

Ann M. Lagasse
One Piper's Quarry
Newburyport, MA 01950
Alagasse79@gmail.com
978-270-8507

January 3, 2018

To: Massachusetts Department of Public Health

RE: Support of Anna Jaques Hospital to be part of the new health system

Dear Madams and Sirs:

I am writing this letter in support of Anna Jaques Hospital becoming a part of the proposed BIDMC, Lahey, NE Baptist, and Mount Auburn Hospital new regional network system.

As a former board member of Anna Jaques and the former chairwoman of the Anna Jaques Foundation Board, I know first-hand the challenges of a small independent community hospital to remain profitable. Anna Jaques has always been a high quality and low-cost facility and as I resident of Newburyport, I want the assurances that our local hospital not only survives but continues to grow and attract talent so that my family's health care can remain local. The uncertainty in healthcare reimbursements makes the future of remaining independent an impossible choice. As example, in FY2017, Anna Jaques' federal Medicare reimbursement was reduced by \$2.7m. This drastic reduction in revenue was a hit that the hospital struggled to absorbed. Anna Jaques must remain competitive by continually reinvesting in its people and facilities. To do so we need to be part of a larger, secure healthcare network.

Thank you for hosting this meeting tonight.

Sincerely yours,



Ann M. Lagasse



ANNA JQUES HOSPITAL
AID ASSOCIATION

Commissioner Monica Bharel
Massachusetts Department of Public Health
250 Washington Street, 2nd Floor
Boston, MA 02108

January 3, 2018

RE: Application Number NEWCO-17082413-TO

Dear Commissioner Bharel,

I am writing to express my support of the creation of the new health system proposed by Beth Israel Deaconess Medical Center, Lahey Health, Mount Auburn Hospital, New England Baptist Hospital, and Anna Jaques Hospital.

I served as the President of the Anna Jaques Hospital Aid Association from 2015-2017. The mission of the Aid is to support Seacoast Regional Health Systems and Anna Jaques Hospital in cooperation with the Anna Jaques Community Health Foundation, in furtherance of the hospital's mission to provide the highest quality medical care and improve the health of our community in alliance with our medical staff. For the past three years, the Aid raised and donated over \$150,000 to Anna Jaques Hospital each year.

The Aid Association has been in existence for 130 years and has been Anna Jaques' biggest donor and most vocal champion. It gives our Aid members and people who have donated their time and money in support of the livelihood of the hospital a great feeling of comfort, that a robust system will back our beloved hospital and be as invested in its future as we are. What is even more comforting is the fact that all of the monies we raise will stay right here in our community! This is critical when we go out to solicit support for our organization!

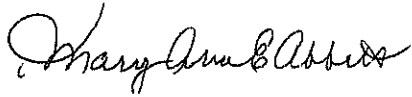
The Aid is a board of approximately 25 women, and two years ago, we had the opportunity to contribute to the purchase of 3D Mammography. We were proud to donate \$100,000 each year for two years to aid in bringing this high level of technology to our area. This was so critical and as time passed, each person became familiar with a friend, neighbor, sister, who had breast cancer detected earlier than previous technology. This was tangible results which we could see.

It is programs such as these on the cutting edge of medicine which keeps Anna Jaques Hospital relevant in our community. A few years ago when the Anna Jaques Cancer Center affiliated with Beth Israel Deaconess Medical Center opened up here and again, our Board knew of many friends and neighbors in our community who were not having to travel to Boston any longer as the high quality of health care was made available in our community. Personally, I have had several friends get their chemotherapy at Anna Jaques and not have to sit in traffic for hours after chemo not feeling well. They were in their community receiving high quality Boston care.

It is so critical that the same high level of health care which we have become accustomed to since our affiliation with Beth Israel Deaconess Medical Center be continued and improved via our new relationship. It is so important to so many people, especially those too sick to travel.

I respectfully urge the Department's approval of this application, and thank you for your consideration.

Sincerely,

A handwritten signature in cursive script, reading "Mary Ann Abbott".

Mary Ann Abbott,
Anna Jaques Hospital Aid Association, Former President

cc: Nora Mann, Esq., Director, Determination of Need Program

Hello, I am Ginny Eramo, a resident of Newburyport for 33 years. I'm also a 30-year local business owner and I employ 48 individuals.

Over the past 3 decades, I have become intimately familiar with Anna Jaques ... I gave birth to my children there, and my family, as well as my extended family, along with my many employees, have utilized services in most areas of the hospital.

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

Our hospital is a prized possession of this community – a highly valued institution of which thousands of residents have supported through their philanthropy and volunteerism. I witnessed this support firsthand when I served as Chair of the Anna Jaques Community Health Foundation from 2013 through 2015 - a role dedicated to raising funds that directly support our community hospital.

During this time, I saw just how vital philanthropy is to community hospitals like Anna Jaques, with donations directly benefiting patient care in our community and enabling the hospital to make investments and provide

services that they may have otherwise not been able to. I also got to know many of our donors and hear the special stories behind gifts to AJH that make such a difference - from neighbors, local businesses, grateful patients, employees and so many others who choose to support their hospital because they know how much Anna Jaques means to our community and because we all want our hospital to not only survive, but to thrive.

And, while this new system will bring about new partnerships and modes of collaboration across the partner hospitals, every dollar given to Anna Jaques - past, present, and future - will stay at Anna Jaques.

