13,842	56%	28,643	55%
Male	12,941	46%	10,845	44%	23,381	45%
Race/Ethnicity (Original Medicare Only)						
White	7,459	90%	7,138	87%	16,161	93%
Black	167	2%	531	6%	235	1%
Asian/Pacific Islander/ American Indian/Alaska Native	90	1%	60	1%	201	1%
Hispanic	126	2%	124	2%	68	0%
Other/Unknown	411	5%	387	5%	749	4%
Age						
≤19/Unknown	2,318	8%	1,829	7%	3,553	7%
20-39	3,623	13%	3,012	12%	6,228	12%
40-49	2,854	10%	2,302	9%	4,788	9%
50-64	8,034	29%	7,276	29%	14,602	28%
65-74	6,452	23%	5,563	23%	12,111	23%
75-84	3,709	13%	3,365	14%	7,901	15%
85+	1,173	4%	1,340	5%	2,841	5%
Patient Insurance Type						
Commercial	10,867	39%	10,701	43%	22,831	44%
Original Medicare	8,253	29%	8,240	33%	17,414	33%
Medicare Health Plans	3,045	11%	1,838	7%	5,313	10%
MassHealth Non-Managed Care	869	3%	447	2%	753	1%
MassHealth Managed Care	3,624	13%	2,855	12%	4,571	9%
Other/Unknown	1,540	5%	624	3%	1,184	2%

Figure ICC4
MGB Proposed Integrated Care Clinics' Primary Service Areas and Other Outpatient Surgery Providers



Description:

Map of proposed Integrated Care Clinics and other outpatient surgery providers. The map includes patient service areas for each proposed site with markers identifying the locations of outpatient surgery providers with at least 300 outpatient surgeries.

Figure ICC5

MGB Clinics Service Area Patient Summary

Surgical and Imaging Patients Living Within MGB Clinic Patient Service Areas

Service Area	Total Patients	Patients Visiting an MGB Location		Patients Visiting an MGB PCP	
		Count	%	Count	%
All Clinics	173,232	63,405	37%	48,381	28%
Westborough	48,337	12,845	27%	16,802	35%
Westwood	41,440	22,455	54%	14,054	34%
Woburn	83,731	28,233	34%	17,608	21%

Figure ICC6
Demographics in Westborough Clinic Patient Service Area (2020, 2025, and 2030)
Surgical and Imaging Procedures

Patient Demographics	2020 (Estimated)	%	2025 (Estimated)	%	2030 (Estimated)	%	Percent Growth (2025 vs. 2020)	Percent Growth (2030 vs. 2020)
Gender								
Female	159,704	51%	165,517	51%	171,229	51%	4%	7%
Male	154,295	49%	159,974	49%	165,379	49%	4%	7%
Age								
≤19	72,140	23%	71,793	22%	72,495	22%	0%	0%
20-39	77,017	25%	76,661	24%	76,760	23%	0%	0%
40-49	42,279	13%	45,213	14%	48,500	14%	7%	15%
50-64	68,379	22%	66,734	21%	63,686	19%	-2%	-7%
65-74	30,273	10%	35,117	11%	39,055	12%	16%	29%
75-84	15,728	5%	20,994	6%	25,501	8%	33%	62%
85+	8,183	3%	8,979	3%	10,610	3%	10%	30%
Age 20 and Older	241,858	77%	253,699	78%	264,113	78%	5%	9%
Age 20-64	187,675	60%	188,608	58%	188,947	56%	0%	1%
Age 65 and Older	54,184	17%	65,091	20%	75,167	22%	20%	39%
Total Population	313,999	100%	325,492	100%	336,608	100%	4%	7%

Figure ICC7
Demographics in Woburn Clinic Patient Service Area (2020, 2025, and 2030)
Surgical and Imaging Procedures

Patient Demographics	2020 (Estimated)	%	2025 (Estimated)	%	2030 (Estimated)	%	Percent Growth (2025 vs. 2020)	Percent Growth (2030 vs. 2020)
Gender								
Female	257,723	52%	264,545	52%	270,766	52%	3%	5%
Male	239,675	48%	245,642	48%	250,633	48%	2%	5%
Age								
≤19	106,699	21%	103,755	20%	101,345	19%	-3%	-5%
20-39	117,787	24%	118,106	23%	117,892	23%	0%	0%
40-49	67,144	13%	71,084	14%	76,772	15%	6%	14%
50-64	110,762	22%	107,482	21%	102,208	20%	-3%	-8%
65-74	51,394	10%	58,019	11%	62,963	12%	13%	23%
75-84	28,106	6%	35,144	7%	41,449	8%	25%	47%
85+	15,506	3%	16,597	3%	18,769	4%	7%	21%
Age 20 and Older	390,699	79%	406,432	80%	420,054	81%	4%	8%
Age 20-64	295,693	59%	296,672	58%	296,873	57%	0%	0%
Age 65 and Older	95,006	19%	109,760	22%	123,181	24%	16%	30%
Total Population	497,398	100%	510,187	100%	521,399	100%	3%	5%

Figure ICC8
Demographics in Westwood Clinic Patient Service Area (2020, 2025, and 2030)
Surgical and Imaging Procedures

