

# **INSTITUTIONAL MASTER PLAN NOTIFICATION FORM**

**For**

## **RENEWAL OF THE INSTITUTIONAL MASTER PLAN FOR STEWARD ST. ELIZABETH'S MEDICAL CENTER OF BOSTON, INC.**

**Submitted to:**

**BOSTON REDEVELOPMENT AUTHORITY  
d/b/a BOSTON PLANNING & DEVELOPMENT AGENCY ("BRA")  
One City Hall Square  
Boston, MA 02201**

**Submitted by:**

**STEWARD ST. ELIZABETH'S MEDICAL CENTER OF BOSTON, INC.  
111 Huntington Avenue, 18<sup>th</sup> Floor  
Boston, MA 02199  
Timothy R. Haas, Esq.  
Vice President of Real Estate and Deputy General Counsel**

**Rubin and Rudman LLP  
50 Rowes Wharf  
Boston, MA 02110  
James H. Greene, Esquire**

**June 26, 2017**

## **Executive Summary**

Steward St. Elizabeth's Medical Center of Boston, Inc. ("Steward") submits this Institutional Master Plan Notification Form ("IMPPNF") to the Boston Redevelopment Authority d/b/a Boston Planning & Development Agency ("BRA") as an application for renewal of the St. Elizabeth's Medical Center ("SEMC") Institutional Master Plan ("IMP"), pursuant to Section 80D-8 (Renewal of Institutional Master Plan) of the Boston Zoning Code ("Code").

Reference is made to that certain SEMC Institutional Master Plan, dated January 26, 2007, filed by Caritas St. Elizabeth's Medical Center of Boston, Inc., predecessor in title to Steward, and approved by the BRA on March 29, 2007, by the Boston Zoning Commission ("BZC") on April 25, 2007 with an effective date of April 25, 2007, as amended by the IMPNF for Minor Amendment and Project Change ("First Amendment") filed on June 10, 2008 and approved by the BRA on July 17, 2008, all as most recently amended by the Institutional Master Plan Notification Form/Notice of Project Change approved by the BRA on May 15, 2012 ("SEMC IMP").

As referenced in the Allston/Brighton Neighborhood Zoning District, Article 51 of the Code, an Institutional Master Plan is subject to Section 51-29.6 of the Code and has a term of four (4) years from the effective date of the IMP approval. The effective date for the most recent SEMC IMP approval was May 15, 2012 and thus the term of the SEMC IMP was extended to May 15, 2016. On May 12, 2016, Steward caused to be filed with the BRA a Letter of Intent ("LOI") pursuant to Section 80D of the Code notifying the BRA of Steward's intention to file an IMPNF for Renewal of the SEMC IMP. Since the filing of the LOI on May 12, 2016, Steward has been conducting outreach with the SEMC Task Force and members of the community to inform the community of the proposed renewal for an additional four (4) year term from 2016 to 2020 for the SEMC IMP. On August 23, 2016, Steward invited members of the SEMC Task Force, Elected Representatives and the Mayor's Office of Neighborhood Services to an informal meeting at SEMC to discuss the status of the hospital's programs and the focus of the hospital on internal reconfigurations, as necessary, without any new Proposed Institutional Projects at this time, to review the need for the renewal of the SEMC IMP for an additional four (4)-year term, and to inform the SEMC Task Force of the proposed community process for the IMP renewal.

## **SEMC Mission and Objectives**

SEMC is part of the Steward Health Care System; the largest community based accountable care organization and community hospital network in New England. The Steward network is a health care provider of eight hospitals and related service organizations. SEMC's mission is to provide:

- Service to a diverse community;
- Ministry rooted in ethical and religious principles; and

Compassion and caring for the whole person.

## **SEMC Guiding Principles Statement**

- SEMC is patient-centered, providing ease of access, convenience and caring to all who seek its services.
- SEMC provides the highest quality of care by managing medical outcomes through excellence in clinical programs and centers of excellence. They will exceed expectations of patients and referring physicians.
- SEMC provides leadership in collaboration with its colleagues in Steward to strengthen clinical and network integration as one health care system.
- SEMC, as a major employer, strives to be the best place to work in health care.
- SEMC will enhance community health and well-being through education and outreach programs.

## **Continuing Development Program**

Steward proposes that the SEMC IMP affirm the role of the SEMC Task Force with the BRA in working together on future project reviews. Although the SEMC IMP does not include any new Proposed Institutional Projects, Steward continues to implement interior modifications to the existing SEMC facilities to better serve our patients. It is the intent of Steward to adhere to the mission and objectives as set forth in the SEMC IMP and to insure that the commitments relative to community benefits and mitigation set forth in the SEMC IMP continue to be fulfilled.

## **Site Area Modifications**

The SEMC IMP Special Purpose Overlay District, approved by the BZC in 2007 and shown on the Zoning Map of the Allston Brighton Neighborhood District (Map 7A/7B/7C/7D) will be amended as a result of the following transfers, which affected the ownership of the SEMC site:

1. St. Gabriel Monastery Site.

By deed dated December 24, 2015, Steward sold the parcel adjacent to SEMC that is commonly known as the St. Gabriel Monastery Site ("St. Gabriel Monastery Site"), consisting of approximately 506,531 square feet or 11.628 acres, to CCF-BVSHSSF Washington 1, LLC ("CC&F"), a Delaware limited liability company with an address in c/o Cabot, Cabot & Forbes of New England, 185 Dartmouth Street, Boston, MA 02116. The deed was recorded at Suffolk Registry of Deeds ("Suffolk Registry") at Book 55541, Page 5. Copies of the deed and recorded plan of the St. Gabriel Monastery Site land are attached hereto as Exhibit A. Such conveyance also provided for the grant of a parking easement for the benefit of SEMC, as recorded in Suffolk Registry at Book 55541, Page 8.

Effective as of the date of transfer, the St. Gabriel Monastery Site was no longer owned by SEMC and as such, a map amendment removing the IMP overlay designation from the Site will be submitted for approval to the BZC. Therefore, such area will be deleted from the IMP area of SEMC and will no longer be subject to the IMP zoning overlay.

Simultaneously with the transfer of the St. Gabriel Monastery Site, SEMC and CC&F entered into a lease agreement (“Monastery Lease”) for the property so that SEMC may continue to use the property for hospital parking for a term of approximately three (3) years from December 24, 2015. Therefore, although the site will no longer be subject to IMP overlay zoning; the use of the site by SEMC is an institutional use and so is included in the SEMC IMP.

2. SEMC Main Campus.

On October 3, 2016, Steward entered into a sale/leaseback transaction for the remaining area of the SEMC campus of approximately 14 acres, bounded generally by Washington Street, Cambridge Street, Nevins Street, and the St. Gabriel Monastery Site (“SEMC Campus”) with MPT of Brighton-Steward, LLC, a Delaware limited liability company (“MPT”). The transaction included a Master Lease Agreement whereby Steward leased back the SEMC Campus from MPT for an initial term of fifteen (15) years, with three (3) additional extension options for five (5) years each. A Memorandum of Master Lease Agreement was recorded at Suffolk Registry at Book 56898, Page 240, and a copy of the same is attached hereto as Exhibit B. Although the SEMC Campus is no longer owned in “fee” by Steward, Steward continues its use and control of the SEMC Campus pursuant to the Master Lease Agreement. Therefore, the SEMC Campus shall continue to be subject to the IMP overlay designation.

**Parking Program**

As of May 15, 2016 (being the current term of the SEMC IMP), Steward has access to approximately 1,155 parking spaces to support SEMC’s operations as more particularly set forth herein.

1. SEMC Main Campus.

Approximately 740 of the total parking spaces are located within two (2) parking garages and certain surface parking areas on the SEMC Campus. Steward also provides professionally managed valet parking services to the hospital’s patients and visitors.

2. Annex Parking Lot.

The SEMC Campus also has the benefit of a long-term parking agreement with the Roman Catholic Archbishop of Boston (“RCAB”) for approximately 115 parking spaces within the lot located at 139-149 Washington Street, Brighton, Massachusetts (“Annex Parking Lot”). Steward’s lease for the Annex Parking Lot began on October 1, 2006, and the current term runs until June 30, 2018. Steward has two (2) additional options to extend the lease for the Annex Parking Lot for two (2) years each, which enables Steward to extend the term until June 30, 2022. The current entryway to the Annex Parking Lot is actually located on the St. Gabriel Monastery Site, and CC&F is not obligated to continue to allow Steward to utilize such entryway following the termination of the Monastery Lease. Upon such occurrence, Steward shall work with the RCAB to slightly extend the existing accessway on the RCAB’s parcel from Washington Street to the Annex Parking Lot in order to enable the parties to continue to fulfill their respective rights and obligations under the lease for the Annex Parking Lot.