I support strengthening Our Community Hospital and keeping high quality, and affordable health care, directly within our community. **For that reason, I fully support Anna Jaques Hospital's intention to become part of a new health system with Beth Israel Deceaoness Medical Center, Lahey Health, New England Baptist, and Mount Auburn Hospital.**

*Sincerely,
Ginny Eramo*

Ginny Eramo
582 Toppan Lane
Newburyport, MA 0195

*OWAN J
INTERLOCKS, INC
58 Merrimac St.
Newburyport, MA 01950*



ANNA JQUES HOSPITAL
AID ASSOCIATION

Commissioner Monica Bharel
Massachusetts Department of Public Health
250 Washington Street, 2nd Floor
Boston, MA 02108

November 28, 2017

RE: Application Number NEWCO-17082413-TO

Dear Commissioner Bharel,

I am writing to express my support of the creation of the new health system proposed by Beth Israel Deaconess Medical Center, Lahey Health, Mount Auburn Hospital, New England Baptist Hospital, and Anna Jaques Hospital.

I served as the President of the Anna Jaques Hospital Aid Association from 2015-2017. The mission of the Aid is to support Seacoast Regional Health Systems and Anna Jaques Hospital in cooperation with the Anna Jaques Community Health Foundation, in furtherance of the hospital's mission to provide the highest quality medical care and improve the health of our community in alliance with our medical staff. For the past three years, the Aid raised and donated over \$150,000 to Anna Jaques Hospital each year.

The Aid is a board of approximately 25 women, and two years ago, we had the opportunity to contribute to the purchase of 3D Mammography. We were proud to donate \$100,000 each year for two years to aid in bringing this high level of technology to our area. This was so critical and as time passed, each person became familiar with a friend, neighbor, sister, who had breast cancer detected earlier than previous technology. This was tangible results which we could see.

It is programs such as these on the cutting edge of medicine which keeps Anna Jaques Hospital relevant in our community. A few years ago when the Anna Jaques Cancer Center affiliated with Beth Israel Deaconess Medical Center opened up here and again, our Board knew of many friends and neighbors in our community who were not having to travel to Boston any longer as the high quality of health care was made available in our community. Personally, I have had several friends get their chemotherapy at Anna Jaques and not have to sit in traffic for hours after chemo not feeling well. They were in their community receiving high quality Boston care.

It is so critical that the same high level of health care which we have become accustomed to since our affiliation with Beth Israel Deaconess Medical Center be continued and improved via our new relationship. It is so important to so many people, especially those too sick to travel.

I respectfully urge the Department's approval of this application, and thank you for your consideration.

Sincerely,

Mary Ann Abbott,
Anna Jaques Hospital Aid Association, Former President

cc: Nora Mann, Esq., Director, Determination of Need Program

R. KATHLEEN (KATHY) BERMAN
87 WHITEHALL ROAD
AMESBURY, MA 01913
Home (978) 388-9469 Cell (978) 807-8856

December 31, 2017

Commissioner Monica Bharel
Massachusetts Department of Public Health
250 Washington Street, 2nd Floor
Boston, MA 02108

RE: Application Number NEWCO-17082413-TO

Dear Commissioner Bharel,

Please forgive the length of this letter. I am sorry that I cannot be at the public hearing to express my support of the creation of the new health system proposed by Beth Israel Deaconess Medical Center ("BID"), Lahey Health, Mount Auburn Hospital, New England Baptist Hospital, and Anna Jaques Hospital.

In 1992, though undergoing unscheduled surgery with the late Dr. Gary Kraus, I was fortunate that he performed this at Anna Jacques Hospital. It was my first time in a hospital, and I remained there for six days, upset and frightened. We didn't live in the area at that time. The nursing care was so wonderful that I wrote to the Hospital and Dr. Kraus.

In 1994, my husband and I moved to Amesbury. Since then, we have had numerous medical issues, including my two bouts with cancer, and Phil's ongoing cardiac issues. We have been treated both in-patient and out-patient; and, I'm privileged to say that, for us, that care has not changed in more than 20 years. Whether ED, OR, testing and diagnostic departments, nursing, recovery, or even the reception areas, the people at Anna Jacques Hospital take pride in the care they provide. It is evident that they work as a team, to provide the best care and efforts to ensure their patients select the best treatment for the circumstances.

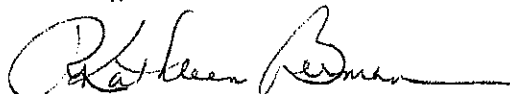
With Anna Jacques Hospital's current affiliation with BID, my husband was able to have had his current Cardiologist perform his latest surgery. Without the Gerrish Breast Care Center, I would have been forced to look outside the area for treatment, which was beyond compare in all associated departments.

I wish to see Anna Jacques Hospital remain a vital community hospital, with its small-town feel, while partnering with the other hospitals, which could help other patients keep the relationship with their local doctors, even if they are required to go elsewhere for certain procedures.

I strongly believe this partnership will allow Anna Jacques Hospital, my hospital, to continue in its mission to provide the highest quality medical care and improve the health of its community, ensuring their work continues for generations to come, and that all patients have access to high quality, lower cost health care and vital support services they need.

I respectfully urge the Department's approval of this application. Thank you for your consideration.
Please don't hesitate to contact me if you have any questions regarding the content of this letter.

Sincerely,

A handwritten signature in cursive script, appearing to read "Kathleen Berman", followed by a horizontal line.

R. Kathleen Berman
Amesbury Mass





ANNA JQUES HOSPITAL

25 Highland Avenue • Newburyport, MA 01950
978-463-1000 • www.ajh.org

November 17, 2017

Commissioner Monica Bharel
Massachusetts Department of Public Health
250 Washington Street, 2nd Floor
Boston, MA 02108

RE: Application Number NEWCO-17082413-TO

Dear Commissioner Bharel,

I am writing to express my support of the creation of the new health system proposed by Beth Israel Deaconess Medical Center, Lahey Health, Mount Auburn Hospital, New England Baptist Hospital, and Anna Jaques Hospital.