Patient Demographics	2020 (Estimated)	%	2025 (Estimated)	%	2030 (Estimated)	%	Percent Growth (2025 vs. 2020)	Percent Growth (2030 vs. 2020)
Gender								
Female	111,057	52%	114,139	52%	116,928	52%	3%	5%
Male	102,362	48%	104,833	48%	107,043	48%	2%	5%
Age								
≤19	47,943	22%	46,798	21%	46,119	21%	-2%	-4%
20-39	53,277	25%	53,316	24%	53,322	24%	0%	0%
40-49	26,775	13%	28,666	13%	30,983	14%	7%	16%
50-64	45,370	21%	43,916	20%	41,468	19%	-3%	-9%
65-74	20,837	10%	23,891	11%	25,913	12%	15%	24%
75-84	11,854	6%	14,639	7%	17,494	8%	23%	48%
85+	7,363	3%	7,747	4%	8,671	4%	5%	18%
Age 20 and Older	165,477	78%	172,175	79%	177,852	79%	4%	7%
Age 20-64	125,422	59%	125,898	57%	125,773	56%	0%	0%
Age 65 and Older	40,055	19%	46,278	21%	52,078	23%	16%	30%
Total Population	213,420	100%	218,973	100%	223,971	100%	3%	5%

Figure ICC9

Predicted Changes in Concentration After the Proposed Woburn Clinic Opens

Proposed Woburn Clinic ZIP Code Outpatient Shares (Weighted by the Clinic's Expected Volume)

CT Scans

Provider	Shares Before Proposed Project	If Proposed Clinic Draws Patients from MGB Facilities		If Proposed Clinic Draws Patients from All Facilities	
		Shares After Proposed Project	Change in Shares	Shares After Proposed Project	Change in Shares
MGB Proposed Woburn Clinic	0.0%	7.6%	7.6%	9.0%	9.0%
Other Mass General Brigham Facilities	28.6%	21.0%	-7.6%	27.1%	-1.5%
Beth Israel Lahey Health	38.3%	38.3%	0.0%	33.3%	-4.9%
Wellforce	15.2%	15.2%	0.0%	13.7%	-1.5%
Cambridge Health Alliance	4.6%	4.6%	0.0%	4.4%	-0.3%
Steward Health Care	2.8%	2.8%	0.0%	2.7%	-0.1%
Dana-Farber Cancer Institute	2.5%	2.5%	0.0%	2.3%	-0.2%
Lawrence General Hospital	2.1%	2.1%	0.0%	2.0%	-0.1%
Boston Medical Center Health	2.1%	2.1%	0.0%	2.0%	-0.1%
All Other Providers	3.8%	3.8%	0.0%	3.5%	-0.3%
Total	100%	100%		100%	
	HHI Before Proposed Project	HHI After Proposed Project	Change in HHI	HHI After Proposed Project	Change in HHI
	3,788	3,788	0	3,581	-207

Figure ICC10

Predicted Changes in Concentration After the Proposed Woburn Clinic Opens

Proposed Woburn Clinic ZIP Code Outpatient Shares (Weighted by the Clinic's Expected Volume)

MR Scans

Provider	Shares Before Proposed Project	If Proposed Clinic Draws Patients from MGB Facilities		If Proposed Clinic Draws Patients from All Facilities	
		Shares After Proposed Project	Change in Shares	Shares After Proposed Project	Change in Shares
MGB Proposed Woburn Clinic	0.0%	8.8%	8.8%	9.4%	9.4%
Other Mass General Brigham Facilities	28.3%	19.5%	-8.8%	26.5%	-1.8%
Beth Israel Lahey Health	23.2%	23.2%	0.0%	21.2%	-2.1%
Shields Health Care Group	19.2%	19.2%	0.0%	16.0%	-3.2%
Wellforce	8.3%	8.3%	0.0%	7.5%	-0.8%
Atrius Health	3.1%	3.1%	0.0%	2.8%	-0.3%
Cambridge Health Alliance	3.0%	3.0%	0.0%	2.8%	-0.2%
Boston Children's	2.9%	2.9%	0.0%	2.6%	-0.2%
Sports Medicine North	2.0%	2.0%	0.0%	1.9%	-0.2%
Rayus Radiology	2.0%	2.0%	0.0%	1.8%	-0.2%
Boston Medical Center Health	2.0%	2.0%	0.0%	1.9%	-0.1%
All Other Providers	6.0%	6.0%	0.0%	5.6%	-0.4%
Total	100%	100%		100%	
	HHI Before Proposed Project	HHI After Proposed Project	Change in HHI	HHI After Proposed Project	Change in HHI
	2,496	2,496	0	2,597	102

Figure ICC11

Predicted Changes in Concentration After the Proposed Westwood Clinic Opens

Proposed Westwood Clinic ZIP Code Outpatient Shares (Weighted by the Clinic's Expected Volume)

CT Scans

Provider	Shares Before Proposed Project	If Proposed Clinic Draws Patients from MGB Facilities		If Proposed Clinic Draws Patients from All Facilities	
		Shares After Proposed Project	Change in Shares	Shares After Proposed Project	Change in Shares
MGB Proposed Westwood Clinic	0.0%	15.2%	15.2%	16.6%	16.6%
Other Mass General Brigham Facilities	30.6%	15.4%	-15.2%	26.7%	-3.9%
Steward Health Care	21.8%	21.8%	0.0%	15.6%	-6.2%
Beth Israel Lahey Health	15.5%	15.5%	0.0%	13.4%	-2.2%
Sturdy Memorial Foundation	5.8%	5.8%	0.0%	4.9%	-0.9%
Atrius Health	5.1%	5.1%	0.0%	4.3%	-0.8%
Dana-Farber Cancer Institute	4.3%	4.3%	0.0%	3.9%	-0.4%
Milford Regional Medical Center	3.3%	3.3%	0.0%	2.8%	-0.5%
Wellforce	3.1%	3.1%	0.0%	2.8%	-0.3%
Boston Medical Center Health	2.6%	2.6%	0.0%	2.4%	-0.2%
All Other Providers	7.8%	7.8%	0.0%	6.7%	-1.1%
Total	100%	100%		100%	
	HHI Before Proposed Project	HHI After Proposed Project	Change in HHI	HHI After Proposed Project	Change in HHI
	2,684	2,684	0	3,160	476

