



February 25, 2016

Darrell Villaruz
Interim Manager, Determination of Need Program
Department of Public Health
Determination of Need Program
99 Chauncy Street
Boston, MA 02111

Re: Support for Boston Children's Hospital's Determination of Need Application, Project Number **4-3C47**

Dear Mr. Villaruz:

Boston Children's Hospital is widely regarded as the national and international leader in pediatric care for so many reasons: our long history of innovation in both clinical care and bench to bedside science; our track record of training and recruiting the top clinicians in the country; our commitment to serving the health needs of our community; and our deep devotion to meeting the holistic needs of our patients.

The reason I look forward to coming to work at Boston Children's every day is because so many of our young patients face incredible challenges, and we have the opportunity to make their lives better.

Increasingly, we have been able to care for and improve life and health outcomes for medically complex children, many with conditions such as congenital heart conditions, childhood cancers and complex neurological and neurosurgical conditions. Our capabilities are accelerating rapidly as we develop new clinical and surgical approaches including gene therapies, stem cell transplant procedures, fetal surgical interventions, and the like.

Boston Children's is at the absolute forefront nationally in these and many other areas. As a result, we have seen significant growth in the number of complex patients served—patients who stay longer, require more resources (such as intensive care unit-level care), use a broader range of interdisciplinary specialists, and frequently require substantial support for their whole family. Some of them travel great distances, but equally many are from here in Massachusetts.

We've attempted to manage these trends by delivering care in lower cost settings including community hospitals that we help support, and by transitioning inpatient care to multi-specialty outpatient settings where possible. We've built care teams that work effectively across disciplines. We've strived to create a more welcoming and family-centered environment for children and families on the Longwood campus. We need to do more.

To deliver on our commitment to our families, in order to increase our capacity to heal, we must provide families with improved facilities that allow them to care for their children under truly trying conditions. We must modernize our clinical and surgical environments and better enable multidisciplinary care. And we must maintain our ability to remain the national leader in pediatric care. Our goal is to make sure that our operating rooms, intensive care units, and inpatient rooms are equal to the passion, commitment and compassion that our staff brings to them every day.

Our patients, families and staff lie at the very heart of the plans we've brought before you today. But we have reached the limits of what we can do for them without the increased capacity that this project proposes.

We face increasing wait times for children with complex conditions and frequently delay procedures due to the lack of capacity. In January alone, 53 patients overnighed in the emergency department and 124 in the post-anesthesia care unit awaiting beds to open up. On average, our nurses and support staff move 100 patients a day from room to room due to infection control, acuity, age, sex or family issues. That's 1 in 4 patients whose stay is interrupted, not to mention the added burden on our staff all due to lack of single patient rooms. Though our



inpatient experience is in dramatic need of improvement, our outpatient needs are also great, with more than 345,000 ambulatory visits in 2014.

We have also worked tirelessly in designing facilities that address very real concerns that our families voice about our care environment. The new building will enable us to eliminate all double-rooms, ensuring that all families have privacy while parents can stay with their children. This is critical to reducing infection—and increasing peace-of-mind.

We also have a deep appreciation for the role that sunlight, relaxation and respite play in the healing process, which is why, central to our clinical expansion will be the incorporation of open and green spaces to support healing throughout our campus, year round. Our project includes a rooftop garden atop our main building, a ground floor outdoor 1/4-acre garden, new inpatient unit terrace spaces and winter gardens for year-round use. For the first time green and open spaces will be available to all who wish to use them—even patients who could not go outside previously. Plantings and statuaries from the Prouty Garden will find homes in our new gardens, honoring the memories of past patients and families while creating new ones. In the end, we'll have 25% more green space than we do now.

The space we're creating is about more than just comfort—it's also about enhancing care. Our clinicians and multi-disciplinary teams are among the finest in the world. They operate on the leading edge of pediatrics, but are restricted by facilities that are stuck in the past.

We have emphasized through all of our clinical planning the development of multidisciplinary programs and teams across areas like vascular anomalies, cranial-facial disorders, solid organ transplantation, end stage renal and neuroscience. If this is the way care must increasingly be delivered, then space and technology supports need to be designed in way that facilitates this work

It can be difficult to efficiently deliver multi-disciplinary care in space that's too small, or too spread out. Our neonatal intensive care unit operates in open bays separated by curtains. As a result, it's difficult to provide bedside procedures, optimally monitor neurologic and physiologic progress and maximize infection control efforts. Our cardiovascular services are currently located in a variety of locations across campus, making it inefficient and complicated for families to access their specialists.

Our project will provide our clinicians with an environment designed to support the most cutting edge treatments and technologies today, while positioning us to evolve with care as it changes in the future. It will enable us to care for more children in more places than ever before. And it will lay the foundation as we build a brighter future of care for all children, now and tomorrow. With growth, we will increase our capacity to heal.

Thank you for your consideration of our project, and your support of Boston Children's patients, families and staff. We look forward to receiving your approval.

Warmest regards,

Sandra L. Fenwick
President and CEO
Boston Children's Hospital