This health system will positively impact the average cost of care by attracting patients to its lower cost provider network that highly integrated with the ability to provide the right level of care within the system. It will maintain lower total medical expense for consumers and employers through a combination of providers offering a procompetitive, high-quality, lower cost option that will benefit consumers and the Commonwealth. It will also offer patients exceptional care and unparalleled value, while keeping appropriate care in the community.

Since 1884, Anna Jaques Hospital has served the North Shore, Merrimack Valley and Seacoast area region with the mission to provide the highest quality medical care and improve the health of its community. The creation of this new health care system is essential to ensuring this work continues for the next generations and that patients have access to high quality, lower cost health care and support services they need.

I respectfully urge the Department's approval of this application, and thank you for your consideration.

Sincerely,

Christine M. Campbell, MSN, RNC
Professional Development Specialist, Neonatal Care Center
Anna Jaques Hospital

cc: Nora Mann, Esq., Director, Determination of Need Program



INSTITUTION FOR SAVINGS

BUILDING STRONGER COMMUNITIES TOGETHER SINCE 1820.

December 4, 2017

Commissioner Monica Bharel
Massachusetts Department of Public Health
250 Washington Street, 2nd Floor
Boston, MA 02108

RE: Application Number NEWCO-17082413-TO

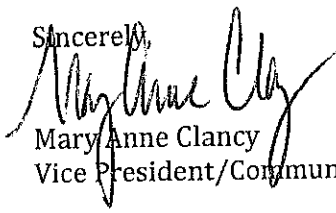
Dear Commissioner Bharel:

I am writing to express my support of the creation of the new health system proposed by Beth Israel Deaconess Medical Center, Lahey Health, Mount Auburn Hospital, New England Baptist Hospital, and Anna Jaques Hospital.

As a former Newburyport mayor and lifelong resident of Newburyport, I am very aware of the important role that local hospitals such as Anna Jaques Hospital play in our community. I was born at Anna Jaques, as were my five siblings, my three children and my grandson, and my extended family and I have used its services continuously for decades. **It is critical that we maintain high-performing community health institutions that provide quality compassionate, affordable and accessible healthcare.** Providing access to nationally recognized specialists in a wide geographic area and delivering excellent care and a superior patient experience at a reasonable cost will position Anna Jaques and others for continued success as community hospitals face growing and ever-changing financial and care delivery demands.

I respectfully urge the Department's approval of this application, and thank you for your consideration.

Sincerely,


Mary Anne Clancy

Vice President/Communications

cc: Nora Mann, Esq., Director, Determination of Need Program



ANNA JQUES HOSPITAL

25 Highland Avenue • Newburyport, MA 01950
978-463-1000 • www.ajh.org

December 1, 2017

Commissioner Monica Bharel
Massachusetts Department of Public Health
250 Washington Street, 2nd Floor
Boston, MA 02108

RE: Application Number NEWCO-17082413-TO

Dear Commissioner Bharel,

I am writing to express my support of the creation of the new health system proposed by Beth Israel Deaconess Medical Center, Lahey Health, Mount Auburn Hospital, New England Baptist Hospital, and Anna Jaques Hospital.

I started working at Anna Jaques in 2000. I was a junior nursing student and my mom who has worked here at the hospital for 38 years recommended that I gain some experience in patient care during nursing school. It was a great first learning experience! When I obtained my degree and RN license I jumped at the opportunity to work at a large, Boston Hospital. It was a great educational experience, but I found myself quickly gravitating back to the community hospital setting that I had grown to love working at during nursing school. I came back to Anna Jaques in 2003 and I have been here since then. Working in many different capacities, I am the current Director of Education and Professional Practice. I love working with our staff to ensure that we are competent and progressive in nursing and to ensure that we are utilizing the best evidence in our professional practice. Working with other organizations in a network will enable us to compile our resources and expertise to ensure that we are challenging ourselves as professionals and collaborate to continue to ensure that we are providing safe, effective and competency nursing care to the patients that we serve.

I am also married to a Newburyport Firefighter and the mother of four children. We all use Anna Jaques for our medical care. During my last pregnancy in 2015, I was unfortunately diagnosed at 27 weeks with a very rare condition. It was a much unexpected complication that involved numerous evaluations, advanced ultrasounds, blood draws etc. I was fortunate to benefit from the wonderful, collaborative relationship that we have with Beth Israel Deaconess Medical Center (BIDMC). My medical care was managed both at AJH and at BIDMC from 27 weeks to 36 weeks. My OBGYN at AJH worked with the maternal fetal specialist at BIDMC seamlessly to coordinate visits to ensure that I was still able to stay actively working and be treated in the community as much as possible. Towards the end of my pregnancy I was spending two days a week in Boston. When it was decided that I would be induced early and that my child would be anemic at birth both my Boston doctors and AJH doctors worked together to formulate a plan. I had so much confidence in our medical care here at AJH that they let me deliver my baby in the community hospital, knowing that we have an exceptional Neonatology staff and unit if needed. For a busy mom with older children that made all the difference in the world. On August 19, 2015 I was induced and delivered a healthy baby girl at AJH.

I directly benefited from exceptional and unparalleled value, while keeping appropriate care in the community. I had access to comprehensive services close to home and seamless collaboration between providers in different healthcare organizations. I respectfully urge the Department's approval of this application to continue to advance and enhance local care, and thank you for your consideration.

Sincerely,

A handwritten signature in black ink, appearing to read 'Sarah E. Comora', with a large, stylized initial 'S'.