Figure ICC12

Predicted Changes in Concentration After the Proposed Westwood Clinic Opens

Proposed Westwood Clinic ZIP Code Outpatient Shares (Weighted by the Clinic's Expected Volume)

MR Scans

Provider	Shares Before Proposed Project	If Proposed Clinic Draws Patients from MGB Facilities		If Proposed Clinic Draws Patients from All Facilities	
		Shares After Proposed Project	Change in Shares	Shares After Proposed Project	Change in Shares
MGB Proposed Westwood Clinic	0.0%	9.0%	9.0%	7.9%	7.9%
Other Mass General Brigham Facilities	32.9%	23.9%	-9.0%	30.4%	-2.5%
Beth Israel Lahey Health	15.0%	15.0%	0.0%	13.9%	-1.1%
Shields Health Care Group	9.4%	9.4%	0.0%	8.7%	-0.8%
Atrius Health	9.3%	9.3%	0.0%	8.3%	-1.0%
Steward Health Care	7.3%	7.3%	0.0%	6.6%	-0.7%
Shields/Newton Wellesley Orthopedic Associates	3.9%	3.9%	0.0%	3.5%	-0.4%
Boston Children's	3.7%	3.7%	0.0%	3.4%	-0.3%
Boston Medical Center Health	2.9%	2.9%	0.0%	2.8%	-0.1%
Rayus Radiology	2.6%	2.6%	0.0%	2.2%	-0.3%
Wellforce	2.1%	2.1%	0.0%	2.0%	-0.1%
All Other Providers	11.0%	11.0%	0.0%	10.4%	-0.6%
Total	100%	100%		100%	
	HHI Before Proposed Project	HHI After Proposed Project	Change in HHI	HHI After Proposed Project	Change in HHI
	2,068	2,068	0	2,349	281

Figure ICC13

Predicted Changes in Concentration After the Proposed Westborough Clinic Opens

Proposed Westborough Clinic ZIP Code Outpatient Shares (Weighted by the Clinic's Expected Volume)

CT Scans

Provider	Shares Before Proposed Project	If Proposed Clinic Draws Patients from MGB Facilities		If Proposed Clinic Draws Patients from All Facilities	
		Shares After Proposed Project	Change in Shares	Shares After Proposed Project	Change in Shares
MGB Proposed Westborough Clinic	0.0%	6.5%	6.5%	7.8%	7.8%
Other Mass General Brigham Facilities	21.9%	15.4%	-6.5%	21.1%	-0.8%
UMass Memorial Health	22.9%	22.9%	0.0%	18.6%	-4.3%
Wellforce	12.1%	12.1%	0.0%	11.5%	-0.6%
Beth Israel Lahey Health	10.0%	10.0%	0.0%	9.7%	-0.3%
Emerson Hospital	6.8%	6.8%	0.0%	6.4%	-0.4%
Milford Regional Medical Center	4.3%	4.3%	0.0%	4.2%	-0.2%
OptumCare	3.6%	3.6%	0.0%	3.2%	-0.4%
Steward Health Care	3.5%	3.5%	0.0%	3.4%	-0.1%
Charles River Medical Associates	3.0%	3.0%	0.0%	2.7%	-0.3%
Dana-Farber Cancer Institute	3.0%	3.0%	0.0%	2.9%	-0.1%
Tenet Healthcare	2.1%	2.1%	0.0%	1.9%	-0.2%
All Other Providers	6.7%	6.7%	0.0%	6.6%	-0.1%
Total	100%	100%		100%	
	HHI Before Proposed Project	HHI After Proposed Project	Change in HHI	HHI After Proposed Project	Change in HHI
	3,148	3,148	0	2,981	-167

Figure ICC14

Predicted Changes in Concentration After the Proposed Westborough Clinic Opens

Proposed Westborough Clinic ZIP Code Outpatient Shares (Weighted by the Clinic's Expected Volume)

MR Scans

Provider	Shares Before Proposed Project	If Proposed Clinic Draws Patients from MGB Facilities		If Proposed Clinic Draws Patients from All Facilities	
		Shares After Proposed Project	Change in Shares	Shares After Proposed Project	Change in Shares
MGB Proposed Westborough Clinic	0.0%	8.0%	8.0%	9.9%	9.9%
Other Mass General Brigham Facilities	18.9%	11.0%	-8.0%	17.8%	-1.1%
Shields Health Care Group	31.4%	31.4%	0.0%	26.2%	-5.2%
Beth Israel Lahey Health	8.6%	8.6%	0.0%	8.1%	-0.5%
Alliance Healthcare Services	6.9%	6.9%	0.0%	6.2%	-0.7%
Emerson Hospital	5.7%	5.7%	0.0%	5.2%	-0.5%
Milford Regional Medical Center	5.4%	5.4%	0.0%	5.3%	-0.2%
OptumCare	3.8%	3.8%	0.0%	3.4%	-0.4%
Atrius Health	2.9%	2.9%	0.0%	2.8%	-0.2%
Boston Children's	2.8%	2.8%	0.0%	2.6%	-0.2%
All Other Providers	13.5%	13.5%	0.0%	12.6%	-0.9%
Total	100%	100%		100%	
	HHI Before Proposed Project	HHI After Proposed Project	Change in HHI	HHI After Proposed Project	Change in HHI
	2,649	2,649	0	2,605	-43

Figure ICC15

Predicted Changes in Concentration After the Proposed Woburn Clinic Opens

Proposed Woburn Clinic ZIP Code Outpatient Shares (Weighted by the Clinic's Expected Volume)