3. St. Gabriel Monastery Site.

In conjunction with the sale of the St. Gabriel Monastery Site, CC&F and Steward entered into the Monastery Lease whereby Steward would have the right to utilize approximately 300 surface parking spaces on the St. Gabriel Monastery Site. The term of the Monastery Lease runs until December 24, 2018; however, CC&F may elect to terminate the Monastery Lease earlier by providing Steward with at least six (6) months prior written notice indicating that CC&F has received the necessary approvals to commence its planned redevelopment of the St. Gabriel Monastery Site.

#### 4. Addressing Future Parking Needs.

In anticipation of losing access to the parking spaces on the St. Gabriel Monastery Site upon the termination of the Monastery Lease, Steward had a parking study performed from May to June 2016 analyzing the daily usage of both the parking areas on the St. Gabriel Monastery Site and the Annex Parking Lot. The study found that the peak occupancy occurred at 10:00 a.m. on weekdays where an average of approximately 420 cars parked in the total of approximately 430 spaces available at the St. Gabriel Monastery Site and the Annex Parking Lot.

The study also forecasted that approximately 200 of the cars currently utilizing the parking areas on the St. Gabriel Monastery Site and the Annex Parking Lot can be accommodated on the SEMC Campus through the existing available parking capacity combined with an updated parking program that includes automated parking and gate controls, enhanced vehicle valet services, and increased vehicle stacking. As a result, Steward has entered into an agreement for the installation and management of an automated parking program that is scheduled to go into effect on June 1, 2017, and has expanded its vehicle valet services to include utilizing increased vehicle stacking when needed to meet demand.

Of the other 220 cars currently utilizing the parking areas on the St. Gabriel Monastery Site and the Annex Parking Lot during peak hours, approximately 115 cars can continue to use the Annex Parking Lot pursuant to Steward's lease with the RCAB, which can be extended by Steward until June 30, 2022.

Additionally, Steward has recently entered into a lease agreement with the Brighton Elks Lodge for approximately 110 parking spaces located in the lot behind the Elks' building at 326 Washington Street, Brighton, Massachusetts that runs until October 31, 2021.

Furthermore, Steward is continuing to conduct internal assessments of its parking operations and requirements, as well as exploring opportunities to utilize additional off-site satellite parking facilities. One such opportunity that is currently being considered is a potential shared parking arrangement with CC&F upon the completion of CC&F's redevelopment of the St. Gabriel Monastery Site since the two properties will have opposite peak parking demands.

#### **Medical Facility Upgrades & Improvements**

Although Steward has not proposed any new proposed projects which would entail the expansion of buildings or the reconstruction or a substantial rehabilitation of buildings, Steward has undertaken updates to existing buildings with respect to interior renovations and reprogramming

of certain facilities of the hospital. A list of such projects since 2010 is attached hereto as Exhibit C. Any changes to existing buildings or proposed new projects as well as modifications of prior approved and contemplated projects, not yet undertaken, will be subject to an amendment to the SEMC IMP, all subject to the requirements of Article 80D of the Code.

### **Continued IMP Benefits**

Annual payment of \$5,000 to the BRA for the Veronica Smith Senior Center to be used for elder programs and activities.

Three (3) \$5,000 scholarships annually to the BRA for Brighton-Allston residents admitted to healthcare related higher education programs.

On-going programs on education, treatment and prevention of drug abuse with a value estimated at \$100,000 annually. SEMC will continue to commit to enhancing public awareness of these programs and outreach to the community, especially drug users and their families, in a thoughtful manner and partner with organizations to develop more services.

Assist Allston/Brighton community organizations and the Allston-Brighton Substance Abuse Task Force (ABSATF) with a contribution of \$6,300 for the ABSATF youth coalition.

Partner with city organizations to participate in programs related to career education and opportunities.

A complete list of Community Benefits is attached hereto as Exhibit D.

### **SEMC Today**

SEMC has approximately 2,100 employees, and 635 physicians; and provides services within its 267 bed facility to accommodate approximately 33,000 Emergency Department visits, 7,197 surgeries, 13,439 discharges, 1,963 psych discharges and 1,158 SECAP. SEMC services continue to include: Emergency Department, Primary Care/Internal Medicine/Family Practice, Center for Advanced Cardiac Surgery, Cardiology & Vascular Medicine, General Surgery, Vascular & Endovascular Surgery, Bariatrics, Hepatobiliary, Robotic-Assisted, Colorectal, Neurosurgery, Orthopedics, Thoracic, Podiatric, Urologic, Oncologic, including Breast and Breast Reconstruction, Women's Health: Breast Health, Gynecology; Maternity – Level III NICU in partnership with Brigham & Women's Newborn Care Physicians, Dana-Farber Cancer Institute at St. Elizabeth's Medical Center, Addiction Medicine, Behavioral Health, Wound/Hyperbaric Clinic, Pain Center, and Sleep Center. Since 2009, Steward has invested in SEMC with the following projects:

- 2009: Opened new \$32 million William F. Connell Emergency Department
- 2011: Opened new \$10.3 million Radiation Oncology Center
- 2012: Opened renovated \$5.5 million Hematology/Oncology Center, which is now a Dana-Farber Cancer Institute Satellite Center

- 2013: Opened new \$25 million, 28-bed Intensive Care Unit
- 2013: \$1 million renovation to Patient Rooms
- 2014: Opened new \$6 million Geriatric Psychiatry Unit at Carney Hospital
- 2015: Invested \$10 million in two new Cardiac Operating Rooms and new Ambulatory Surgery PreOp and Recovery Unit; also opened a new 14-bay Post Anesthesia Recovery Unit
- 2015: Opened \$1 million Newly Renovated Electrophysiology Laboratory

### **Future Planning Process**

The IMPNF reaffirms the planning process with the SEMC Task Force so that Steward, the BRA, the SEMC Task Force and City Agencies will continue to work together in the future planning efforts for SEMC. This long-term planning effort will provide a framework for the next stage of development and improvement of Steward's SEMC Campus, plant facilities, infrastructure and hospital campus environment. Steward looks forward to commencing such planning efforts after due deliberation with the BRA and the SEMC Task Force.

SEMC remains committed to an interactive planning process that balances operational requirements, community needs and available resources. It is the intent of Steward to adhere to the mission and objectives as set forth in the SEMC IMP and to insure that the commitments relative to community benefits and mitigation set forth in the SEMC IMP continue to be fulfilled.

### **Requested IMP Renewal**

Steward respectfully requests that the BRA, upon review of this IMPNF, waive further review of this IMPNF and approve this IMPNF and the SEMC IMP together as the renewed Institutional Master Plan for SEMC, pursuant to the following provisions of Article 80: Section 80D-5.2(e), Waiver of Further Review of Unchanged Plan. Steward also requests that the BZC approve the map amendment removing the IMP overlay designation from the St. Gabriel Monastery Site.

#### **Exhibits:**

- A – St. Gabriel Deed and Plan
- B – SEMC, Memorandum of Master Lease Agreement
- C – List of Projects
- D - Community Benefits Report

EXHIBIT A

ST. GABRIEL DEED AND PLAN





2015 00117602

Bk: 55541 Pg: 5 Page: 1 of 3  
Recorded: 12/30/2015 01:27 PM  
ATTEST: Francis M. Roache, Register  
Suffolk County Registry of Deeds

MASSACHUSETTS EXCISE TAX  
Suffolk County District ROD # 001  
Date: 12/30/2015 01:27 PM  
Ctrl# 155369 25919 Doc# 00117602  
Fee: \$95,760.00 Cons: \$21,000,000.00

CANCELLED

**QUITCLAIM DEED**

**STEWARD ST. ELIZABETH'S MEDICAL CENTER OF BOSTON, INC.**, a Delaware corporation with an address at 500 Boylston Street, Boston, MA 02116 ("Grantor"), for and in consideration of Twenty One Million Dollars (\$21,000,000.00), hereby GRANTS to CCF-BVSHSSF WASHINGTON 1, LLC, a Delaware limited liability company with an address c/o Cabot, Cabot & Forbes of New England, 185 Dartmouth Street, Boston, MA 02116 ("Grantee"),

with **QUITCLAIM COVENANTS**

the following described parcels of land with the buildings thereon situated in the City of Boston (Brighton), County of Suffolk and Commonwealth of Massachusetts and more particularly described on Exhibit A attached hereto and incorporated herein by reference.

Being a portion of the premises described in two (2) Deeds to Grantor, both dated November 5, 2010, and recorded with the Suffolk County Registry of Deeds (the "Registry") in Book 47161, Page 9 and in Book 47161, Page 138.

This conveyance does not represent a conveyance of all or substantially all of the assets of Grantor in Massachusetts.

[REMAINDER OF PAGE INTENTIONALLY BLANK]

① Plan 2015 537  
Book \_\_\_\_\_ Page \_\_\_\_\_

Property Address: 159 and 201 Washington Street, Boston (Brighton), Massachusetts

IN WITNESS WHEREOF, the Grantor has executed this Quitclaim Deed under seal on the 24<sup>th</sup> day of December, 2015.

Grantor:

STEWARD ST. ELIZABETH'S MEDICAL CENTER OF BOSTON, INC.