Sarah E. Comora RN MSN CNL
Director of Education and Professional Practice
Anna Jaques Hospital

cc: Nora Mann, Esq., Director, Determination of Need Program



38R Merrimac Street, Newburyport, MA 01950

O: 978-462-6680 F: 978-465-4145

www.newburyportchamber.org
info@newburyportchamber.org

My name is Frank Cousins. I am the President of the Greater Newburyport Chamber of Commerce and life-long Newburyport native. I have spent my career proudly serving the State of Massachusetts through elected office positions and as the former Essex County Sheriff for over two decades. Through these roles I have witnessed firsthand the impact that access to high quality, lower-cost health care has to the health and well-being of our population. I am here today to express my support of the application as it will increase access to expanded key services that our community is in need of such as mental and behavioral health.

This week marked the start of my new role as President of the Newburyport Chamber of Commerce. I cannot express enough the vital role that Anna Jaques Hospital plays in the Greater Newburyport community – both for the health and well-being and also the economy as Newburyport's largest employer. For the people who live, work, and play here, having a thriving hospital like Anna Jaques is a major asset for business owners, home-buyers, and tourism.

I have served as a longtime member of the Anna Jaques Hospital Board of Trustees and have heard firsthand the struggles that small independent community hospital like Anna Jaques go through. For more than seven years, Anna Jaques' clinical affiliation with Beth Israel Deaconess Medical Center has played an integral role in strengthening and sustaining Anna Jaques and has brought specialized services like our cancer programs. Both Beth Israel Deaconess Medical Center and Lahey Health have proven track records of strengthening their community hospital affiliates and I have great faith in the strength and value that this new integrated system will bring our community.

I am also a Newburyport native and care deeply about my community and Anna Jaques Hospital. The creation of this new health care system is essential to ensuring the important role that community hospitals like Anna Jaques plays will continue for the next generation.

I respectfully urge the Departments approval of this application and thank you for your consideration.

Sincerely,

Frank G. Cousins
Greater Newburyport Chamber of Commerce

cc: Nora Mann, Esq., Director, Determination of Need Program



ANNA JQUES HOSPITAL

25 Highland Avenue • Newburyport, MA 01950
978-463-1000 • www.ajh.org

November 29, 2017

Commissioner Monica Bharel
Massachusetts Department of Public Health
250 Washington Street, 2nd Floor
Boston, MA 02108

RE: Application Number NEWCO-17082413-TO

Dear Commissioner Bharel,

I am writing to express my support of the creation of the new health system proposed by Beth Israel Deaconess Medical Center, Lahey Health, Mount Auburn Hospital, New England Baptist Hospital, and Anna Jaques Hospital.

I have been a resident of the greater Newburyport community for more than twenty years and delivered both of my children here at our Birth Center. Seventeen years ago when I delivered my daughter at Anna Jaques, she had a life-threatening birth defect which meant that we were rushed into Boston for her surgery and recovery. She spent two long weeks in Boston during her recuperation; I had to commute two hours each day to spend time with my newborn, so that I could be home with my two year old son at night. This was a difficult time in my life that was made more complicated and stressful by the fact that there were limited local resources to support my daughter's recovery. Today, a newborn in a similar circumstance would likely go to Boston for the surgery but would quickly return to Anna Jaques' Neonatal Care Center for recovery. The strengthening of local maternal child health care over the past several years demonstrates the emergence of Anna Jaques as a high quality hospital and the evolution of care that can be delivered both at home as well as in Boston. The emergence of a unified healthcare system will build on the successes of our maternal/fetal medicine collaboration with BIDMC and will ultimately translate to better results for our patients.

In addition to living in the community for many years, I have been employed by Anna Jaques Hospital in the Human Resources Department since 2010. As the Human Resources point person responsible for staffing and supporting the BIDMC affiliate Anna Jaques Career Center, I feel particularly proud of the success of the Cancer Center. The providers and staff, a combination of BIDMC and Anna Jaques employees, work together as a compassionate, highly intelligent, and fiercely devoted team. Even during difficult periods like program start-up, software implementation, and staffing crunches, our AJH HR department and the Cancer Center staff have both worked very effectively with our counterparts at BI. I would consider the success of the Cancer Center to be an early example of the success that we will ultimately have as a unified system.

As I can attest, it will be a great relief and benefit to any patient or family member to be able to access a world-renown Harvard teaching hospital such as BIDMC but also receive coordinated, appropriate care near home. As the Cancer Center demonstrates, effective collaboration and coordination across a healthcare system is achievable and can lead to outstanding results. I respectfully urge the Department's approval of this application, and thank you for your consideration.

Sincerely,



Shelley DeSimone

Director, Human Resources BA, MA
Anna Jaques Hospital

cc: Nora Mann, Esq., Director, Determination of Need Program



ANNA JQUES HOSPITAL

25 Highland Avenue • Newburyport, MA 01950
978-463-1000 • www.ajh.org

Commissioner Monica Bharel
Massachusetts Department of Public Health
250 Washington Street, 2nd Floor
Boston, MA 02108

November 27, 2017

RE: Application Number NEWCO-17082413-TO

Dear Commissioner Bharel,

Anna Jaques Hospital is embarking on an exciting new chapter in its 133 year history along with its physicians, employees and the community in which it serves by joining the new health system with Beth Israel Deaconess Medical Center, Lahey Health, New England Baptist and Mount Auburn Hospital. Anna Jaques is an established facility with a stronghold on the northeast quadrate of the state and this opportunity will help secure our long-term future.

For the past 17 years as the Executive Assistant to the President, I have been a frontline employee of Anna Jaques Hospital Administration. I have managed to last through three CEO's. I love my job, what I do, where I do it, and the people I do it with. On a daily basis, I come face-to-face with patients who are seeking care for injuries or illnesses for themselves or their loved ones. I hear complaints and compliments. Patients are very aware of the new technologies available to them in healthcare and at other facilities. Many of them have complex conditions that could benefit from the skills available at a more experienced facility which this new system could offer. Patients often feel frustrated and that they have exhausted all their avenues with getting the help they need. Being part of this new healthcare system will allow us to give them choices and afford our patients the care in a health system that would work for them.

