

Institutional Master Plan Amendment

Submitted Pursuant to Article 80 of the Boston Zoning Code

Massachusetts General Hospital 125 Nashua Street

Submitted to:
Boston Redevelopment Authority
One City Hall Square
Boston, MA 02201

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Chapter 1.0

Introduction/Overview

1.0 INTRODUCTION/OVERVIEW

1.1 Background

Founded in 1811, Massachusetts General Hospital (MGH or the Proponent) is the third oldest general hospital in the United States, and the oldest and largest in New England. The 999-bed, world-renowned medical center offers sophisticated diagnostic and therapeutic care in virtually every specialty and subspecialty of medicine and surgery. MGH repeatedly is named one of the country's top hospitals by U.S. News and World Report, ranking in the top three nationwide for several years. The hospital's main campus is in downtown Boston (Figure 1). The MGH main campus has an Institutional Master Plan that was approved in 2006 and amended in 2010 (IMP) to include the Paul S. Russell, M.D. Museum of Medical History and Innovation. The IMP is expected to be renewed in 2016.

Consistent with the Spaulding Hospital Institutional Master Plan, and as stated in the IMP and biannual IMP updates, MGH assumed responsibility for the property at 125 Nashua Street (see Figure 2) in July 2013¹ after Spaulding Rehabilitation Hospital vacated the site for their new location in Charlestown. After careful consideration regarding the potential short and long term use of the 125 Nashua Street site, MGH decided to renovate the existing building for use as an administration building, allowing MGH to consolidate existing administration employees from other MGH-owned and leased locations into the Spaulding building (the Project).

MGH is submitting this Institutional Master Plan Amendment to amend its existing IMP pursuant to Article 80D of the Boston Zoning Code (Code) to include the 125 Nashua Street site in the IMP Area and the Project in its IMP. The Project and IMP Area will be approved by virtue of this IMP Amendment in accordance with Article 80D of the Code.

1.2 Project Description

The Project includes the interior renovation of the building located at 125 Nashua Street for use by MGH for a variety of administrative uses serving its medical and clinical operations. The Project site includes approximately 90,372 square feet (sf). The renovation will result in a small decrease in the building's gross floor area from approximately 199,628 sf to approximately 198,080 sf. These uses may include medical record storage facilities, physician and staff offices, accounting and financial offices, other administrative and support space and related accessory uses including but not limited to conference spaces, kitchens and eating areas, parking for up to approximately 98 vehicles (that currently exist at the site) and loading. When occupied, the building will be open during normal business hours. The Project includes facilities for the staff such as bike racks and a shower to

¹ Spaulding Rehabilitation Hospital transferred title to the Property to MGH's affiliate, The General Hospital Corporation, in August 2013. MGH has been treated as the Proponent in this filing.

encourage biking to work. The Project site also includes certain existing passive recreational space open to the public and a publicly accessible dock that will remain unchanged after completion of the Project. Other than cleaning and repointing the exterior of the building, removing health care related signage and replacing it with the building address signage and upgraded mechanical equipment on the roof, no exterior changes to the building are proposed and the site will remain substantially as it exists today.

Figures 3 to 6 include the first floor plan, typical floor plan, site photographs and signage information for the Project.