Surgical Procedures

Provider	Shares Before Proposed Project	If Proposed Clinic Draws Patients from MGB Facilities		If Proposed Clinic Draws Patients from All Facilities	
		Shares After Proposed Project	Change in Shares	Shares After Proposed Project	Change in Shares
MGB Proposed Woburn Clinic	0.0%	2.5%	2.5%	2.6%	2.6%
Other Mass General Brigham Facilities	20.6%	18.2%	-2.5%	20.3%	-0.4%
Beth Israel Lahey Health	33.3%	33.3%	0.0%	32.3%	-1.0%
Wellforce	8.4%	8.4%	0.0%	8.1%	-0.3%
Digestive Health Associates	5.3%	5.3%	0.0%	4.8%	-0.5%
Cambridge Health Alliance	4.5%	4.5%	0.0%	4.4%	-0.1%
Steward Health Care	3.5%	3.5%	0.0%	3.5%	0.0%
Boston Medical Center Health	2.9%	2.9%	0.0%	2.9%	0.0%
All Other Providers	21.4%	21.4%	0.0%	21.1%	-0.3%
Total	100%	100%		100%	
	HHI Before Proposed Project	HHI After Proposed Project	Change in HHI	HHI After Proposed Project	Change in HHI
	2,294	2,294	0	2,263	-31

Figure ICC16

Predicted Changes in Concentration After the Proposed Westwood Clinic Opens

Proposed Westwood Clinic ZIP Code Outpatient Shares (Weighted by the Clinic's Expected Volume)

Surgical Procedures

Provider	Shares Before Proposed Project	If Proposed Clinic Draws Patients from MGB Facilities		If Proposed Clinic Draws Patients from All Facilities	
		Shares After Proposed Project	Change in Shares	Shares After Proposed Project	Change in Shares
MGB Proposed Westwood Clinic	0.0%	5.6%	5.6%	5.0%	5.0%
Other Mass General Brigham Facilities	27.4%	21.8%	-5.6%	26.2%	-1.2%
Beth Israel Lahey Health	17.9%	17.9%	0.0%	17.2%	-0.7%
Steward Health Care	14.4%	14.4%	0.0%	13.2%	-1.2%
Sturdy Memorial Foundation	4.6%	4.6%	0.0%	4.4%	-0.2%
Boston Medical Center Health	4.0%	4.0%	0.0%	3.9%	-0.1%
Eastern Massachusetts Surgery Center	3.5%	3.5%	0.0%	3.2%	-0.4%
Wellforce	2.8%	2.8%	0.0%	2.7%	-0.1%
Atrius Health	2.2%	2.2%	0.0%	2.0%	-0.2%
Boston Children's	2.2%	2.2%	0.0%	2.1%	-0.1%
All Other Providers	21.0%	21.0%	0.0%	20.3%	-0.7%
Total	100%	100%		100%	
	HHI Before Proposed Project	HHI After Proposed Project	Change in HHI	HHI After Proposed Project	Change in HHI
	1,794	1,794	0	1,924	130

Figure ICC17

Predicted Changes in Concentration After the Proposed Westborough Clinic Opens

Proposed Westborough Clinic ZIP Code Outpatient Shares (Weighted by the Clinic's Expected Volume)

Surgical Procedures

Provider	Shares Before Proposed Project	If Proposed Clinic Draws Patients from MGB Facilities		If Proposed Clinic Draws Patients from All Facilities	
		Shares After Proposed Project	Change in Shares	Shares After Proposed Project	Change in Shares
MGB Proposed Westborough Clinic	0.0%	4.4%	4.4%	4.9%	4.9%
Other Mass General Brigham Facilities	15.7%	11.3%	-4.4%	15.3%	-0.5%
UMass Memorial Health	21.8%	21.8%	0.0%	19.9%	-1.9%
Wellforce	10.8%	10.8%	0.0%	10.3%	-0.5%
Beth Israel Lahey Health	9.5%	9.5%	0.0%	9.2%	-0.3%
Emerson Hospital	4.0%	4.0%	0.0%	3.9%	-0.2%
Charles River Medical Associates	3.5%	3.5%	0.0%	3.3%	-0.3%
Tenet Healthcare	3.1%	3.1%	0.0%	3.0%	-0.2%
OptumCare	2.9%	2.9%	0.0%	2.8%	-0.2%
Milford Regional Medical Center	2.9%	2.9%	0.0%	2.9%	-0.1%
OCB Eye Health Associates	2.6%	2.6%	0.0%	2.5%	-0.1%
Steward Health Care	2.4%	2.4%	0.0%	2.3%	-0.1%
Boston Endoscopy Center	2.2%	2.2%	0.0%	2.1%	-0.1%
All Other Providers	18.4%	18.4%	0.0%	17.7%	-0.7%
Total	100%	100%		100%	
	HHI Before Proposed Project	HHI After Proposed Project	Change in HHI	HHI After Proposed Project	Change in HHI
	1,754	1,754	0	1,736	-18