Anna Jaques Hospital is a family. We work well together as a team. Over the years, just like any other healthcare facility, I have seen staff come and go for various reasons however, we have many, many long-time employees that have dedicated their lives and still have the passion to care for our patients in this facility and in this community. I feel our employees take pride in both hospital and community events. We all deserve to have a solid future and I feel this new health system would offer us exactly that.

I thank you for all your support over the years and hope that key state and federal agencies will support our efforts and the efforts of this new health system. You will not only be securing the future of an excellent facility but the future of its physicians, staff and our patients.

Thank you,

Dorene Dupuis
Executive Assistant
Anna Jaques Hospital

cc: Nora Mann, Esq., Director, Determination of Need Program



ANNA JQUES CANCER CENTER

Affiliated with

Beth Israel Deaconess
Medical Center



HARVARD MEDICAL SCHOOL
TEACHING HOSPITAL

Commissioner Monica Bharel
Massachusetts Department of Public Health
250 Washington Street, 2nd Floor
Boston, MA 02108

November 19, 2017

RE: Application Number NEWCO-17082413-TO

Dear Commissioner Bharel,

I am writing to express my support of the creation of the new health system proposed by Beth Israel Deaconess Medical Center, Lahey Health, Mount Auburn Hospital, New England Baptist Hospital, and Anna Jaques Hospital.

As the Medical Director of the Anna Jaques Cancer Center Affiliated with Beth Israel Medical Center, I can speak first hand regarding the importance of the high quality lower cost care this new health system will provide. We currently have a streamlined system allowing our hematology and oncology patients receiving care at Anna Jaques Hospital and the surrounding community to coordinate the expertise and specialized care only available in the academic setting. Conversely, local community members who have been seen in Boston for required specialized care have been able to seamlessly return to the local community setting to continue their care close to home ensuring that they receive the right care in the right setting. The new health system will allow further integration with multiple additional service lines and providers as well as expand these critical relationships to other local providers including the Lahey Health network and New England Baptist Hospital. To be able to coordinate the care of our community members, currently scattered amid several systems, will provide significant improvement in our ability to provide quality care and significant cost savings.

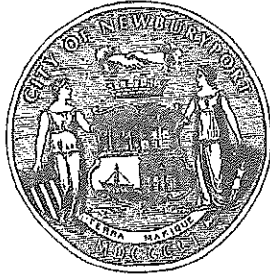
Since 1884, Anna Jaques Hospital has served the North Shore, Merrimack Valley and Seacoast area region with the mission to provide the highest quality medical care and improve the health of its community. The creation of this new health care system is essential to ensuring this work continues for the next generations and that patients have access to high quality, lower cost health care and support services they need.

I respectfully urge the Department's approval of this application, and thank you for your consideration.

Sincerely,

Jonathan D. Eneman, M.D.
Medical Director, Anna Jaques Cancer Center Affiliated with BIDMC

cc: Nora Mann, Esq., Director, Determination of Need Program



CITY OF NEWBURYPORT
OFFICE OF THE MAYOR
DONNA D. HOLADAY, MAYOR

60 PLEASANT STREET - P.O. BOX 550
NEWBURYPORT, MA 01950

978-465-4413 PHONE

978-465-4402 FAX

November 21, 2017

Commissioner Monica Bharel
Massachusetts Department of Public Health
250 Washington Street, 2nd Floor
Boston, Massachusetts 02108

RE: Application Number NEWCO-17082413-TO

Dear Commissioner Bharel:

On behalf of the City of Newburyport, I am writing to express my support of the creation of the new health system proposed by Beth Israel Deaconess Medical Center, Lahey Health, Mount Auburn Hospital, New England Baptist Hospital and Anna Jaques Hospital.

Anna Jaques has shared a positive clinical affiliation with Beth Israel Deaconess Medical Center (BIDMC) since 2010. The results were expanded care and options for greater Newburyport residents. By joining this new system, the added benefit for Anna Jaques and patient care is significant with additional expanded healthcare to nationally recognized specialists in this network. The result provides community access to approximately every resident in eastern Massachusetts within a 5 mile radius. Anna Jaques has provided high quality care at lower costs and this affiliation has the capability to continue these efforts working together with insurers designing groundbreaking products offering high-quality care at lower costs.

Since 1884, Anna Jaques Hospital has served the North Shore, Merrimack Valley and Seacoast area region with the mission to provide the highest quality medical care and improve the health of its community. The creation of this new health care system is essential to ensuring the work continues for the next generation and that patients have access to high quality, lower cost health care and support services they need.

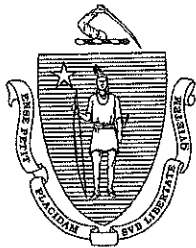
I am confident that this invitation is a reflection of Anna Jacques reputation as being the area's preeminent hospital for quality care. I respectfully urge the Department's approval of this application.

Thank you for your consideration.

Very truly yours,

Donna D. Holaday, Mayor
City of Newburyport

cc: Nora Mann, Esq. Director, Determination of Need Program



The Commonwealth of Massachusetts

HOUSE OF REPRESENTATIVES
STATE HOUSE, BOSTON 02133-1054

JAMES M. KELCOURSE
STATE REPRESENTATIVE
1ST ESSEX DISTRICT

STATE HOUSE, ROOM 130
TEL. (617) 722-2130
James.Kelcourse@MAhouse.gov

November 30, 2017

Commissioner Monica Bharel
Massachusetts Department of Public Health
250 Washington Street, 2nd Floor
Boston, MA 02108

RE: Application Number NEWCO-17082413-TO

Dear Commissioner Bharel,

I am writing to express my support of the creation of the new health system proposed by Beth Israel Deaconess Medical Center, Lahey Health, Mount Auburn Hospital, New England Baptist Hospital, and Anna Jaques Hospital.