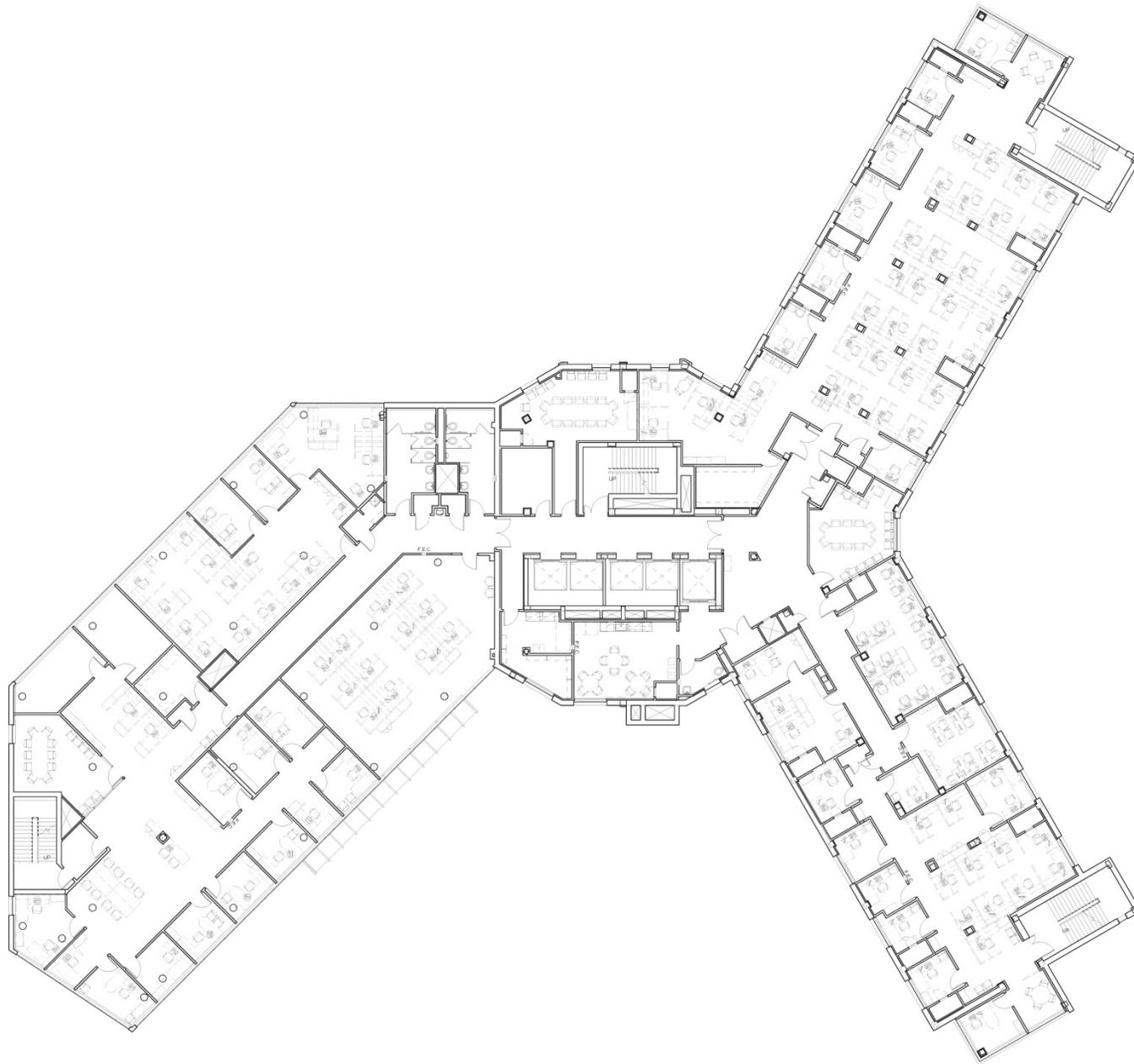
125 Nashua Street Boston, Massachusetts



125 Nashua Street Boston, Massachusetts



125 Nashua Street Boston, Massachusetts



125 Nashua Street Boston, Massachusetts



View looking West



View looking North



View looking South



View looking East

125 Nashua Street Boston, Massachusetts



Note: The two signs have the same dimensions.

125 Nashua Street Boston, Massachusetts

Chapter 2.0

Mission and Objectives

2.0 MISSION AND OBJECTIVES

MGH's mission is as stated below:

“Guided by the needs of our patients and their families, we aim to deliver the very best health care in a safe, compassionate environment; to advance that care through innovative research and education; and, to improve the health and well-being of the diverse communities we serve.”

MGH sustains synergy among the four components of its mission – patient care, teaching, research and the community. While patient care is the primary mission, the integration of research and teaching programs is critical in both advancing the quality of patient care and distinguishing MGH as a provider. MGH adheres to the following guiding principles as it adapts to further challenges and opportunities.