By:

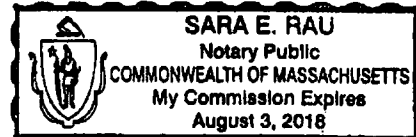
*[Handwritten Signature]*  
Name: Joseph C. Maher, Jr., Esq.  
Title: Secretary

COMMONWEALTH OF MASSACHUSETTS

Suffolk, ss.

On this 22<sup>nd</sup> day of December, 2015, before me, the undersigned notary public, personally appeared, Joseph C. Maher, Jr., Esq., proved to me through satisfactory evidence of identification, being (check whichever applies):  driver's license or other state or federal governmental document bearing a photographic image,  oath or affirmation of a credible witness known to me who knows the above signatory, or  my own personal knowledge, to be the person whose name is signed above, and acknowledged to me that he signed it voluntarily for its stated purpose as Secretary of Steward St. Elizabeth's Medical Center of Boston, Inc.

*[Handwritten Signature]*  
Notary Public  
My Commission Expires:



**EXHIBIT A****PROPERTY DESCRIPTION**

A certain parcel of land located in the Commonwealth of Massachusetts, County of Suffolk, City of Boston, situated on the northeasterly sideline of Washington Street, and is shown as Parcel A on "Plan of Land in Boston, MA" by Precision Land Surveying, Inc. dated January 24, 2014, Revised December 23, 2015, recorded herewith, more particularly bounded and described as follows:

Beginning at a point on the northeasterly sideline of Washington Street, said point being the most southerly corner of the parcel; thence running

N 35°16'37" W	51.85' to a point; thence turning and running
N 62°04'32" W	450.04' to a point of curvature; thence running
NORTHWESTERLY	285.67' by a curve to the right having a radius of 1,302.00' to a point, said last three courses being by the northwesterly sideline of Washington Street; thence turning and running;
N 40°29'46" E	99.35' to a point; thence turning and running
N 39°31'06" E	147.16' to a point; thence turning and running
S 87°42'52" E	142.18' to a point; thence turning and running
S 50°28'54" E	71.80' to a point; thence turning and running
N 39°31'06" E	340.31' to a point; thence turning and running
S 72°22'43" E	77.60' to a point; thence turning and running
N 17°37'17" E	16.00' to a point; thence turning and running
S 72°22'43" E	101.00' to a point; thence turning and running
N 17°37'17" E	78.00' to a point; thence turning and running
S 72°22'43" E	14.00' to a point; thence turning and running
N 17°37'17" E	50.00' to a point; thence turning and running
S 72°22'43" E	273.85' to a point; thence turning and running
S 17°37'17" W	172.58' to a point; thence turning and running
N 72°22'43" W	3.00' to a point; thence turning and running
S 17°37'17" W	205.00' to a point; thence turning and running
S 72°22'43" E	11.00' to a point; thence turning and running
N 17°37'17" E	31.08' to a point; thence turning and running
S 66°46'50" E	106.23' to a point; thence turning and running
S 41°53'14" W	128.25' to a point; thence turning and running
S 43°30'53" W	138.87' to a point; thence turning and running
S 42°07'34" W	322.12' to the POINT OF BEGINNING.

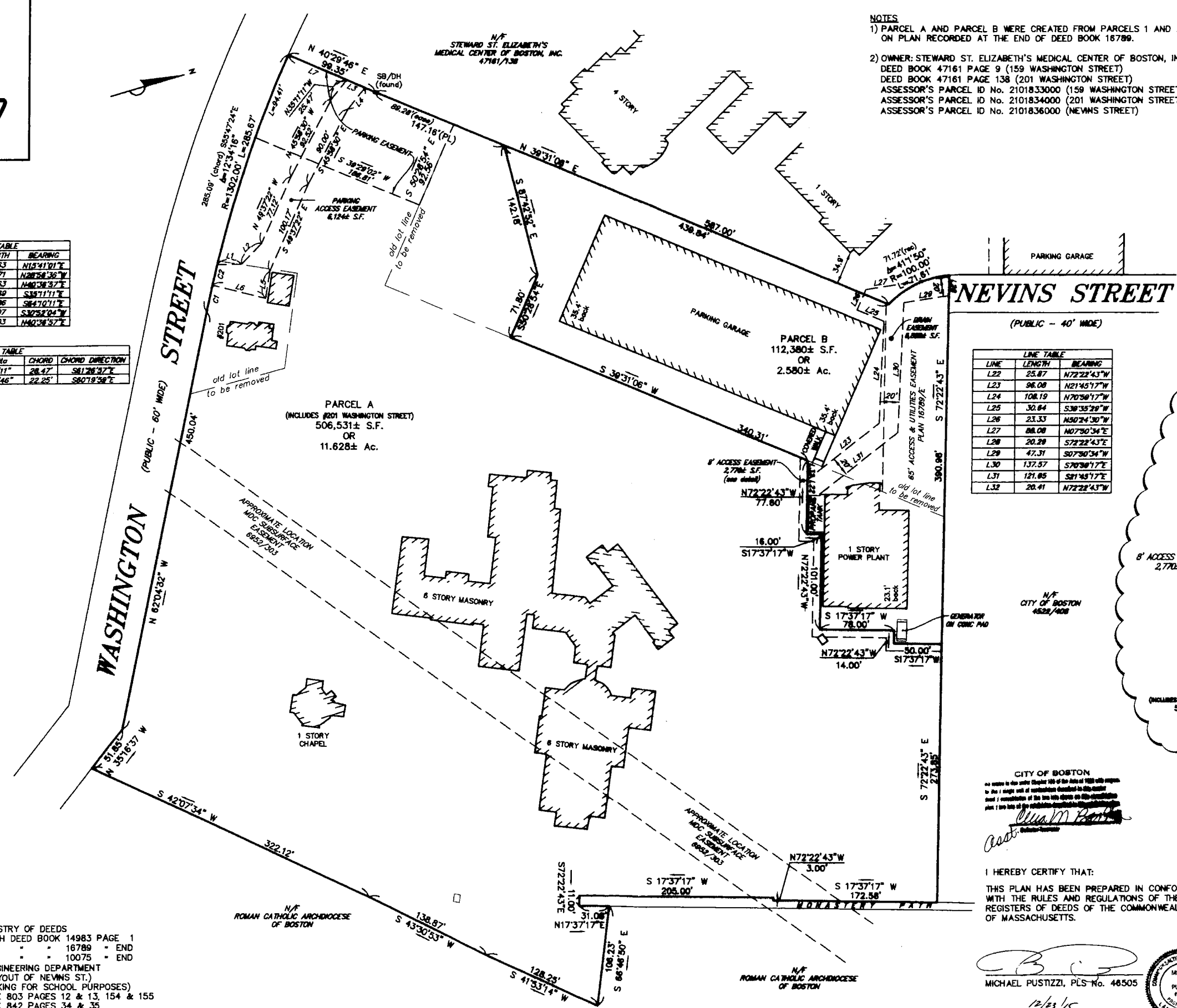
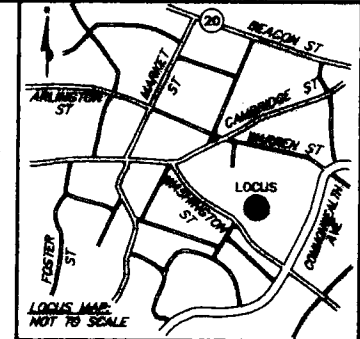
Containing 506,531 square feet or 11.628 acres, more or less.

2015-537

LINE	LENGTH	BEARING
L1	25.63	N15°41'01"E
L2	30.71	N48°58'36"W
L3	20.63	N40°38'52"E
L4	28.89	S15°11'11"E
L5	28.96	S84°10'11"E
L6	58.07	S10°52'04"W
L7	67.03	N40°38'52"E

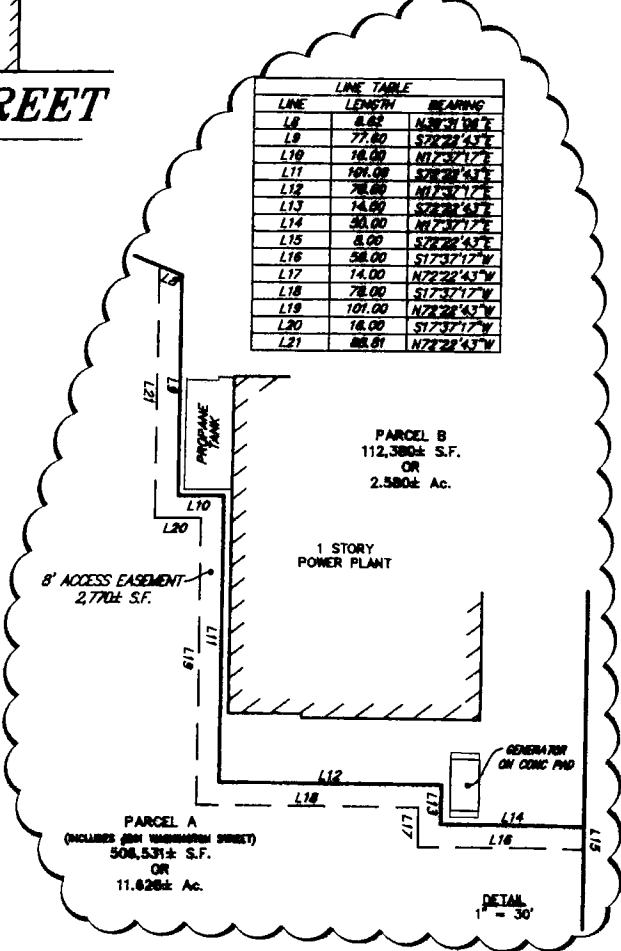
CURVE	LENGTH	RADIUS	Delta	CHORD	CHORD DIRECTION
C1	28.47	1,302.00'	175°11'	28.47'	S81°26'32"E
C2	22.25'	1,302.00'	0°54'46"	22.25'	S80°19'38"E