The new health system proposed by Beth Israel Deaconess Medical Center overall creates a high valued alternative for consumers while also lowering the health care costs in the Commonwealth. For a community hospital, such as Anna Jaques, the new system will strengthen care and access to those in the Northeast, maintain lower medical expense for consumers and employers through a combination of providers and maintain its strong relationship with the surrounding communities. Since 2010, AJH and BIDMC have had a successful association bringing highly specialized care to our community. This strong foundation will facilitate a smooth transition for both AJH and BIDMC.

Since 1884, Anna Jaques Hospital has served the North Shore, Merrimack Valley and Seacoast area region with the mission to provide the highest quality medical care and improve the health of its community. The creation of this new health care system is essential to ensuring this work continues for the next generations and that patients have access to high quality, lower cost health care and support services they need.

I respectfully urge the Department's approval of this application, and thank you for your consideration. Please do not hesitate to contact my office should you have any questions.

Sincerely,

A handwritten signature in dark ink, appearing to read "J. Kelcourse".

James M. Kelcourse
State Representative
First Essex District

cc: Nora Mann, Esq., Director, Determination of Need Program



ANNA JQUES HOSPITAL

25 Highland Avenue • Newburyport, MA 01950
978-463-1000 • www.ajh.org

Commissioner Monica Bharel
Massachusetts Department of Public Health
250 Washington Street, 2nd Floor
Boston, MA 02108

January 1, 2018

RE: Application Number NEWCO-17082413-TO

Dear Commissioner Bharel,

My name is David LaFlamme. I have served as the Chairman of the Anna Jaques Hospital Board of Trustees since 2013. Prior to that, I served as Chair of the Finance Committee and have been a Board member for 15 years. I am honored to be here today to share my support of and confidence in this application, as this integrated health system will secure healthcare in this community for generations to come.

There is much to be proud of that has brought Anna Jaques to where we are today. For 134 years, Anna Jaques employees, medical staff, boards, committees, and volunteers have made it a truly special place to work and receive care. More people are choosing our hospital for their care, and that is a true testament of the hospital's progress in providing reliably good care and a superior patient experience.

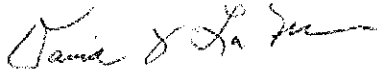
In the last decade alone, our community supported a \$15 million dollar master facility plan that enabled the hospital to upgrade to nearly all private patient rooms and modernize the facility; we have opened satellite medical destinations in Newburyport, Amesbury and Haverhill; we've expanded primary care; made investments in cutting edge technology like 3D Mammography and Mako robotic-arm assisted technology for partial knee and total hip procedures. We renovated our Birth Center and Neonatal Care Center. And, the culture and work environment at Anna Jaques has also been recognized with awards like Becker's Hospital Review's "150 Top Places to Work in Healthcare" and Boston Business Journal's "Best Places to Work".

The Board of Trustees has seen firsthand the highs and lows that community hospitals face – and Anna Jaques faces a unique set of challenges as an independent hospital that has one of the lowest reimbursement rates in the entire state of Massachusetts. The Board of Trustees and the hospital's senior management spent much time discussing and evaluating the decision to join the system. We reviewed the impact of joining this system through all accounts and perspectives...the hospital perspective; patient perspective; employee perspective; financial implications; what would best fit our hospital culture...and by all accounts we believe this is the right decision to secure our long-term viability. With the added support of a robust health system, it will enable Anna Jaques to continue doing what we do best – caring for our community, in our community well into the future.

Since 1884, Anna Jaques has operated independently, forming the reputation we have today and becoming the hospital we know and love. We will proudly continue to be called "Anna Jaques Hospital," maintain our identity and culture, and keep our true connection to the patients and communities that we serve.

I thank you for your time and respectfully urge the Department of Public Health's approval of this application.

Sincerely,

A handwritten signature in cursive script, appearing to read "David LaFlamme".

David LaFlamme
Chair of the Anna Jaques Board of Trustees

cc: Nora Mann, Esq., Director, Determination of Need Program

BYRON J. MATTHEWS
6 CARLETON DRIVE
NEWBURYPORT, MA 01950

November 30, 2017

Commissioner Monica Bharel
Massachusetts Department of Public Health
250 Washington Street, 2nd Floor
Boston, MA 02108

RE: Application Number NEWCO-17082413-TO

Dear Commissioner Bharel,

I am writing to express my strong support for the creation of the new health system proposed by Beth Israel Deaconess Medical Center, Lahey Health, Mount Auburn Hospital, New England Baptist Hospital and Anna Jaques Hospital.

Briefly, I would like to say that I have been affiliated with Anna Jaques Hospital since 1963. I have served in many capacities since then, from a member of the corporation to my present position as a member of the Board of Trustees. Over that time I have seen Anna Jaques Hospital in good times and in bad times.

Now we have been given a great opportunity to bring about a change that will strengthen the services that we provide our patients. Since 1884, Anna Jaques Hospital has served the North Shore, Merrimack Valley and Seacoast area region with the mission to provide the highest quality medical care and improve the health of its community.

Anna Jaques Hospital will also be able to employ economies of scale and meaningful cost efficiencies. This new integrated health system will be able to bring together the expertise and resources of three accountable care organizations.

I respectfully request the strong consideration of your Department for approval of this application for our region.