World Class Patient Care – MGH's 999-bed medical center, located in the heart of Boston, offers sophisticated diagnostic and therapeutic care in virtually every specialty and subspecialty of medicine and surgery. MGH offers high-quality care and services in four health centers in the Boston area. The hospital also holds concurrent Level 1 verification for adult and pediatric trauma and burn care.

MGH's five multidisciplinary care centers – known worldwide for innovations in cancer, digestive disorders, heart disease, transplantation and vascular medicine – unite specialists across the hospital to offer patients comprehensive, state-of-the-art medical care and the best possible outcomes.

In addition, through MassGeneral Hospital for Children, MGH provides a full range of pediatric health care services, from primary care to cutting-edge treatments of complex and rare disorders.

A Research Leader – MGH has long been a leader in successfully bridging innovative science with state-of-the-art clinical medicine. With an annual research budget of approximately \$786 million, MGH conducts the largest hospital-based research program in the United States - a program that spans more than 20 clinical departments and centers across the hospital. This funding drives discoveries and breakthroughs in basic and clinical research, which translate into new and better treatments that transform medical practice and patient care.

An Emphasis on Teaching – MGH is the original and largest teaching hospital of Harvard Medical School, where nearly all of its staff physicians serve on the faculty. Since the hospital's founding, MGH has been committed to training and mentoring the next generation of international leaders in science and medicine, providing a wealth of opportunities for physicians, nurses, allied health professionals, physical, occupational and speech and language therapists and other health professionals. These talented men and

women, in turn, lend fresh and innovative perspectives on how to treat and care for patients.

Reaching Out to the Community - MGH's work has always been guided by the needs of patients and their families. MGH partners with communities to build, improve and sustain health care delivery, and increase the health and well-being of those who live and work in these communities.

At its main campus MGH annually:

- ◆ Admits almost 48,000 inpatients;
- ◆ Handles over 1.5 million outpatient visits;
- ◆ Records 100,000 emergency room visits;
- ◆ Performs more than 42,000 operations; and
- ◆ Delivers almost 3,600 babies.

In addition to the elements of the Mission stated above, MGH has a stated commitment to quality and safety as described below:

Setting the Bar for Quality & Safety - Safety, effectiveness, patient centeredness, timeliness, efficiency and equity – these six tenets established by the Institute of Medicine are the foundation of MGH's approach to quality and safety. MGH measures its performance, sets high goals and tracks its progress in relation to those goals. MGH compares itself against local and national benchmarks in key quality and safety areas to ensure they deliver the highest quality and safest care possible.

The elements of the MGH mission are clearly interrelated. MGH's commitment to patient care enhances the need for cutting edge technology and expertise. This commitment drives the need to maintain state-of-the art facilities, research space, and top-notch educators on campus. Research is critical to making advances in patient care. Medical education (both undergraduate, graduate and post graduate) enhances patient care by providing multiple levels of checks and balances and maintaining the highest academic standards in practice, and facilitating 24-hour on-site coverage of inpatient units with multiple specialists. This is an advantage unique to teaching hospitals. Providing educational facilities on campus also enhances the need to provide students and researchers with state-of-the-art facilities that support cutting-edge technology, allowing students to receive the best and most modern education possible. In addition, the fact that MGH is a premier research institution enhances the public awareness that the best and latest in patient care is available at the hospital. The research, education and patient care all further MGH's commitment to help build and sustain a healthier community.

Chapter 3.0

Community Benefits

3.0 COMMUNITY BENEFITS

3.1 Community Benefit Program

MGH's Community Benefit Program comprises over 25 programs. The Community Benefit Program began as a series of discrete programs to improve health care more than ten years ago. Now the program has evolved into a comprehensive set of partnerships to reduce violence, improve access to care, and reduce and prevent substance abuse among youth.

Partnership is at the heart of the mission of the MGH Community Benefit Program:

The MGH Community Benefit Program collaborates with the community and hospital partners to build and sustain healthier communities, and to enhance the hospital's responsiveness to patients and community members from diverse cultural and socioeconomic backgrounds.