**NOTES**  
 1) PARCEL A AND PARCEL B WERE CREATED FROM PARCELS 1 AND 2 AS SHOWN ON PLAN RECORDED AT THE END OF DEED BOOK 18789.  
 2) OWNER: STEWARD ST. ELIZABETH'S MEDICAL CENTER OF BOSTON, INC. DEED BOOK 47161 PAGE 9 (159 WASHINGTON STREET) DEED BOOK 47161 PAGE 138 (201 WASHINGTON STREET) ASSESSOR'S PARCEL ID No. 2101833000 (159 WASHINGTON STREET) ASSESSOR'S PARCEL ID No. 2101834000 (201 WASHINGTON STREET) ASSESSOR'S PARCEL ID No. 2101836000 (NEVINS STREET)



LINE	LENGTH	BEARING
L8	8.62	N38°21'18"E
L9	77.80	S72°22'43"E
L10	16.00	N72°22'43"E
L11	101.00	S72°22'43"E
L12	28.80	N72°22'43"E
L13	14.00	S72°22'43"E
L14	30.00	N72°22'43"E
L15	8.00	S72°22'43"E
L16	58.00	S72°22'43"E
L17	14.00	N72°22'43"E
L18	78.00	S72°22'43"E
L19	101.00	N72°22'43"E
L20	16.00	S72°22'43"E
L21	88.01	N72°22'43"E

LINE	LENGTH	BEARING
L22	25.87	N72°22'43"W
L23	96.08	N21°45'17"W
L24	108.19	N70°58'47"W
L25	30.84	S38°35'28"W
L26	23.33	N50°24'30"W
L27	88.08	N07°30'34"E
L28	20.28	S72°22'43"E
L29	47.31	S07°30'34"W
L30	137.57	S78°38'17"E
L31	121.85	S21°45'17"E
L32	20.41	N72°22'43"W



CITY OF BOSTON  
 I HEREBY CERTIFY THAT:  
 THIS PLAN HAS BEEN PREPARED IN CONFORMITY WITH THE RULES AND REGULATIONS OF THE REGISTERS OF DEEDS OF THE COMMONWEALTH OF MASSACHUSETTS.  
 Michael Pustizzi  
 12/23/15

ST. ELIZABETH'S MEDICAL CENTER  
 8738 Cambridge Street,  
 Brighton, MA 02135

PLAN OF LAND IN BOSTON (SUFFOLK COUNTY)  
 SCALE: 1" = 50' DATE: JANUARY 24, 2014  
 REVISED: DECEMBER 23, 2015

0 50 100 150 200 FT

Precision Land Surveying, Inc.  
 32 Tumpkin Road  
 Southborough, Massachusetts 01772  
 TEL NO.: (508) 450-1789 FAX NO.: (508) 970-0096  
 401707PL1.DWG

REFERENCES:  
 SUFFOLK COUNTY REGISTRY OF DEEDS  
 PLAN RECORDED WITH DEED BOOK 14983 PAGE 1  
 . . . . . 18789 . . . . . END  
 . . . . . 10075 . . . . . END  
 CITY OF BOSTON ENGINEERING DEPARTMENT  
 L-6866 (1933 LAYOUT OF NEVINS ST.)  
 L-5629 (1923 TAKING FOR SCHOOL PURPOSES)  
 SURVEY NOTEBOOK 803 PAGES 12 & 13, 154 & 155  
 SURVEY NOTEBOOK 842 PAGES 34 & 35

2015-537

**EXHIBIT B**

**SEMC, MEMORANDUM OF MASTER LEASE AGREEMENT**



2016 00094024

Bk: 56898 Pg: 240 Page: 1 of 6  
Recorded: 10/04/2016 04:10 PM  
ATTEST: Thomas M Ryan, Temp Register  
Suffolk County Registry of Deeds

St. Elizabeth's  
Brighton, Suffolk County,  
Commonwealth of Massachusetts

**This Instrument prepared by and  
when recorded return to:**

Lynn Reynolds, Esq.  
Baker, Donelson, Bearman, Caldwell  
& Berkowitz, PC  
Suite 1400, Wells Fargo Tower  
420 North 20<sup>th</sup> Street  
Birmingham, Alabama 35203

**MEMORANDUM OF MASTER LEASE AGREEMENT**

Notice is hereby given pursuant to Chapter 183, Section 4 of the General Laws, of a lease upon the following terms set forth below.

THIS MEMORANDUM OF MASTER LEASE AGREEMENT (this "Memorandum") is made as of this 3 day of October, 2016, by and among MPT OF BRIGHTON-STEWARD, LLC, MPT OF BROCKTON-STEWARD, LLC, MPT OF FALL RIVER-STEWARD, LLC, MPT OF METHUEN-STEWARD, LLC, and MPT OF TAUNTON-STEWARD, LLC, each a Delaware limited liability company (collectively, jointly and severally, as "Lessor"), having its principal office at 1000 Urban Center Drive, Suite 501, Birmingham, Alabama 32542, Attn: Legal Department, and STEWARD ST. ELIZABETH'S MEDICAL CENTER OF BOSTON, INC., STEWARD GOOD SAMARITAN MEDICAL CENTER, INC., STEWARD HOLY FAMILY HOSPITAL, INC., STEWARD ST. ANNE'S HOSPITAL CORPORATION, and MORTON HOSPITAL, A STEWARD FAMILY HOSPITAL, INC., each a Delaware corporation (collectively, jointly and severally, as "Lessee"), having its principal office at c/o Steward Health Care System, LLC, 500 Boylston Street, Boston, Massachusetts 02116, Attn: Chief Executive Officer, under the following circumstances:

A. Lessor and Lessee have entered into that certain Master Lease Agreement of even date herewith (as the same may be amended, modified and/or restated from time to time) (the "Lease"), whereby Lessor has leased to Lessee, and Lessee has leased from Lessor, certain real property located in the City of Brighton, Suffolk County, Commonwealth of Massachusetts which real property is more particularly described on Exhibit A attached hereto and incorporated herein by reference (the "Land"), together with (i) the improvements located or to be located on the Land as more particularly described in the Lease (the "Leased Improvements"), (ii) the "Fixtures" (as defined in the Lease) and (iii) all easements, rights and appurtenances relating to the Land and the Leased Improvements (collectively, the "Leased Property").

4848-5138-0793 v1  
1038442-350002 10/02/2016

Please return to: Terence J. Nolan  
Fidelity National Title Ins. Co.  
133 Federal Street, 3<sup>rd</sup> Floor  
Boston, MA 02110

16-0252

253 + 261 Washington St + NEWTON ST BOSTON

6

B. Lessor and Lessee desire to file this Memorandum of record in the records of Suffolk County, Massachusetts in order to provide record notice to all third parties of the rights of Lessor and Lessee under the Lease.

NOW THEREFORE, for and in consideration of the covenants and promises of the parties set forth in the Lease, and for other good and valuable consideration, the receipt, adequacy and sufficiency of which are expressly acknowledged by the parties hereto, Lessor and Lessee agree and acknowledge for themselves, their respective successors and assigns, as follows:

1. Upon, subject to and in consideration of the terms and conditions set forth in the Lease, Lessor has leased the Leased Property to Lessee, and Lessee has leased the Leased Property from Lessor.

2. The Leased Property is leased for a fixed term (the "Fixed Term") commencing on October 3, 2016 (the "Initial Commencement Date"), and ending at midnight on the last day of the One Hundred Eightieth (180th) full month after the Initial Commencement Date, unless sooner terminated or extended as provided in the Lease.

3. Subject to the terms, provisions and conditions set forth in the Lease, Lessee has the option to extend the Fixed Term on the same terms and conditions set forth in the Lease for three (3) additional periods of five (5) years each.

4. Subject to the terms, provisions, conditions and limitations described in the Lease, upon the expiration of the Fixed Term and during the continuation of any Extension Terms (as defined in the Lease), Lessee has a first refusal option to purchase the Leased Property.