Thank You
Sincerely,



Byron J. Matthews, Member Board of Trustees
Anna Jaques Hospital

Cc: Nora Mann, Esq., Director, Determination of Need Program



ANNA JQUES HOSPITAL

25 Highland Avenue • Newburyport, MA 01950
978-463-1000 • www.ajh.org

January 3, 2017

Commissioner Monica Bharel
Massachusetts Department of Public Health
250 Washington Street, 2nd Floor
Boston, MA 02108

RE: Application Number NEWCO-17082413-TO

Dear Commissioner Bharel,

I am writing to express my support of the creation of the new health system proposed by Beth Israel Deaconess Medical Center, Lahey Health, Mount Auburn Hospital, New England Baptist Hospital, and Anna Jaques Hospital.

I have worked at Anna Jaques Hospital for 38 years. Over the years, I have experienced both the successes and the struggles of the hospital. One of the greatest successes has been our clinical affiliation with Beth Israel Deaconess Medical Center (BIDMC), which has brought meaningful and tangible benefits both to our patients and my own friends and family. I've witnessed the seamless transition from Anna Jaques to specialists in Boston when needed. The ability to receive great care, with great results, and close to home means so much.

By strengthening our relationship with these additional world-class hospitals of the new system, it will help Anna Jaques Hospital remain strong and vital to our community. Anna Jaques Hospital has a great medical staff. The opportunity to receive extended services with other hospitals in the extended network will provide a great foundation for continued quality care and patient satisfaction in our services area.

I respectfully urge the Department's approval of this application, and thank you for your consideration.

Sincerely,

Patricia J Powers RN, BS, COHN
Director, Occupational Health Service
Anna Jaques Hospital

cc: Nora Mann, Esq., Director, Determination of Need Program



ANNA JQUES HOSPITAL

25 Highland Avenue • Newburyport, MA 01950
978-463-1000 • www.ajh.org

November 27, 2017

Commissioner Monica Bharel
Massachusetts Department of Public Health
250 Washington Street, 2nd Floor
Boston, MA 02108

RE: Application Number NEWCO-17082413-TO

Dear Commissioner Bharel,

I am writing to express my support of the creation of the new health system proposed by Beth Israel Deaconess Medical Center, Lahey Health, Mount Auburn Hospital, New England Baptist Hospital, and Anna Jaques Hospital.

As Director of Maternal Child Health at Anna Jaques Hospital, I have witnessed firsthand the importance of keeping care in the community. Through our affiliation with Beth Israel Deaconess Medical Center we have been able to care for babies in our Neonatal Care Center that would have previously had to stay in a Neonatal Intensive Care Unit in Boston. We care for a very vulnerable population, including infants born addicted to opioids. Research shows that babies need their parents touch and contact in order to grow and thrive. A mother truly is a baby's best medicine. Anna Jaques Hospital also obtained a grant that enables us to have a social worker meet with mothers prenatally to make sure they are accessing community resources, improve compliance with care, and follow up after the delivery of the baby. Offering high quality care locally allows these parents to stay with their babies as much as possible and truly gives them the best start.

Since 1884, Anna Jaques Hospital has served the North Shore, Merrimack Valley and Seacoast area region with the mission to provide the highest quality medical care and improve the health of its community. The creation of this new health care system is essential to ensuring this work continues for the next generations and that patients have access to high quality, lower cost health care and support services they need.

I respectfully urge the Department's approval of this application, and thank you for your consideration.

Sincerely,

Alison Sekelsky, BSN, RNC

Alison Sekelsky, BSN, RNC
Director of Maternal Child Health
Anna Jaques Hospital

cc: Nora Mann, Esq., Director, Determination of Need Program

1 Beck Street
Newburyport, Ma 01950
November 20, 2017

Commissioner Monica Bharel
Massachusetts Department of Public Health
250 Washington Street, 2nd Floor
Boston, MA 02108

RE: Application Number NEWCO-17082413-TO

Dear Commissioner Bharel,

I am writing to express my support of the creation of the new health system proposed by Beth Israel Deaconess Medical Center, Lahey Health, Mount Auburn Hospital, New England Baptist Hospital, and Anna Jaques Hospital.

Anna Jaques is a relatively small, high quality, low cost community hospital. Because we are small, we continue to be squeezed financially by the insurance industry, the State of Massachusetts and CMS. As time goes on it will become more and more difficult to continue to reinvest in plant and equipment at a level to sustain our high quality of service. This proposed consolidation will give us a larger financial base which will allow us to be more aggressive in making investments for the future. This is important to maintain our high level of quality and service.

Besides our high quality and low cost, our geographic position will be a great asset to this consolidation. We are serving a very important Northeast sector of the healthcare industry and we will be a good feeder to the larger hospitals in the group for complex surgeries and likewise we will be able to accept more routine patients into our lower cost facility. A win, win for all.

We already realize the value of having a strong relationship with a large academic medical center, BIDCO, and believe that with the proposed consolidation these kinds of relationships will broaden both technically and geographically. This means better, high quality care to our local community.

I respectfully urge the Department's approval of this application, and thank you for your consideration.

Sincerely,



Wilbur Shenk

AJH Board Member, Chair of the AJH Board Quality Committee,
Member of the AJH Patient and Family Care Advisory Council

cc: Nora Mann, Esq., Director, Determination of Need Program



ANNA JQUES HOSPITAL

25 Highland Avenue • Newburyport, MA 01950
978-463-1000 • www.ajh.org

December 1, 2017

Commissioner Monica Bharel
Massachusetts Department of Public Health
250 Washington Street, 2nd Floor
Boston, MA 02108

RE: Application Number NEWCO-17082413-TO

Dear Commissioner Bharel,

I am writing to express my support of the creation of the new health system proposed by Beth Israel Deaconess Medical Center, Lahey Health, Mount Auburn Hospital, New England Baptist Hospital, and Anna Jaques Hospital.