Figure ICC18

**Predicted Changes in Outpatient Spending After the Proposed Woburn Clinic Opens
CT Scans**

	Volume Switching to Clinic	Clinic Prices are 75 Percent of MGB Community Hospitals		Clinic Prices are 50 Percent of MGB Academic Medical Centers	
		Change in Spending per Switch	Change in Spending Overall	Change in Spending per Switch	Change in Spending Overall
If Proposed Clinic Draws Patients From MGB Facilities					
Commercial	45.8%	-33.7%	-0.9%	-39.6%	-1.0%
Original Medicare	24.3%	-36.9%	-0.3%	-36.9%	-0.3%
Medicare Health Plans	10.5%	-22.9%	-0.3%	-49.9%	-0.7%
MassHealth Non-Managed Care	3.6%	-10.0%	-0.1%	-10.0%	-0.1%
MassHealth Managed Care	11.0%	-10.0%	-0.1%	-10.0%	-0.1%
Other	4.7%	-18.9%	-0.2%	-49.1%	-0.5%
Overall	100%	-29.2%	-0.5%	-36.1%	-0.7%
If Proposed Clinic Draws Patients From All Facilities					
Commercial	43.2%	-24.0%	-0.6%	-30.8%	-0.8%
Original Medicare	17.7%	-39.7%	-0.2%	-39.7%	-0.2%
Medicare Health Plans	18.0%	-23.3%	-0.6%	-50.1%	-1.2%
MassHealth Non-Managed Care	3.0%	-10.0%	-0.1%	-10.0%	-0.1%
MassHealth Managed Care	13.7%	-9.9%	-0.1%	-9.9%	-0.1%
Other	4.5%	-16.8%	-0.2%	-47.8%	-0.5%
Overall	100%	-24.0%	-0.4%	-33.1%	-0.6%

Figure ICC19

**Predicted Changes in Outpatient Spending After the Proposed Westwood Clinic Opens
CT Scans**

	Volume Switching to Clinic	Clinic Prices are 75 Percent of MGB Community Hospitals		Clinic Prices are 50 Percent of MGB Academic Medical Centers	
		Change in Spending per Switch	Change in Spending Overall	Change in Spending per Switch	Change in Spending Overall
If Proposed Clinic Draws Patients From MGB Facilities					
Commercial	27.2%	-32.2%	-0.6%	-38.1%	-0.7%
Original Medicare	52.9%	-37.5%	-0.6%	-37.5%	-0.6%
Medicare Health Plans	6.1%	-24.6%	-0.2%	-51.0%	-0.5%
MassHealth Non-Managed Care	2.3%	-10.0%	-0.1%	-10.0%	-0.1%
MassHealth Managed Care	9.2%	-9.7%	-0.1%	-9.7%	-0.1%
Other	2.3%	-1.4%	0.0%	-38.2%	-0.2%
Overall	100%	-31.2%	-0.5%	-35.3%	-0.6%
If Proposed Clinic Draws Patients From All Facilities					
Commercial	22.6%	-20.3%	-0.3%	-27.3%	-0.4%
Original Medicare	51.6%	-37.8%	-0.6%	-37.8%	-0.6%
Medicare Health Plans	7.8%	-24.9%	-0.3%	-51.2%	-0.6%
MassHealth Non-Managed Care	3.1%	-9.9%	-0.1%	-9.9%	-0.1%
MassHealth Managed Care	12.0%	-9.4%	-0.1%	-9.4%	-0.1%
Other	2.9%	-3.7%	0.0%	-39.6%	-0.3%
Overall	100%	-27.6%	-0.4%	-32.2%	-0.5%

Figure ICC20

**Predicted Changes in Outpatient Spending After the Proposed Westborough Clinic Opens
CT Scans**

	Volume Switching to Clinic	Clinic Prices are 75 Percent of MGB Community Hospitals		Clinic Prices are 50 Percent of MGB Academic Medical Centers	
		Change in Spending per Switch	Change in Spending Overall	Change in Spending per Switch	Change in Spending Overall
If Proposed Clinic Draws Patients From MGB Facilities					
Commercial	34.3%	-33.2%	-0.3%	-39.1%	-0.3%
Original Medicare	41.7%	-33.2%	-0.2%	-33.2%	-0.2%
Medicare Health Plans	9.8%	-23.7%	-0.1%	-50.4%	-0.3%
MassHealth Non-Managed Care	2.7%	-10.0%	0.0%	-10.0%	0.0%
MassHealth Managed Care	8.4%	-9.9%	0.0%	-9.9%	0.0%
Other	3.0%	-10.5%	0.0%	-43.8%	-0.1%
Overall	100%	-29.0%	-0.2%	-34.6%	-0.2%
If Proposed Clinic Draws Patients From All Facilities					
Commercial	22.1%	-16.0%	-0.1%	-23.4%	-0.1%
Original Medicare	42.0%	-37.2%	-0.2%	-37.2%	-0.2%
Medicare Health Plans	12.7%	-29.0%	-0.2%	-53.8%	-0.4%
MassHealth Non-Managed Care	5.5%	-9.9%	-0.1%	-9.9%	-0.1%
MassHealth Managed Care	12.1%	-9.3%	0.0%	-9.3%	0.0%
Other	5.7%	-14.6%	-0.1%	-46.4%	-0.2%
Overall	100%	-25.3%	-0.1%	-31.9%	-0.2%

Figure ICC21

Predicted Changes in Outpatient Spending After the Proposed Woburn Clinic Opens
MR Scans

	Volume Switching to Clinic	Clinic Prices are 75 Percent of MGB Community Hospitals		Clinic Prices are 50 Percent of MGB Academic Medical Centers	
		Change in Spending per Switch	Change in Spending Overall	Change in Spending per Switch	Change in Spending Overall
If Proposed Clinic Draws Patients From MGB Facilities					
Commercial	45.5%	-34.7%	-0.6%	-38.4%	-0.7%
Original Medicare	38.3%	-34.5%	-0.6%	-34.5%	-0.6%
Medicare Health Plans	4.9%	-15.5%	-0.1%	-48.7%	-0.5%
MassHealth Non-Managed Care	1.3%	-10.0%	-0.1%	-10.0%	-0.1%
MassHealth Managed Care	7.9%	-10.0%	-0.1%	-10.0%	-0.1%
Other	2.0%	-14.9%	-0.1%	-47.1%	-0.4%
Overall	100%	-31.0%	-0.5%	-35.0%	-0.6%
If Proposed Clinic Draws Patients From All Facilities					
Commercial	46.8%	-26.7%	-0.5%	-30.9%	-0.6%
Original Medicare	32.8%	-23.6%	-0.3%	-23.6%	-0.3%
Medicare Health Plans	7.9%	2.5%	0.0%	-37.8%	-0.6%
MassHealth Non-Managed Care	1.0%	-8.5%	-0.1%	-8.5%	-0.1%
MassHealth Managed Care	9.6%	-6.6%	-0.1%	-6.6%	-0.1%
Other	1.8%	0.2%	0.0%	-37.7%	-0.3%
Overall	100%	-20.8%	-0.3%	-26.6%	-0.4%