As a member of the Partners HealthCare System, MGH is committed to working with community residents and organizations to make measurable sustainable improvements in the health and status of underserved populations. The vision of the community benefit program and health centers goes far beyond providing excellent, accessible care in a manner that is responsive to patient need; the vision includes collaboration with local partners to create healthier communities.

Special Populations and Health Care Needs

Some of the hospital's community benefit programs targeting special populations and health care needs are summarized below.

- ◆ **Committee on Racial and Ethnic Disparities in Health and Health Care** – MGH has taken a leadership role to address health care disparities and educate the hospital community about its detrimental effect on some patients. In 2003, as part of a citywide effort convened by former Boston Mayor Thomas Menino on exploring hospitals' role in eliminating disparities in health and health care among racial and ethnic minorities in Boston, MGH established a Disparities Committee. The committee was charged with identifying and addressing disparities wherever they might exist at MGH. In 2004, the committee established a quality subcommittee, a patient experience and access subcommittee, and an education and awareness subcommittee to evaluate potential disparities at MGH. In July 2005, the MGH launched a first-of-its-kind national center dedicated to developing policies and changing the delivery of care to help eliminate racial and ethnic differences - or disparities - in health care. The Disparities Solutions Center has the potential to change the way minorities receive medical care locally, regionally and nationally and serves as a resource for hospitals, health insurers, physicians and other

caregivers, community health centers, health professions schools, consumer organizations and state and local governments.

- ◆ **HAVEN** – MGH established the HAVEN (Hospitals Helping Abuse and Violence End Now) program to address the growing concerns related to domestic violence. The mission of HAVEN is to “work as part of a broader community response to end intimate partner abuse by improving and enhancing the institutional response and care to patients and employees whose lives have been impacted by domestic violence.” HAVEN trains doctors, nurses, social workers, and other health care providers to ask patients about partner abuse sensitively and effectively. If a patient discloses abuse, the clinician offers the services of a HAVEN advocate. Since 1997, HAVEN has provided advocacy to more than 7,000 clients.
- ◆ **Charlestown Substance Abuse Coalition** – In response to alarming trends regarding rates of hospital admissions for treatment of heroin abuse in Charlestown, community leaders, police, social service agencies, the MGH-Charlestown health center and providers, residents, and others came together in the winter of 2004 to form the Charlestown Substance Abuse Coalition (CSAC). Convened by MGH Charlestown and MGH Community Benefits, the CSAC is working together to reduce substance abuse. CSAC is currently engaged in a comprehensive community assessment and will conduct focus groups, key informant interviews and will co-sponsor a community forum. The data collected from these activities will contribute to a comprehensive prevention plan for the group. MGH has also made a \$2 million capital grant to the Charlestown Recovery House to build a 25-bed halfway house for men.
- ◆ **YouthCare Community Services** – YouthCare Community Services, a program of MGH-Charlestown, is another example of MGH’s commitment to the community. YouthCare is a family of therapeutic programs that serve school-aged children with mental health and developmental disabilities such as autism spectrum disorders, non-verbal learning disabilities, attention deficit disorder, and other related disabilities.
- ◆ **The Boston Health Care for the Homeless Program** – The Boston Health Care for the Homeless Program (BHCHP) delivers care to homeless individuals and families in Boston. Services include primary care, mental health services and direct care services at over 70 shelter and outreach sites. These include adult and family shelters, soup kitchens, day centers, shelters for victims of domestic violence, jails and detoxification centers, and recovery and transitional programs. As part of the BHCHP program, the MGH Homeless Clinic was created in 1985 and is operated through the MGH Medical Walk-In Unit. The early goal of the clinic was to focus and coordinate the care of homeless persons already utilizing the hospital services, especially the Emergency Department. Five days per week, the caregivers see adult patients who have been or currently are homeless. The Clinic’s Homeless Team

proactively reaches out to improve the continuity and consistency of quality health care to homeless persons by engaging individuals directly on the streets and in shelters, and following them in primary care and specialty clinics as well as providing care in the Emergency Department and during inpatient hospitalizations.