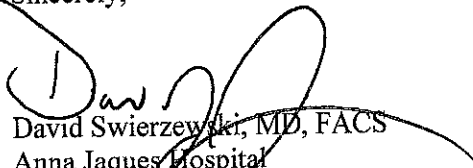
As President of the Anna Jaques Medical Staff, I can proudly say that our 200+ physicians, nurses and employees have worked together to earn a reputation for high-quality care and an excellent patient experience. These efforts are frequently reaffirmed with accreditation and recognition, such as being named one of 150 organizations in the nation listed by Becker's Hospital Review as, "150 Great Places to Work in Healthcare" in both 2016 and 2017. Yet, Anna Jaques and community hospitals are not immune to the rapidly changing health care environment.

The new system will offer patients comprehensive, coordinated care across complementary geographies, supported by world-class research and medical education. It will enable us to further expand and enhance our clinical services in our region, while collaborating with high quality hospitals within the network – something that has already proven to enhance care at AJH through our clinical affiliation with Beth Israel Deaconess Medical Center. By joining this new system, it will strengthen Anna Jaques and create an opportunity for the many talented physicians included to collaborate with our BIDMC colleagues and enhance patient care.

The vision of the new system is to provide high-quality, low-cost care ensuring that the right care is delivered in the right setting for each patient. It will improve patient care, help contain rising health care costs, and better position our hospital to continue our great work for the next generations.

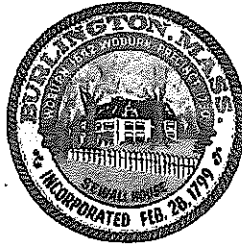
I respectfully urge the Department's approval of this application, and thank you for your consideration.

Sincerely,



David Swierzewski, MD, FACS
Anna Jaques Hospital
President Medical Staff
Trauma Medical Director

cc: Nora Mann, Esq., Director, Determination of Need Program



TOWN OF BURLINGTON
Burlington Council on Aging

December 6, 2017

Commissioner Monica Bharel
Massachusetts Department of Public Health
250 Washington Street, 2nd Floor
Boston, MA 02108

RE: Application Number NEWCO-17082413-TO

Dear Commissioner Bharel,

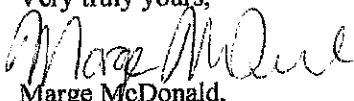
I am writing to express my support of the creation of the new health system proposed by Beth Israel Deaconess Medical Center, Lahey Health, Mount Auburn Hospital, New England Baptist Hospital, and Anna Jaques Hospital.

The Burlington Council on Aging is a municipal department whose mission is to help town residents over the age of 60 at all stages of their lives remain active, engaged and independent members of the community. The Council on Aging helps elders and their families in crisis as well as providing activities and services to keep a crisis from occurring and help elders remain healthy and in their homes as long as possible. Lahey Hospital & Medical Center has partnered with the Burlington Council on Aging for many years to provide programs focused on exercise, nutrition education, falls prevention, chronic disease management, insurance counseling and many other topics that are in direct alignment with the identified health needs in the community as well as our own mission. The Burlington Council on Aging has a reputation for having a robust exercise and program schedule and much of our programming can be traced back to support from Lahey through financial and in-kind support.

Lahey Hospital & Medical Center works with many other community organizations like ours to identify the health and wellness needs of our community and deliver programs that reach those most vulnerable. The creation of this new health care system is essential to ensuring this work continues and that residents and families in need have access to the health care and support services they need.

We respectfully urge the Department's approval of this application, and thank you for your consideration.

Very truly yours,


Marge McDonald,
Director

cc: Nora Mann, Esq., Director, Determination of Need Program





FOR YOUTH DEVELOPMENT®
FOR HEALTHY LIVING
FOR SOCIAL RESPONSIBILITY

December 21, 2017

Commissioner Monica Bharel
Massachusetts Department of Public Health
250 Washington Street, 2nd Floor
Boston, MA 02108

RE: Application Number NEWCO-17082413-TO

Dear Commissioner Bharel,

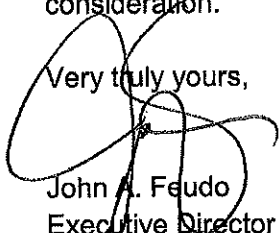
I am writing to express my support of the creation of the new health system proposed by Beth Israel Deaconess Medical Center, Lahey Health, Mount Auburn Hospital, New England Baptist Hospital, and Anna Jaques Hospital.

At the YMCA, our Healthy Living brand represents the work we do with people across a broad spectrum: promoting health and wellbeing, reducing risk for disease, and reclaiming health during and after treatment for chronic disease. For nearly ten years, the YMCA has provided cancer survivors a safe place to improve functional physical capacity while engaging with fellow survivors for critical emotional and social support. We are committed to finding ways to offer these services at no cost to participants, many of whom struggle financially to make ends meet due to hefty medical bills and/or diminished capacity to work, therefore reducing discretionary income. We could not complete this work without the support of Lahey Hospital.

Lahey Hospital & Medical Center's work with many other community organizations like ours to identify the health and wellness needs of our community and deliver programs that reach those most vulnerable. The creation of this new health care system is essential to ensuring this work continues and that residents and families in our community in need have access to the health care and support services they need.

We respectfully urge the Department's approval of this application, and thank you for your consideration.

Very truly yours,



John A. Feudo
Executive Director

Burbank Branch - YMCA of Greater Boston

cc: Nora Mann, Esq., Director, Determination of Need Program