Figure ICC22

**Predicted Changes in Outpatient Spending After the Proposed Westwood Clinic Opens
MR Scans**

	Volume Switching to Clinic	Clinic Prices are 75 Percent of MGB Community Hospitals		Clinic Prices are 50 Percent of MGB Academic Medical Centers	
		Change in Spending per Switch	Change in Spending Overall	Change in Spending per Switch	Change in Spending Overall
If Proposed Clinic Draws Patients From MGB Facilities					
Commercial	42.5%	-29.5%	-0.6%	-33.5%	-0.7%
Original Medicare	43.8%	-35.9%	-0.8%	-35.9%	-0.8%
Medicare Health Plans	4.6%	-18.9%	-0.2%	-50.8%	-0.5%
MassHealth Non-Managed Care	1.0%	-10.0%	-0.1%	-10.0%	-0.1%
MassHealth Managed Care	6.7%	-9.7%	-0.1%	-9.7%	-0.1%
Other	1.5%	-6.7%	-0.1%	-42.0%	-0.3%
Overall	100%	-29.9%	-0.6%	-33.7%	-0.7%
If Proposed Clinic Draws Patients From All Facilities					
Commercial	43.8%	-27.3%	-0.6%	-31.5%	-0.7%
Original Medicare	38.6%	-24.7%	-0.5%	-24.7%	-0.5%
Medicare Health Plans	6.0%	-13.2%	-0.2%	-47.3%	-0.7%
MassHealth Non-Managed Care	0.9%	-8.8%	-0.1%	-8.8%	-0.1%
MassHealth Managed Care	8.8%	-7.4%	-0.1%	-7.4%	-0.1%
Other	1.9%	15.8%	0.2%	-28.0%	-0.3%
Overall	100%	-22.7%	-0.5%	-27.4%	-0.5%

Figure ICC23

**Predicted Changes in Outpatient Spending After the Proposed Westborough Clinic Opens
MR Scans**

	Volume Switching to Clinic	Clinic Prices are 75 Percent of MGB Community Hospitals		Clinic Prices are 50 Percent of MGB Academic Medical Centers	
		Change in Spending per Switch	Change in Spending Overall	Change in Spending per Switch	Change in Spending Overall
If Proposed Clinic Draws Patients From MGB Facilities					
Commercial	50.8%	-33.4%	-0.4%	-37.2%	-0.4%
Original Medicare	31.8%	-31.7%	-0.2%	-31.7%	-0.2%
Medicare Health Plans	7.0%	-15.9%	-0.1%	-48.9%	-0.4%
MassHealth Non-Managed Care	1.2%	-10.0%	-0.1%	-10.0%	-0.1%
MassHealth Managed Care	7.1%	-10.0%	0.0%	-10.0%	0.0%
Other	2.1%	-17.0%	-0.1%	-48.4%	-0.2%
Overall	100%	-29.3%	-0.3%	-34.3%	-0.3%
If Proposed Clinic Draws Patients From All Facilities					
Commercial	39.6%	-24.4%	-0.2%	-28.7%	-0.2%
Original Medicare	33.8%	-10.9%	-0.1%	-10.9%	-0.1%
Medicare Health Plans	10.7%	-4.1%	0.0%	-41.8%	-0.5%
MassHealth Non-Managed Care	1.8%	-3.3%	0.0%	-3.3%	0.0%
MassHealth Managed Care	11.4%	-3.0%	0.0%	-3.0%	0.0%
Other	2.7%	44.0%	0.3%	-10.4%	-0.1%
Overall	100%	-13.0%	-0.1%	-20.2%	-0.2%

Figure ICC24

**Predicted Changes in Outpatient Spending After the Proposed Woburn Clinic Opens
Surgical Procedures**

	Volume Switching to Clinic	Clinic Prices are 75 Percent of MGB Community Hospitals		Clinic Prices are 50 Percent of MGB Academic Medical Centers	
		Change in Spending per Switch	Change in Spending Overall	Change in Spending per Switch	Change in Spending Overall
If Proposed Clinic Draws Patients From MGB Facilities					
Commercial	47.9%	-25.0%	-0.2%	-31.6%	-0.2%
Original Medicare	34.9%	-37.7%	-0.2%	-37.7%	-0.2%
Medicare Health Plans	5.2%	-13.7%	0.0%	-36.5%	-0.1%
MassHealth Non-Managed Care	1.4%	-44.5%	-0.2%	-44.5%	-0.2%
MassHealth Managed Care	8.7%	-13.7%	0.0%	-36.5%	-0.1%
Other	1.8%	-13.1%	0.0%	-30.9%	-0.1%
Overall	100%	-27.9%	-0.1%	-34.6%	-0.2%
If Proposed Clinic Draws Patients From All Facilities					
Commercial	46.8%	2.5%	0.0%	-6.4%	0.0%
Original Medicare	31.9%	-29.3%	-0.1%	-29.3%	-0.1%
Medicare Health Plans	8.9%	13.7%	0.1%	-16.4%	-0.1%
MassHealth Non-Managed Care	1.2%	-43.8%	-0.1%	-43.8%	-0.1%
MassHealth Managed Care	9.0%	-23.6%	-0.1%	-43.8%	-0.1%
Other	2.2%	-17.1%	0.0%	-34.2%	-0.1%
Overall	100%	-10.0%	0.0%	-19.0%	-0.1%