- ◆ **MGH Community Health Associates** – MGH has also established MGH Community Health Associates (CHA), which provides programmatic support, advocacy, clinical supervision, grant management and technical assistance to MGH community health centers. The mission of the CHA and the healthcare centers is the delivery of comprehensive, high quality, primary and preventative health services to low income, uninsured and underserved people who live and work in these communities. MGH fully licenses health care centers in Charlestown, the North End and Back Bay, as well as Chelsea, Everett, and Revere.
- ◆ **The Community Hepatitis C Virus (HCV) Program** began at the MGH Revere HealthCare Center in 2001 when primary care staff identified a growing number of patients infected with HCV. In 2005, the HCV Project launched a HCV treatment clinic at the MGH Charlestown HealthCare Center. James Morrill, MD continues to lead the HCV Project and has created the first community-based program within the MGH system for treatment of patients with Hepatitis C. In 2007, the project was awarded a three-year DPH Chronic Disease Management Grant to allow hiring a full-time Community Health Worker to advocate and educate HCV patients with co-morbid conditions and to pursue outreach to high-risk residents in Charlestown, Revere and Chelsea. In January 2010, a second clinic was opened at the MGH Chelsea HealthCare Center with services provided by a board certified Infectious Disease Specialist, Dr. Richard Colvin. In February 2013, a third clinic was opened at the MGH Revere HealthCare Center, with services provided by a board certified Infectious Disease Specialist, Dr. Dahlene Fusco. The program evaluates approximately 250 patients each year in addition to treating patients, and provides local access to treatment in each community, reducing barriers to treatment.

Community/School Partnerships

A major challenge facing MGH and other teaching hospitals is recruiting candidates with the necessary skills to meet the hospital's high standards in patient care and research. One long-term strategy to address this issue is collaboration with Boston Public Schools to enhance science and health curricula while fostering students' career exploration and skill development. Through partnerships with the James P. Timilty Middle School in Roxbury and East Boston High School – both designated effective practice schools by the Boston's school superintendent as centers for innovation in public education – the Community Benefit Program is bringing a new perspective to the hospital's teaching mission. An intended outcome of these partnerships with Boston Public Schools is to create a pipeline of candidates with the transferable skills to meet the ever-changing demands of the health care industry.

3.2 Job Training and Education

MGH's workforce is its most valuable asset and a critical component in its success. MGH is committed to fostering the highest quality work opportunities for all employees, including fair and safe work environments, and to nurturing career-long growth in knowledge and skills. MGH is also committed to communicating the information and providing the tools employees need to accomplish their jobs. In addition, diversity plays a crucial role in shaping MGH as an employer, health care provider, and member of the community. MGH is committed to recruiting, hiring, and promoting people from different backgrounds. A diverse workforce is critical to improving access to quality health care, indispensable for quality education, and can accelerate advances in both medical and health services research.

MGH's Training and Workforce Development Office facilitates and promotes employee education, training, and career development opportunities. Employee education programs administered through the office include classes in English for Speakers of Other Languages, General Equivalency Diploma, Medical Terminology, and Spanish for Healthcare.

3.3 Youth Training and Employment

As the city's largest health care employer, the MGH recognizes a responsibility to provide meaningful employment opportunities to Boston's youth. Each year, through employment programs and ProTech (a program in which a group of students is offered intensive career guidance and employment for almost two years), the MGH provides young people with employment in supportive work environments with supervisors and colleagues who introduce students to the world of work and help them to develop positive work habits.

3.4 Employment

MGH has a direct workforce of approximately 25,000 employees. Of this total, a significant 23 percent are Boston residents.

3.5 Property Taxes/PILOT

Partners HealthCare is the highest contributor to the City of Boston's Payment in Lieu of Taxes (PILOT) program with \$8.2 million in payments in fiscal year 2014; MGH accounts for \$5.2 million of this amount. MGH expects it will be continuing to contribute to the PILOT program for this building and Project.

3.6 Estimated Development Impact Payments

Under Section 80B-7 of the Boston Zoning Code, projects that require zoning relief and that will devote more than 100,000 sf of space to "development impact uses," must make contributions to the City of Boston's Neighborhood Housing Trust and Neighborhood Jobs

Trust. The Project's office use is a development impact use triggering these linkage obligations.