5. All of the terms, conditions, provisions and covenants of the Lease are incorporated in this Memorandum by reference as though written out at length herein. The Lease and this Memorandum shall be deemed to constitute a single instrument; provided, however, that in the event of a conflict between this Memorandum and the Lease, the terms and conditions of the Lease shall control. This Memorandum contains only selected provisions of the Lease and reference is made to the full text of the Lease for the full terms and conditions. This Memorandum shall not, in any way, alter, amend, modify or supersede the Lease.

6. This Memorandum may be executed in counterparts, each of which shall be an original and all of which taken together shall constitute one and the same instrument.


[ Intentionally Left Blank ]

[Signatures and acknowledgements on following pages]

IN WITNESS WHEREOF, the parties hereto have caused their names to be signed as of the date and year first above written.

**LESSOR:**

**MPT OF BRIGHTON-STEWARD, LLC  
MPT OF BROCKTON-STEWARD, LLC  
MPT OF FALL RIVER-STEWARD, LLC  
MPT OF METHUEN-STEWARD, LLC and  
MPT OF TAUNTON-STEWARD, LLC,**  
each a Delaware limited liability company

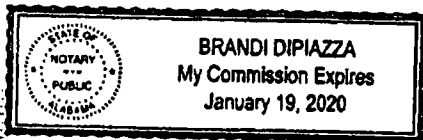
By:   
Name: Robert M. Moss  
Its: Authorized Signatory

State of Alabama )  
Jefferson County ) ss.

On this 30<sup>th</sup> day of September, 2016, before me, the undersigned notary public, personally appeared Robert M. Moss, proved to me through satisfactory evidence of identification, which is a passport, to be the person whose name is signed on the foregoing instrument; and he acknowledged to me that he signed the foregoing instrument voluntarily for its stated purpose, as the Authorized Signatory of MPT of Brighton-Steward, LLC, MPT of Brockton-Steward, LLC, MPT of Methuen-Steward, LLC, MPT of Fall River-Steward, LLC and MPT of Taunton-Steward, LLC, each of which are limited liability companies organized in the State of Delaware, and qualified in the Commonwealth of Massachusetts, and he acknowledged the foregoing instrument to be the free act and deed of each such limited liability company.

NOTARIAL SEAL

  
Notary Public  
My commission expires: 01/19/2020




[Memorandum of Lease]



**LESSEE:**

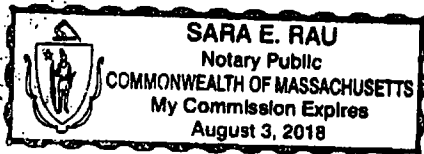
**STEWARD HOLY FAMILY HOSPITAL, INC.  
MORTON HOSPITAL, A STEWARD FAMILY  
HOSPITAL, INC.  
STEWARD GOOD SAMARITAN MEDICAL  
CENTER, INC.  
STEWARD ST. ANNE'S HOSPITAL  
CORPORATION  
STEWARD ST. ELIZABETH'S MEDICAL CENTER  
OF BOSTON, INC.**  
each a Delaware corporation

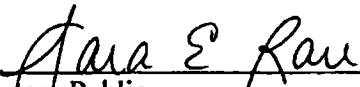
By:   
Name: Mark Rich  
Title: Treasurer

Commonwealth of Massachusetts)  
County of Suffolk ) ss.

On this 3<sup>rd</sup> day of October, 2016, before me, the undersigned notary public, personally appeared Mark Rich, proved to me through satisfactory evidence of identification, which is personally known to be the person whose name is signed on the foregoing instrument; and he acknowledged to me that he signed the foregoing instrument voluntarily for its stated purpose, as the Treasurer of each of the above named Lessee entities, each of which are corporations organized in the State of Delaware, and qualified in the Commonwealth of Massachusetts, as the free act and deed of each of the above named Lessee entities.

NOTARIAL SEAL



  
Notary Public  
My commission expires: 8/3/2018

**Exhibit A****PARCEL I (253 Washington Street), Book 10091, Page 239; Confirmatory Book 15050, Page 314**

A certain parcel of land with all buildings, facilities, and improvements now and hereafter thereon, situate in Boston (Brighton District) Suffolk County, Massachusetts, the same being shown as "Parcel 1" on a plan entitled "Subdivision Plan of Land in Boston, Mass. Brighton District - Suffolk County", scale 1 inch = 40 feet, dated August 20, 1982, drawn by Miller & Nylander Co., recorded in the Suffolk County Registry of Deeds at the end of Book 10075, bounded and described as follows: WESTERLY by Washington Street, 273.88 feet; NORTHWESTERLY by Parcel 2 shown on said plan, 100.00 feet; WESTERLY by Parcel 2 shown on said plan, 53.66 feet; NORTHWESTERLY by Parcel 2 shown on said plan, 90.00 feet; NORTHERLY by Parcel 2 shown on said plan, 16.94 feet; NORTHWESTERLY by Parcel 2 shown on said plan, 64.40 feet; NORTHEASTERLY by Parcel 2 shown on said plan, 101.19 feet; NORTHWESTERLY by Parcel 2 shown on said plan, 84.22 feet; NORTHEASTERLY by Parcel 2 shown on said plan, 58.20 feet; and SOUTHEASTERLY by land now or formerly of St. Elizabeth's Hospital Foundation, Inc., by two lines respectively measuring, 240.79 feet and 99.47 feet.

Containing 73,505 square feet of land, more or less, or 1.687 acres, more or less, according to said plan.

Parcel I is also shown as the "Parcel I" containing 73,505+/- square feet on plan at Book 16789, End (plan shows two Parcel Is).

**PARCEL II (261 Washington Street), Book 3503, Page 545; Book 3552, Page 61; Book 3561, Page 165; Book 3561, Page 167; Book 4022, Page 521; Book 5596, Page 38; Book 6496, Page 90**

The land on Washington Street in Boston (Brighton District) Commonwealth of Massachusetts and being shown as Parcel 2, containing 415,382+/- square feet, on Plan entitled "Mortgage Plan of Land, St. Elizabeth's Hospital North Complex Project, Brighton District Boston, Mass.," dated June 14, 1988 prepared by BSC Group and recorded at Book 14983, Page 1.

Specifically excepting therefrom Parcel 3 as shown on Plan at Book 14983, Page 1 and which parcel was conveyed to St. Elizabeth's Realty Corp. by Deed dated September 21, 1990 and recorded at Book 16521, Page 283.

Together with appurtenant rights and easements set forth in Deed to Saint Elizabeth's Realty Corp. dated September 27, 1990 and recorded at Book 16521, Page 283.

Parcel 2 is also shown as the "Parcel 2" containing 415,382+/- square feet on plan at Book 16789 End (plan shows two Parcel 2s).

[There is no PARCEL III]

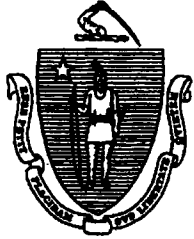
**PARCEL IV (Nevins Street)**

That certain parcel of land at the end of Nevin Street in said Boston (Brighton), being shown as Parcel B on a plan entitled "Plan of Land in Boston (Suffolk County)," dated January 24, 2014, revised December 23, 2015, by Precision Land Surveying, Inc., recorded with the Suffolk Registry of Deeds at Plan 2015, Page 537.

Together with the benefit of the non-exclusive drainage easement appurtenant to Parcel 2 above (the "Easement") running from Parcel 2 to Washington Street and shown as the "Proposed 20' Utility and Drainage Easement" on the plan at Book 16789 End, and bounded and described as follows: Beginning at the Southeast corner of the northwesterly line of Parcel 2 as shown on said Plan; thence S 39° 30' 44" W across said Parcel 1 one hundred seventy eight and 45/100 (178.45) feet to a point on the northerly side of Washington Street, said point lying on the arc of a curve concave northeasterly, from which said point a radial line bears N32° 15' 25" E; thence running Northerly along said sideline and said arc twenty and 14/100 (20.14) feet; thence running N 39° 30' 44" E across said Parcel 1 one hundred eighty and 84/100

(180.84) feet to the said northwesterly line of Parcel 2; thence running S50° 29' 16" E along said northwesterly line twenty and 00/100 (20.00) feet to the point of beginning.  
Containing 3,560 square feet or 0.082 acres, more or less.

Together with the benefit of appurtenant rights and easement set forth in deed to St. Elizabeth's Hospital Foundation, Inc., Trustee dated October 14, 1982 and recorded at Book 10091, Page 239, as confirmed by Confirmatory Deed dated September 26, 1988 and recorded at Book 15050, Page 314.



*The Commonwealth of Massachusetts*  
*Secretary of the Commonwealth*  
*State House, Boston, Massachusetts 02133*

**William Francis Galvin**  
Secretary of the  
Commonwealth

**September 28, 2016**

TO WHOM IT MAY CONCERN:

I hereby certify that a certificate of registration of a Foreign Limited Liability Company was filed in this office by

**MPT OF BRIGHTON-STEWARD, LLC**

in accordance with the provisions of Massachusetts General Laws Chapter 156C on **September 20, 2016.**

I further certify that said Limited Liability Company has filed all annual reports due and paid all fees with respect to such reports; that said Limited Liability Company has not filed a certificate of cancellation or withdrawal; and that, said Limited Liability Company is in good standing with this office.