Figure ICC25

**Predicted Changes in Outpatient Spending After the Proposed Westwood Clinic Opens
Surgical Procedures**

	Volume Switching to Clinic	Clinic Prices are 75 Percent of MGB Community Hospitals		Clinic Prices are 50 Percent of MGB Academic Medical Centers	
		Change in Spending per Switch	Change in Spending Overall	Change in Spending per Switch	Change in Spending Overall
If Proposed Clinic Draws Patients From MGB Facilities					
Commercial	43.9%	-30.1%	-0.2%	-36.1%	-0.2%
Original Medicare	41.0%	-40.4%	-0.2%	-40.4%	-0.2%
Medicare Health Plans	5.3%	-24.2%	-0.1%	-44.3%	-0.1%
MassHealth Non-Managed Care	0.8%	-44.5%	-0.1%	-44.5%	-0.1%
MassHealth Managed Care	7.7%	-25.8%	-0.1%	-45.4%	-0.1%
Other	1.3%	-27.8%	0.0%	-42.6%	0.0%
Overall	100%	-33.7%	-0.2%	-39.2%	-0.2%
If Proposed Clinic Draws Patients From All Facilities					
Commercial	38.8%	-2.6%	0.0%	-11.1%	-0.1%
Original Medicare	40.1%	-33.4%	-0.2%	-33.4%	-0.2%
Medicare Health Plans	7.2%	4.6%	0.0%	-23.1%	-0.1%
MassHealth Non-Managed Care	1.4%	-43.6%	-0.1%	-43.6%	-0.1%
MassHealth Managed Care	10.5%	-18.3%	-0.1%	-39.9%	-0.1%
Other	1.9%	-17.4%	0.0%	-34.4%	-0.1%
Overall	100%	-17.0%	-0.1%	-24.8%	-0.1%

Figure ICC26

**Predicted Changes in Outpatient Spending After the Proposed Westborough Clinic Opens
Surgical Procedures**

	Volume Switching to Clinic	Clinic Prices are 75 Percent of MGB Community Hospitals		Clinic Prices are 50 Percent of MGB Academic Medical Centers	
		Change in Spending per Switch	Change in Spending Overall	Change in Spending per Switch	Change in Spending Overall
If Proposed Clinic Draws Patients From MGB Facilities					
Commercial	49.3%	-30.6%	-0.1%	-36.6%	-0.1%
Original Medicare	34.9%	-40.7%	-0.1%	-40.7%	-0.1%
Medicare Health Plans	7.2%	-22.4%	0.0%	-42.9%	-0.1%
MassHealth Non-Managed Care	1.0%	-44.5%	-0.1%	-44.5%	-0.1%
MassHealth Managed Care	5.8%	-20.8%	0.0%	-41.8%	0.0%
Other	1.8%	-33.8%	0.0%	-47.4%	0.0%
Overall	100%	-33.2%	-0.1%	-39.1%	-0.1%
If Proposed Clinic Draws Patients From All Facilities					
Commercial	38.9%	6.1%	0.0%	-3.1%	0.0%
Original Medicare	31.3%	-31.1%	-0.1%	-31.1%	-0.1%
Medicare Health Plans	11.7%	1.0%	0.0%	-25.7%	-0.1%
MassHealth Non-Managed Care	2.4%	-44.1%	-0.1%	-44.1%	-0.1%
MassHealth Managed Care	11.3%	-28.0%	-0.1%	-47.0%	-0.1%
Other	4.5%	-15.1%	0.0%	-32.5%	-0.1%
Overall	100%	-12.1%	0.0%	-21.7%	-0.1%