3.7 Transportation Programs

MGH offers several transportation-related programs to area residents. In addition, MGH implements an extensive transportation demand management program that benefits employees, patients, and visitors. Specific transportation programs benefiting area residents include:

- ◆ Zipcars – Residents have access to the four Zipcars located in the Fruit Street Garage and four Zipcars located in the Charles River Plaza garage.
- ◆ Parking for Community Residents - MGH offers reduced rate evening and overnight parking to residents of Beacon Hill and the West End in the Parkman, Fruit Street and Charles River Park garages. There are currently approximately 275 residents parking overnight in these garages. These parkers can enter the garages after 3:30 p.m. and must exit the Charles River Park garage by 8:30 a.m. and the Parkman and Fruit Street garages by 9:30 a.m. on the following day. MGH will continue to make garage spaces on its campus available to residents of the Beacon Hill and West End neighborhoods for overnight parking at reduced rates, and will expand the number of available spaces as appropriate.
- ◆ Area Signage – Working closely with the community and the BTD, MGH planned and implemented improved directional signage in the vicinity of the hospital to direct patients and visitors to the main entrance, Emergency Department, and parking garages.

3.8 Economic Benefits

MGH is a significant contributor to the local economy. MGH is the largest non-governmental employer in Boston, and the hospital's annual Boston payroll is approximately \$343 million. In addition, MGH expends more than \$676 million annually on goods and services from firms within the City of Boston.

Chapter 4.0
Zoning

4.0 ZONING

4.1 Existing Zoning

The Project site is located within the General Area of the North Station Economic Development Area governed by Article 39 of the Boston Zoning Code (the “Code”) and the Restricted Parking Overlay District, governed by Section 3-1A(c) of the Code.

Allowed uses within the General Area of the North Station Economic Development Area include business or professional offices; office buildings; and professional offices accessory to a hospital whether or not on the same lot. A garage or parking space for occupants, employees and visitors not accessory to a residential use is a conditional use both in the General Area and the Restricted Parking Overlay District.

The General Area has a maximum allowed building height of up to 155 feet and a maximum floor area ratio (FAR) of up to 10 if a Proposed Project has completed Large Project Review. There are also specific design requirements regarding street walls and sky plane setbacks in the North Station Economic Development Area. Finally, no structure is to be erected, altered or extended within 35 feet of the existing mean high water mark of the Charles River.

No off-street parking facilities are required in the North Station Economic Development Area. The provision and design of off-street loading facilities shall be determined through Large Project Review.

4.2 Proposed Zoning

The Project has an existing building height of approximately 105 feet, measured in accordance with the Code, plus rooftop mechanicals reaching approximately 125 feet, which is within the Code’s allowed building height. The Project contains approximately 198,080 square feet of gross floor area. If the Project’s gross floor area is divided by the area of the Project site, it would result in a FAR of approximately 2.19, which is well within the allowed FAR of up to 10. However, the IMP calculates FAR on a campus-wide basis and provides an existing campus wide FAR of approximately 5.42. When the gross floor area of the Project is added to the gross floor area of the main campus, as described in the IMP, and the Project site area of approximately 90,372 sf is added to the IMP Area, the campus wide FAR decreases to approximately 5.06. Figure 7 shows the proposed IMP area.