I also certify that the names of all managers listed in the most recent filing are: **NONE**

I further certify that the name of persons authorized to act with respect to real property instruments listed in the most recent filings are: **ROBERT M. MOSS**



2016 00094015

Bk: 56898 Pg: 191 Page: 1 of 1

Recorded: 10/04/2016 04:10 PM

ATTEST: Thomas M Ryan, Temp Register  
Suffolk County Registry of Deeds



In testimony of which,

I have hereunto affixed the

Great Seal of the Commonwealth

on the date first above written.

Secretary of the Commonwealth

Processed By:TAA

Please return to: Terence J. Nolan  
Fidelity National Title Ins. Co.  
133 Federal Street, 3<sup>rd</sup> Floor  
Boston, MA 02110 16-0252

EXHIBIT C  
LIST OF PROJECTS

**SEMC  
LIST OF PROJECTS**

Institutional Master Plan - updates

4/15/2016

Project	Building	SQ FT	Scope	Schedule	Budget	Comments
SEMC OR	Cardinal Medeiros Pavilion	22,500	<ul style="list-style-type: none"> <li>• Two new 650sf Cardiac Operating rooms</li> <li>• Relocate existing PACU and Pre-OP as enabling</li> <li>• Renovate 2,000 sf existing Central Sterile department</li> <li>• New infrastructure</li> </ul>	6/14 - 11/14	\$9.9M	Increasing Surgical capacity with growing cardiac surgery program. Providing 'state-of-the-art' space as required for new Cardiac surgery equipment and procedures.
Medical Oncology	Cardinal Cushing Pavilion	12,000	<ul style="list-style-type: none"> <li>• Build new Medical Oncology outpatient clinic</li> <li>• Infusion bays</li> <li>• Exam rooms</li> <li>• Nursing unit and Support space</li> <li>• Satellite oncology pharmacy</li> </ul>	5/12-5/13	\$4.5M	New partnership with Dana Farber
EXTERIOR SIGN BRA	Exterior	NA	<ul style="list-style-type: none"> <li>• New exterior signage program for SEMC campus.</li> </ul>	2/13-5/13	\$160K	Increase visibility and give patients / public better access to campus and main entry

**SEMC  
LIST OF PROJECTS**

Institutional Master Plan - updates

4/15/2016

Project	Building	SQ FT	Scope	Schedule	Budget	Comments
ICU Addition	Connell	70,000	<ul style="list-style-type: none"> <li>• 3 Story Addition to Connell Building.</li> <li>• New mechanical floor (23,900SF) on existing roof</li> <li>• New ICU floor (23,900SF) on 5th floor with 23 Patient Rooms</li> <li>• New shell space (23,000SF) on 6th floor for future patient care use.</li> </ul>	11/12 - 10/13	\$30M	Consolidate existing ICUs to increase capacity and upgrade patient care environment. Provide appropriate patient and family space for SEMC patient centered mission.
Demolition Project	(OLH,MMR, HOQ)	155,800	<ul style="list-style-type: none"> <li>• Demolish 3 under-utilized aging building:               <ul style="list-style-type: none"> <li>o House Officers' Quarters</li> <li>o Our Lady's Hall</li> <li>o Mother Mary Rose Pavilion</li> </ul> </li> </ul>	2/12 - 8/12	\$9.3M	Demolish existing aging buildings to provide future growth for the campus.
Cosmetic Upgrades	All	50,000	<ul style="list-style-type: none"> <li>• Finish upgrades CMP 6 &amp; 7 , Seton 6 &amp; 7 West.</li> <li>• Cosmetic Improvements to patient rooms</li> <li>• Lighting updates to rooms and corridors.</li> </ul>	11/12-9/13	\$1.65M	Upgrade patient and public experience to provide appropriate patient and family space for SEMC patient centered mission.

**SEMC  
LIST OF PROJECTS**

Institutional Master Plan - updates

4/15/2016

Project	Building	SQ FT	Scope	Schedule	Budget	Comments
			<ul style="list-style-type: none"> <li>• Upgrades to Nurse Stations on CMP</li> </ul>			
Site Improvements	NA	NA	Plan to upgrade existing main vehicle access	10/13-5/14	\$180K	Increase visibility and give patients / public better access to campus and main entry.
ICU ADDITIONAL ROOMS	Connell	2,000	<ul style="list-style-type: none"> <li>• Fit-out existing shell space to 5 new ICU rooms within existing ICU</li> </ul>	8/14-10/14	\$700K	Increase ICU capacity by 5 rooms due to Hospital's current occupancy needs.
Pharmacy Renovations	Cardinal Cushing Pavilion	800	<ul style="list-style-type: none"> <li>• Renovations in existing Pharmacy for upgrading to DFCI standards and current codes</li> <li>• Installation of two new hoods, finish, lighting, data, and millwork</li> </ul>	5/14-8/14	\$325	Pharmacy upgrades as required by Dana Farber to meet new codes and Dana Farber standards.
Cosmetic Improvements	All	30,000	<ul style="list-style-type: none"> <li>• Finish upgrades: CMP, Seton, CCP, &amp; CMP 4</li> <li>• Seton 6th, CMP 6th Level, CMP 7th Level</li> <li>• St. Margaret's 5th</li> </ul>	10/14-1/15	\$1.6M	Upgrade patient and public experience to provide appropriate patient and family space for SEMC patient centered mission.



**SEMC  
LIST OF PROJECTS**

Institutional Master Plan - updates

4/15/2016

Project	Building	SQ FT	Scope	Schedule	Budget	Comments
			and 8th Level • Cardiology and Mammography			
Lab Consolidation	CBR	5,200	• Expansion of existing Clinical Lab • Histology, microbiology, Micro DAN and Blood Blank all upsized.	10/14-3/15	\$1.1M	Existing local lab upgraded to regional lab for Steward.
CPD	Cardinal Medeiros Pavilion	1,000	• Replace existing Central Processing equipment o 1 new cart washer o 2 new washers / sterilizers o 3 new steam sterilizers	2/16-5/16	\$1M	Replacement of failing existing Central Sterile equipment. This equipment directly supports the Operating Rooms.
EP	Cardinal Medeiros Pavilion	500	• Replace EP equipment in existing EP room	6/15-11-15	\$1M	Replacement of failing EP lab equipment with 'State-of-the-art' new imaging / procedure equipment.

**SEMC  
LIST OF PROJECTS**

Institutional Master Plan - updates

4/15/2016

Project	Building	SQ FT	Scope	Schedule	Budget	Comments
Vascular Lab	Cardinal Cushing Pavilion	550	<ul style="list-style-type: none"> <li>• Renovate existing SEMC 8th Floor Vascular Lab to meet DPH requirements</li> <li>• Renovate 3 exam rooms</li> <li>• Building required support areas</li> </ul>	10/14-5/15	\$220K	Upgrade of existing 'non DPH licensed' vascular lab department to meet all DPH requirements. Clinic has been licensed.
Maternity	St. Margaret's Center	16,500	<ul style="list-style-type: none"> <li>• Consolidate labor, delivery, recovery, post-partum stay and nurseries               <ul style="list-style-type: none"> <li>o 16 LDRPs and 15 bassinets</li> <li>o 2 C section rooms</li> <li>o 2 triage bays</li> </ul> </li> </ul>	4/16-7/17	\$2.8M* Projected	Provide combined Labor, Delivery, and post partum inpatient maternity rooms. This is the current 'best practice' for maternity services consistent with SEMC patient centered mission.
Mammography	Connell	2,500	<ul style="list-style-type: none"> <li>• Relocate Mammography from St Margret 5th floor to Connell Pavilion 2nd floor               <ul style="list-style-type: none"> <li>o 3 Mammography rooms (with 1 Stereo)</li> </ul> </li> <li>new buildout staff work station, reading room, exam rooms, bone density, offices, physician work area and ultrasound</li> </ul>	4/16-12/16	\$600K * Projected	Relocation of Mammography to maximize staff and patient efficiency. This will upgrade patient and public experience to provide appropriate patient and family space for SEMC patient centered mission.

**SEMC  
LIST OF PROJECTS**

Institutional Master Plan - updates

4/15/2016

Project	Building	SQ FT	Scope	Schedule	Budget	Comments
SEMC 6th Floor Ortho and Medical Surgical	St. Margaret's Center	7,000	<ul style="list-style-type: none"> <li>• 7,000 GSF, Orthopedic and Medical Surgical inpatient bed unit at SEMC                             <ul style="list-style-type: none"> <li>o Cosmetic upgrades for unit</li> <li>o Existing support spaces, med room, soiled and clean utility, staff lockers, janitor's closet are existing.</li> <li>o New physical therapy area</li> <li>o 17 single patient rooms</li> </ul> </li> </ul>	4/16-8/16	\$850K * Projected	Open 17 single patient rooms to reduce double patient rooms. This will upgrade patient and public experience to provide appropriate patient and family space for SEMC patient centered mission.