Figure ICC27

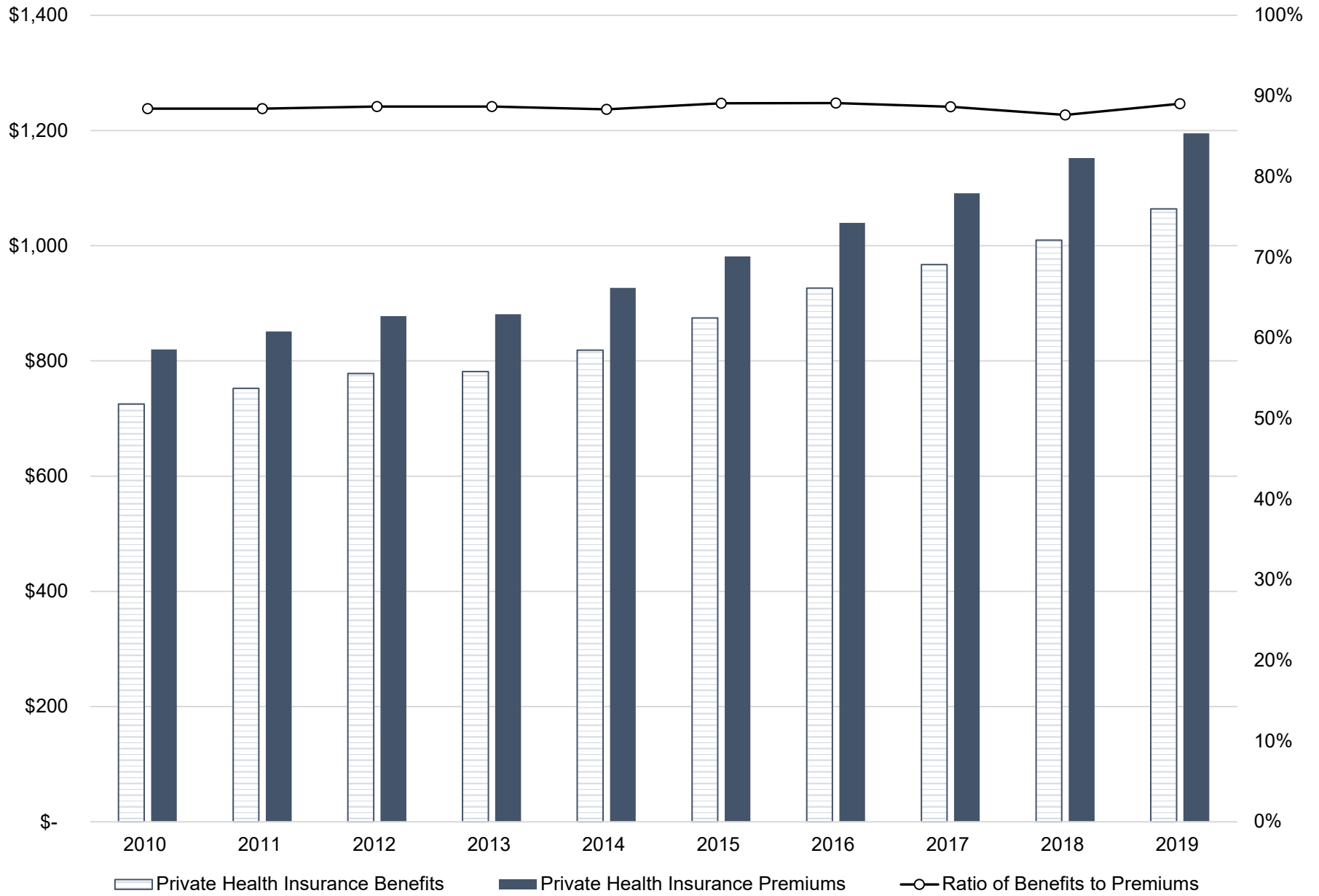


Figure ICC28
MGB Clinics - Staff Estimates by Staff Type

Staff Type	Clinic Site's Estimated Need		
	Westwood	Westborough	Woburn
Advanced Practice Providers	5	15	14
Behavioral Health PhD		4	4
Licensed Independent Clinical Social Worker		2	2
Nurse Practitioner	3	5	4
Physician Assistant	2	4	4
Clinical Pharmacist	2	2	2
Certified Registered Nurse Anesthetist	6	6	6
Medical Assistant		32	32
Physicians	26	45	47
Primary Care Physician		8	6
Psychiatry		2	2
Radiology	9	6	9
Anesthesiology	2	2	2
Other Specialists	15	27	28
Registered Nurse	31	32	33
Radiology Technicians	30	21	30
Surgical Technicians	10	10	10
Total Staff	110	163	174

Figure ICC29
MGB Clinics - Labor Supply and Staff Estimates by Staff Type

Clinic Staff Estimates	Labor Supply in Boston/Worcester MSAs			Clinic Site's Estimated Need as a Fraction of Labor Supply in Boston/Worcester MSAs		
	Westwood	Westborough	Woburn	Westwood	Westborough	Woburn
Advanced Practice Providers	13,037	29,486	29,486	0.0%	0.1%	0.0%
Behavioral Health PhD		5,086	5,086		0.1%	0.1%
Licensed Independent Clinical Social Worker		11,362	11,362		0.0%	0.0%
Nurse Practitioner	9,416	9,416	9,416	0.0%	0.1%	0.0%
Physician Assistant	3,621	3,621	3,621	0.1%	0.1%	0.1%
Clinical Pharmacist	407	407	407	0.5%	0.5%	0.5%
Certified Registered Nurse Anesthetist	1,117	1,117	1,117	0.5%	0.5%	0.5%
Medical Assistant		10,794	10,794		0.3%	0.3%
Physicians	7,666	19,780	21,009	0.3%	0.2%	0.2%
Primary Care Physician		8,642	8,642		0.1%	0.1%
Psychiatry		2,797	2,797		0.1%	0.1%
Radiology	1,654	1,654	1,654	0.5%	0.4%	0.5%
Anesthesiology	1,988	1,988	1,988	0.1%	0.1%	0.1%
Other Specialists	4,024	4,699	5,929	0.4%	0.6%	0.5%
Registered Nurse	73,581	73,581	73,581	0.0%	0.0%	0.0%
Radiology Technicians	3,979	3,979	3,979	0.8%	0.5%	0.8%
Surgical Technicians	1,837	1,837	1,837	0.5%	0.5%	0.5%
Total Staff	101,625	140,981	142,210	0.1%	0.1%	0.1%

Figure ICC30
MGB Clinics - Labor Supply and Staff Estimates for Other Specialists

	Labor Supply in Boston/Worcester MSAs and Clinic Site's Estimated Need		
	Westwood	Westborough	Woburn
Physician Specialty			
Ear, Nose, and Throat	400	400	
General Surgery	1,044	1,044	
Gastroenterology	710	710	710
Ophthalmology	723	723	
Orthopaedic Surgery	797	797	797
Pain	29	29	
Urology	321	321	
Physiatry		336	
Rheumatology		303	303
Spine		36	
Allergy/Immunology			183
Cardiology			1,282
Dermatology			577
Endocrinology			509
Neurology			1,036
Pulmonary			532
Total Labor Supply in Boston/Worcester MSAs	4,024	4,699	5,929
Clinic Site's Estimated Need	15	27	28
Clinic Site's Estimated Need as a Fraction of Labor Supply in Boston/Worcester MSAs	0.4%	0.6%	0.5%