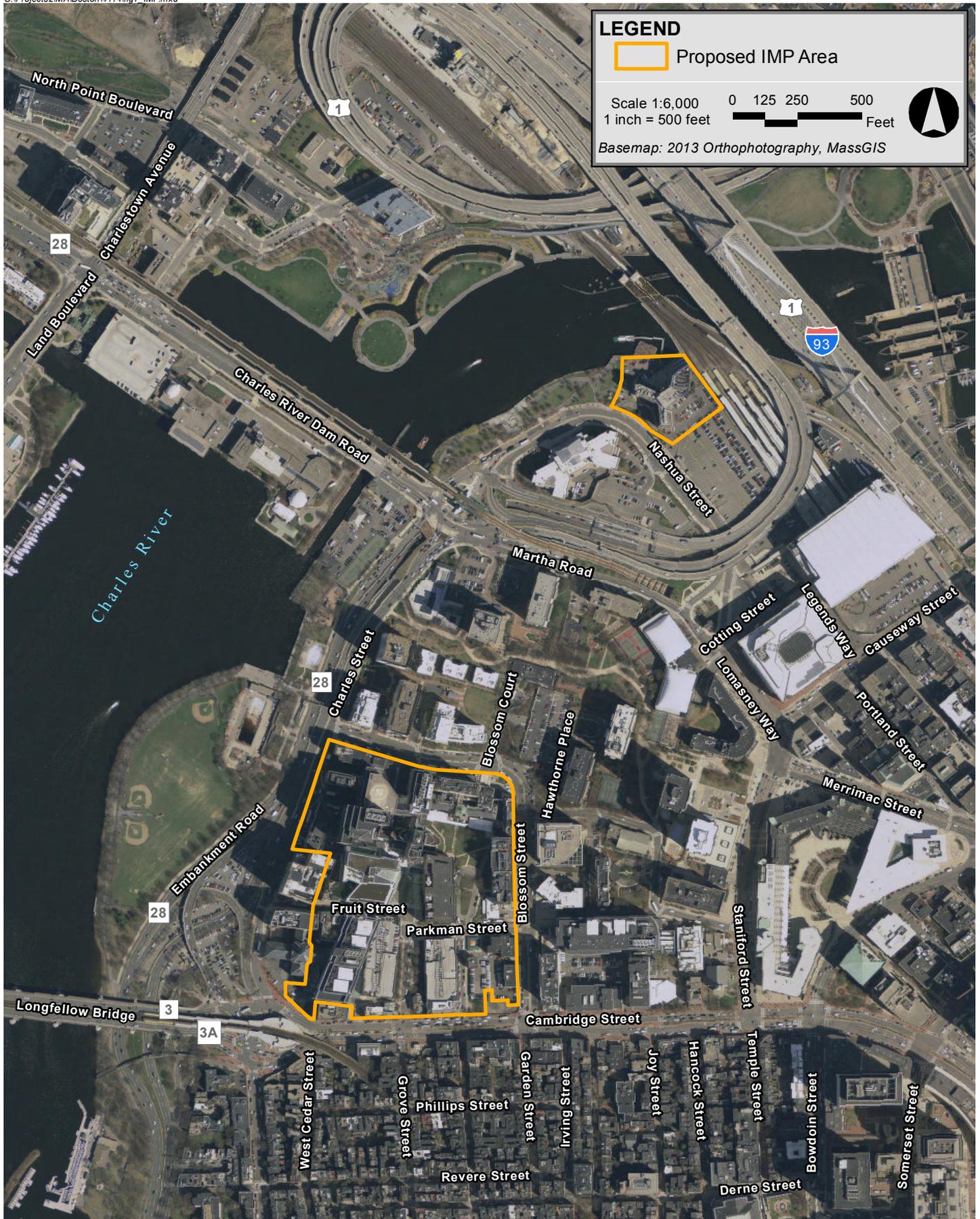
The Project uses include a variety of administrative uses serving MGH’s medical and clinical operations. These uses may include office uses including, but not limited to, medical record storage facilities, physician and staff offices, accounting and financial offices, other administrative and support space and related accessory uses including, but not limited to, conference spaces, kitchens and eating areas. The Project site also includes

certain existing passive recreational space open to the public and a publicly accessible dock.

The Project includes approximately 98 existing accessory parking spaces and bike racks. The Project includes two existing loading dock spaces which are not being altered in connection with the Project.

The Project will include new and updated, but reduced, building and exterior signage. To the extent relief is needed from Article 11 of the Code, it will be obtained via Comprehensive Sign Design from the BRA.

Upon approval of the MGH IMP amendment, MGH will be submitting plans and specifications to be reviewed by the BRA pursuant to Section 80D-10 of the Code in order to obtain a Certification of Consistency.



125 Nashua Street Boston, Massachusetts