EXHIBIT D

COMMUNITY BENEFITS REPORT

# St. Elizabeth's Medical Center

A STEWARD FAMILY HOSPITAL



St. Elizabeth's Medical Center  
Community Benefits Plan  
**FY 2017**

2017

## Table of Contents

<b>Our Mission Statement.....</b>	<b>2</b>
<b>Introduction .....</b>	<b>3</b>
<b>2015-2016 Community Health Needs Assessment .....</b>	<b>4</b>
<b>Community Benefits Plan .....</b>	<b>5</b>
<b>Priority 1: Farmers' Market Voucher Program.....</b>	<b>5</b>
<b>Priority 2: Medical Legal Partnership .....</b>	<b>6</b>
<b>Priority 3: Cancer Care .....</b>	<b>7</b>
<b>Priority 4: Cardiovascular Health .....</b>	<b>8</b>
<b>Priority 5: Allston Brighton Health Collaborative.....</b>	<b>9</b>
<b>Priority 6: Farmers Market .....</b>	<b>10</b>
<b>Priority 7: Providing Access to Addictions, Treatment, Hope and Support     Program (PAATHS).....</b>	<b>11</b>
<b>Priority 8: Partnership with the Allston-Brighton Substance Abuse Task Force</b>	<b>12</b>
<b>Priority 9: Behavioral Health Navigators .....</b>	<b>13</b>
<b>Priority 10: Community Donations.....</b>	<b>14</b>
<b>Priority 11: Support Groups, Classes, and Donated Space .....</b>	<b>15</b>
<b>Community Benefits Advisory Council (CBAC) .....</b>	<b>17</b>

## Our Mission Statement



# Mission Statement

**Steward Health Care is committed to providing the highest quality care with compassion and respect.**

We dedicate ourselves to:

- *Delivering affordable health care to all in the communities we serve*
- *Being responsible partners in the communities we serve*
- *Serving as advocates for the poor and underserved in the communities we serve*

## Values

### Compassion:

Providing care with empathy in such a way that the person experiences acceptance, concern, hopefulness and sensitivity

### Accountability:

Accepting responsibility for continuous performance improvement, embracing change and seeking new opportunities to serve

### Respect:

Honoring the dignity of each person

### Excellence:

Exceeding expectations through teamwork and innovation

### Stewardship:

Managing our financial and human resources responsibly in caring for those entrusted to us.



## Introduction

St. Elizabeth's Medical Center (SEMC) is a community hospital in Boston, Massachusetts, and is a member of the Steward Health Care System. Steward is a community-based accountable care organization and community hospital network with more than 17,000 employees serving over one million patients annually in Massachusetts, New Hampshire, and Rhode Island.

St. Elizabeth's Medical Center (SEMC) is a community-based tertiary care hospital located in the Brighton neighborhood of Boston. With 272 acute beds, St. Elizabeth's is an inpatient and outpatient facility that is also a teaching affiliate of Tufts University School of Medicine. The major clinical strengths of SEMC include family medicine, cardiovascular care, women and infants' health, cancer care, neurology care, and orthopedics. The hospital's primary service area, as defined by the Massachusetts Department of Public Health, includes the cities and towns of Allston-Brighton, Back Bay, Brookline, Newton, Waltham, Watertown, and West Roxbury, with populations totaling approximately 360,000.

St. Elizabeth's Medical Center maintains a Community Health Department that focuses on integrating care across the spectrum of hospital, primary, and community-based care. Community Health planning is led by the Director of Community Health with guidance from the medical center's Community Benefits Advisory Committee (CBAC) and representatives from the hospital's leadership team. The CBAC is comprised of hospital leadership, representatives of local health and human service organizations, city health and community centers, and schools, and guides the planning and execution of the community health initiatives. This group comes together quarterly throughout the year to provide direction on community health programming.

The results and recommendations found in our most recent Population Health Impact Report (PHIR), which are outlined in this document, are designed to be the basis for strategic community health planning actions for SEMC and its community partners.



## 2015-2016 Community Health Needs Assessment

In 2015-2016, SEMC completed a Population Health Improvement Report (PHIR). The purpose of this process was to use a thorough data analysis to identify the health priorities in our service area. We looked at the assets and deficits in the community so that we are better positioned to inform and improve existing programs currently in place through our collaborative community network. In addition, we were able to identify emerging health issues that may require programmatic intervention or the development of new strategies going forward.

Armed with the results of the PHIR, including feedback from a diverse focus group, our aim is to enhance the patient experience, improve population health, and reduce per capita medical costs.

The Massachusetts Department of Public Health-defined service area for SEMC was used as the geographical area for the report. This includes the cities and towns of Allston-Brighton, Back Bay, Brookline, Newton, Waltham, Watertown, and West Roxbury, with populations totaling approximately 360,000.

The extensive data for the report were pulled from online data sources (including the U.S. Census, MassCHIP, the Federal Reserve Bank, and others), from Community Provider and Community Resident Surveys that were distributed to the SEMC Community Benefits Advisory Committee and other key community based organizations, and from two focus groups comprised of community members from diverse backgrounds who shared their perspectives on important community health issues.

After compiling information from all of these sources, the PHIR was developed as a framework to guide the discussion for what St. Elizabeth's Medical Center, in close coordination with community partners, can do to improve the health of local populations.

*The following is recommended as the St. Elizabeth's Medical Center FY 2016 Community Benefits Plan. The plan is a working document that may be amended at any time.*

## Targeted Underserved Populations

We will focus our community benefits efforts towards individuals and families who are most vulnerable due to unemployment, poverty, substance abuse, mental health illness, chronic disease, and issues related to accessing primary health care or health insurance for manageable conditions. Our data indicate that race and ethnicity play a role in disease susceptibility. We will apply resources to understanding and compensating for this phenomenon.

## Community Benefits Plan

### Priority 1: Farmers' Market Voucher Program

The hospital will continue its farmers' market voucher program to provide diabetic community members with vouchers that can be used at local farmers' markets to buy fresh fruits and vegetables. Since 2013, participants have been enrolled through the SEMC Diabetes Education Program, where they had one-on-one sessions with the diabetes center nurse and dietician as well as group sessions that provided instruction in healthy eating and portion control. In 2016, SEMC will continue to collaborate with St. Mary's Center for Women and Children in Dorchester, MA. This organization serves women and children who have experienced trauma and are living in poverty. St. Mary's supports 600 women and children annually with shelter, clinical and educational services, job training, employment placement, and search for affordable permanent housing. This funding assisted St. Mary's in creating a food access and education program aimed at educating women and children in residence about healthy eating through an introduction to local farmers' markets.

**Target Population:** Adults with Diabetes or Adults who are overweight or obese.

**Statewide Priorities:** Supporting health care reform; chronic disease management in disadvantaged populations; reducing health disparities; promoting wellness of vulnerable populations

### Three-Year Goals:

- Demonstrate improvement in health indicators for program participants (measurements include but are not limited to: blood pressure, waist circumference, and weight).

- Coordinate the program annually in partnership with the St. Elizabeth's Diabetes Center and the Mass Federation of Farmers' Markets.
- Increase education around food access and incorporating healthy fruits and vegetables into daily meals.

**Date/Time/Location:** Ongoing; participants can purchase vegetables and fruit at farmers' markets throughout the spring, summer, and fall.

**Responsible Parties:** St. Elizabeth's Director of Community Health; Case Manager at St. Mary's Center

**Potential Community Partners:** Mass Federation of Farmers Markets; Allston Village Farmers Market; St. Mary's Center for Women and Children

**Estimated cost:** \$54,868

## Priority 2: Medical Legal Partnership

Saint Elizabeth's has experienced a dramatic increase in substance abuse and Neonatal Abstinence Syndrome (NAS). A Medical Legal Partnership (MLP) will provide attorneys and paralegals to socially high-risk pregnant and parenting women (OB-GYN, Comprehensive Addiction Program). The MPL will work alongside our physicians to determine what is needed to live a healthier lifestyle e.g. food stamps, insurance, housing.

**Target Population:** socially high-risk pregnant and parenting women

**Statewide Priorities:** Supporting health care reform; chronic disease management in disadvantaged populations; reducing health disparities; promoting wellness of vulnerable populations

### Three-Year Goals:

- Integrate attorneys into OB-GYN Practice providing assistance during pregnancy to educate on the best plan of action for the fetus. Ultimately reducing the number of infants with NAS
- Assist infants with NAS and their families to get the help needed in the hospital as well as when they arrive home

- Reduce health care cost and increase reimbursement from Medicare and Medicaid

**Date/Time/Location:** Ongoing throughout the year in OB-GYN

**Responsible Parties:** St. Elizabeth's Director of Community Health; Medical Legal Partnership

**Potential Community Partners:** ABSATF, Charles River Community Center, Tufts University School of Medicine Residency Program

**Estimated cost:** \$55,190

### Priority 3: Cancer Care

In most of the towns within St. Elizabeth's service area, heart disease, followed by cancer are the leading causes of death from chronic disease. The rates of cancer were either at or above the state average in all towns with available data, and Waltham and Watertown have higher percentages of deaths due to cancer. Programs providing cancer screenings are essential in early identification cancer. Identified early, the consequences of these diseases can be mitigated, reducing the number of deaths that they cause each year.

