Winchester Hospital/Shields MRI, LLC DoN # 18042417-RE
Applicant's Responses

1. Why wasn't the clinic established through the 2013 joint venture located on the campus of Winchester Hospital?

RESPONSE: It was determined that 2 MRI units were needed to accommodate patient volume in 2013. The hospital did not have the space to support 2 units in the on-campus building and additionally has limited on-site parking availability. Because the hospital's patients have a higher need for MRI scans on an outpatient basis, the Applicant determined at that time that the most appropriate way to accommodate demand without impacting parking access for the hospital would be to develop a clinic at an off-campus.

2. Please provide evidence to support the statement that Winchester Hospital is one of a few community hospitals in the state that does not offer MRI imaging services on the main campus.

RESPONSE: In response to your request for evidence to support its statement that the Applicant's general understanding of the availability of MRI services in Massachusetts, the Applicant contacted each licensed hospital in Massachusetts and inquired as to the location of its MRI service. Based on this survey, the Applicant actually found that Winchester Hospital is the only hospital in Massachusetts that does not provide MRI services at the hospital main campus.

3. How many patients travel to Lahey for MRI services?

RESPONSE: From May 2017-April 2018, Lahey Medical Center provided MRI services to 89 patients referred by Winchester Hospital physicians.

a. Is there nursing support available to patients at Lahey?

RESPONSE: A nurse is available to travel with patients transferred for MRI services from Winchester Hospital to Lahey Medical Center.

b. What type of MRI is available at Lahey?'

RESPONSE: Lahey Medical Center has 2 1.5T MRI units, one of which is 15 years old, and 1 3T MRI unit.

4. Why are you proposing a 1.5T MRI and not the 3T MRI - both are available at Unicorn Park?

RESPONSE: The Applicant determined that a 1.5T MRI unit is most appropriate for this location because it provides the most patient flexibility, especially in acute care community hospitals that see many different patients. Because 3T is twice the magnet strength of a 1.5T unit, it can cause artifact issues with any patients that have metal implants, such as joints and plates due to significant fractures. Certain medical devices or aneurism clips may not be imaged in a 3T unit because of the magnet strength. In addition, the 3T MRI is better indicated for certain

applications such as neurological (e.g., multiple sclerosis) and prostate imaging (e.g., greater detail for biopsy mapping) and accordingly, is not necessary for all patients. As this will be the only unit at the hospital, it will be able to serve patients that require imaging services onsite.

5. Discuss the impact of the proposed project on the patient panel ages 18-64 (that portion that represented the majority of each of the hospital, and the physician group's patient panels and the volume at Unicorn Park).

RESPONSE: The proposed MRI unit at the hospital will provide improved access for each of the patient groups identified. As discussed in the Application, the unit will facilitate care for inpatients and ED patients at the hospital, as well as outpatients that need to see multiple providers or have testing performed at the hospital on the same day. This also will provide improved access for patients of the hospital's physician group as physicians will be able to refer practice patients with co-morbidities that currently could not be served at Unicorn Park. Finally, the units at Unicorn Park are at capacity and the additional unit at the hospital will allow the Applicant to shift inpatient and ED volume to the hospital unit, thereby opening capacity for outpatients at Unicorn Park.

6. In your application, you state that of the MRI scans performed at Unicorn Park between FY 15 and FY 17, inpatients represented 4.2%-4.9% of scans and ED patients represented 0.3%-0.5% of scans.

a. How will the additional capacity of the on-campus unit be used aside from inpatient and ED patients?

i. Will outpatients use the MRI unit located on the campus of Winchester Hospital?

RESPONSE: As discussed in the responses above, patients needing MRI services on an outpatient basis will have access to the MRI at the hospital, particularly patients whose physician order the exam to be performed at the hospital for reasons of contraindication or co-morbidities, as well as for patient convenience.

b. Will the addition of a MRI unit impact the volume or type of scans performed?

RESPONSE: The addition of the unit will be utilized to meet demand for MRI services at the hospital. The clinic will be able to accommodate inpatients and ED patients at the hospital without the need for transfer to Unicorn Park. This will allow the clinic to meet demand for outpatient scanning at Unicorn Park. With respect to the type of scans performed, the Applicant anticipates that the complexity and length of scans may change as it accommodates higher acuity patients.

c. How will you assure that only the appropriate patients are scanned?

RESPONSE: The Applicant does not control demand for MRI services. It only performs MRI when ordered by a referring physician. The Applicant's radiologists will continue to determine the appropriate scanning protocol for all patients referred to the clinic for MRI.

d. How will the increased MRI capacity on-campus improve access to MRI services without increasing unnecessary utilization and healthcare costs?

RESPONSE: As discussed in the Application, the hospital must transfer inpatients and ED patients to the off-site clinic for MRI services. In emergent situations or where a patient cannot be transported because of acuity and the need to obtain results quickly, some patients may receive other forms of imaging, such as CT, ultrasound or x-ray, when MRI would produce images that may result in a better diagnosis or treatment plan. For example, certain conditions, such as stroke, are better diagnosed and treated using MRI than other forms of imaging. As the hospital is a designated primary stroke service hospital, having MRI at the main campus will improve access for such patients in a timely manner.

In addition, the Applicant anticipates that access to an MRI on campus will help to shorten inpatient stay times and positively impact access and healthcare costs. Currently, transportation, nursing coverage and availability on an inpatient hold schedule are factors that are involved when a patient is scheduled for an MRI at Unicorn Park. These factors increase the length of inpatient stay (e.g., additional time for transportation to and from Unicorn Park) and lead to higher costs (e.g., cost of transportation, cost of nursing coverage at Unicorn Park for inpatients, and cost associated with longer inpatient stay). Access to an MRI on campus will help to shorten inpatient stay times because the MRI test can be performed immediately and will likewise reduce healthcare costs because costs associated with transportation, nursing coverage at Unicorn Park, and inpatient holds will be eliminated.

With respect to unnecessary utilization and healthcare costs, as discussed in the responses above, the MRI imaging is ordered by a physician when the physician determines that such imaging will assist in the provision of care. A radiologist then determines the appropriate imaging protocol for each patient.