



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:

I originally trained as a physician at Boston Children's Hospital, and returned here a few years ago after serving as CEO at two other children's hospitals. Now, at Boston Children's I operate in the dual roles of Executive Vice President of Health Affairs and Chief Operating Officer, standing at the intersection of clinical decision-making and operational needs. I have the honor of working with a team that embodies innovation, skill and vision for the future, as well as compassion and empathy for the patients and families we serve.

Our staff is amazing, but they are constantly challenged by our own aging facilities. The building that houses our primary ambulatory programs is nearly 50 years old, and one of our key clinical buildings opened in 1988—before many of today's routine technologies existed. As they exist today, our facilities can't keep up with the speed at which technology is advancing. They don't have the space to support rising demand for our services, and they aren't conducive to the highest levels of clinical collaboration and multi-disciplinary care.

We are here today to propose an evolution of our Longwood campus that will address our most critical needs.

Our project includes a new, 12-story inpatient tower that seamlessly connects to our existing facility. It will house an expanded state-of-the-art intensive care unit featuring 30 single rooms; a streamlined, interdisciplinary Heart Center that consolidates multiple units across the existing facility with increased intensive care capacity; expanded high-tech environments, including new hybrid operating rooms and an Interventional Radiology suite.

The new building will also enable us to renovate or retrofit outdated operating rooms on our existing campus with spaces that are appropriately sized and located. The buildings being replaced or renovated house 226 of our 404 current beds, the 24 bed neonatal intensive care unit and 10 of our 22 operating rooms.

We are also proposing to create an outpatient center in Brookline to accommodate the growing demand for care that can increasingly be provided in lower cost settings in the local community. Our project also includes a commitment of more than \$50 million to community health initiatives, which will have a transformative effect on at-risk families.

In total, we propose to add

- 71 new beds, including 6 additional neonatal intensive care unit beds and 4 additional psychiatry beds
- 4 new operating rooms, 3 of which support the proposed Heart Center
- 3 new magnetic resonance imagers, including one which will be a combined imager/operating room
- 202,000 square feet in Brookline devoted to outpatient care

This proposed transformation of our Longwood campus is essential to minimizing handoffs and communication errors and maximizing collaboration. It will improve patient flow and efficiency, while reducing waiting times. It will enable more thorough use of technology throughout our campus and effectively facilitate the development of multi-specialty care programs for medically complex patients. It will provide families with space so that they can become more fully part of care teams, while assuring privacy during incredibly stressful times.



**Boston Children's Hospital**  
Until every child is well™

For all of these reasons and more, our project has the full support of the hospital's clinical and operational leadership.

Thank you for your consideration. We are confident that our project application meets all requirements, and look forward to receiving your approval.

Warmest regards,

A handwritten signature in black ink, appearing to read "K. B. Churchwell".

**Kevin B. Churchwell, MD**

Executive Vice President of Health Affairs and Chief Operations Officer  
Boston Children's Hospital