**Target Population:** Adults in all towns within the PSA

**Statewide Priorities:** Supporting health care reform; chronic disease management in disadvantaged populations; reducing health disparities; promoting wellness of vulnerable populations

#### **Three-Year Goals:**

- Determine which types of cancer are the most prevalent across the hospital PSA.
- Determine which types of cancer have the highest fatality rates in Waltham and Watertown.
- Continue participation in regular screening programming to address the most prevalent types of cancer in the hospital's PSA.

- Continue to offer the *Chocolate and Roses* mammogram event in October.
- Continue to offer free skin cancer screenings in May.
- Educate community members about the importance of early screening as a means to cancer prevention in partnership with the American Cancer Society.
- Take part in awareness events, such as the Making Strides Against Breast Cancer walk.

**Date/Time/Location:** Ongoing throughout the year; locations can include the hospital, health fairs, churches, community centers, and other community venues

**Responsible Parties:** St. Elizabeth's Director of Community Health and the St. Elizabeth's Medical Center Cancer Care Committee

**Potential Community Partners:** American Cancer Society

**Estimated cost:** Approximately \$4,000; costs associated with event planning (flyers, marketing support, giveaway items, and incentives for attending).

#### Priority 4: Cardiovascular Health

In most of the towns within St. Elizabeth's service area, heart disease, followed by cancer are the leading causes of death from chronic disease. Brookline and Newton have higher percentages of deaths due to heart disease than the state or national rates. Programs providing cardiovascular health and cancer screenings are essential in early identification of heart disease and cancer. Identified early, the consequences of these diseases can be mitigated, reducing the number of deaths that they cause each year.

**Target Population:** All

**Statewide Priorities:** Supporting Health Care reform; chronic disease management in disadvantaged populations; reducing Health Disparities; promoting wellness of vulnerable populations

**Three-Year Goals:**

- Identify partners in the surrounding communities to help create regular cardiovascular screening and education programming.

- Coordinate annual heart health screening and education events with community partners.
- Educate community members about the importance of early screening as a means to prevent heart disease.
- Coordinate with staff members to host free blood pressure screening events in the community at least monthly.

**Date/Time/Location:** Ongoing throughout the year; locations can include the hospital, health fairs, churches, community centers, and other community venues

**Responsible Parties:** St. Elizabeth's Director of Community Health

**Potential Community Partners:** Watertown Mall; Watertown Housing Authority; Allston Village Farmers Market; Brighton High School

**Estimated cost:** Approximately \$4,000; costs associated with event planning (flyers, marketing support, giveaway items and incentives for attending) and compensation for event staffing.

### **Priority 5: Allston Brighton Health Collaborative**

St. Elizabeth's will provide funding to support the Allston Brighton Health Collaborative, a collaboration of community organizations devoted to working together to promote and improve the health and wellbeing of the communities of Allston and Brighton.

**Target Population:** Residents of Allston and Brighton

**Statewide Priorities:** Supporting Health Care reform; chronic disease management in disadvantaged populations; reducing health disparities; promoting wellness of vulnerable populations

#### **Three-Year Goals:**

- Leverage greater funding resources to support community health programming that benefits the Allston and Brighton neighborhoods
- Improve access to and utilization of health resources through greater awareness of resources available

- Increase awareness and understanding of steps that can be taken to live a healthier lifestyle

**Date/Time/Location:** Ongoing throughout the year; locations can include the hospital, health fairs, churches, community centers, and other community venues

**Responsible Parties:** St. Elizabeth's Director of Community Health; Allston Brighton Community Development Corporation; Joseph M. Smith Community Health Center; Oak Square YMCA; Allston Brighton Substance Abuse Task Force.

**Potential Community Partners:** Allston Brighton Community Development Corporation; Joseph M. Smith Community Health Center; Allston Brighton Substance Abuse Task Force; all interested community organizations and residents

**Estimated cost:** \$59,775

## **Priority 6: Farmers Market**

Together with the Allston Brighton Community Development Corporation and Allston Village Main Streets, St. Elizabeth's partners each spring, summer and fall to implement the Allston Village Farmers Market, which provides fresh, healthy foods to local residents.

St. Elizabeth's utilizes the weekly market as an opportunity to promote and address healthy nutrition within its local community. A key partner in this effort is Boston University's Sargent College of Health & Rehabilitation Sciences. Their Masters level nutrition students, who are also completing their Dietetic Internships at St. Elizabeth's, participate in the program by counseling community members on healthy eating habits and recipes and doing occasional cooking demonstrations. Members of the Medical Center's nursing staff are also frequently on hand to check blood pressures and talk with local residents about the correlation between a healthy diet and overall heart health.

**Target Population:** Allston-Brighton community

**Statewide Priorities:** Supporting health care reform; chronic disease management in disadvantaged populations; reducing health disparities; promoting wellness of vulnerable populations



**Three-Year Goals:**

- Enhance offering of nutrition information and resources available to market attendees.
- Include periodic cooking demonstrations as part of monthly attendance.
- Enhance community knowledge of the market and attendance at the market.

**Date/Time/Location:** Saturdays from May-October

**Responsible Parties:** St. Elizabeth's Director of Community Health

**Potential Community Partners:** Allston Village Main Streets and the Allston Brighton Community Development Corporation

**Estimated cost:** \$3,000

**Priority 7: Providing Access to Addictions, Treatment, Hope and Support Program (PAATHS)**

In collaboration with the Boston Public Health Commission, Carney Hospital, and local community health centers, SEMC should continue to support the PAATHS Program, an enhanced resource and referral center for individuals with substance abuse disorders (SUD) -- particularly those identified as most at risk for fatal and non-fatal overdose. The PAATHS program will operate with a Navigator who will identify needed services and supports as well as provide care and linkages to care that address all of the clinical and non-clinical care needs of the individuals. The Navigator, who is stationed at the BPHC and at Carney Hospital on a regularly-scheduled rotation and who is available to SEMC as well via phone, will effectively link active drug users with clinical services that incorporate primary care, social, and mental health services and will improve engagement, retention, and adherence. The presence of a staff resource dedicated to substance abuse issues will support primary care teams at the partnering health facilities.



**Target Population:** Adults in the community with substance abuse disorders

**Statewide Priorities:** Supporting health care reform; chronic disease management in disadvantaged populations; reducing health disparities; promoting wellness of vulnerable populations

**Three-Year Goals:**

- Continue to support Substance Abuse Navigator to serve as a resource for community members in need of support for their substance abuse disorder.
- Develop a network of partnerships within the substance abuse treatment community as a means of enhancing referral capabilities for patients.
- Assist BPHC in developing a real-time electronic tracking system for available beds at substance abuse treatment facilities in and around the Boston area.
- Reduce the amount of fatal and non-fatal overdoses within the St. Elizabeth's service area.

**Date/Time/Location:** Ongoing

**Responsible Parties:** St. Elizabeth's Director of Community Health; Manager, Access to Care, Bureau of Addictions Prevention, Treatment and Recovery Support Services, Boston Public Health Commission

**Potential Community Partners:** Boston Public Health Commission and SECAP

**Estimated cost:** \$59,775/year

**Priority 8: Partnership with the Allston-Brighton Substance Abuse Task Force**

The Allston-Brighton Substance Abuse Task Force is a coalition of community agencies and residents that mobilizes youth, families, community members and leaders to prevent and reduce substance abuse among youth and adults in our community. Formed in 2003 in partnership with St. Elizabeth's Medical Center, the task force has become a recognized leader in fighting underage drinking and prescription drug abuse in the Allston-Brighton community.

**Target Population:** Adults and youth in the community with substance abuse disorders

**Statewide Priorities:** Supporting health care reform; chronic disease management in disadvantaged populations; reducing health disparities; promoting wellness of vulnerable populations

**Three-Year Goals:**

- Provide ongoing support and partnership to the Allston-Brighton Substance Abuse Task Force

**Date/Time/Location:** Ongoing

**Responsible Parties:** St. Elizabeth's Director of Community Health

**Potential Community Partners:** To be determined

**Estimated cost:** \$77,500

### **Priority 9: Behavioral Health Navigators**

In 2014, as part of a Steward system-wide initiative, St. E's started a Behavioral Health Navigator program. Our navigator works with teams comprised of corporate and hospital staff to create structures and processes to support the successful integration of newly-insured behavioral health patients with primary care and outpatient services to alleviate gaps in care and provide a continuum of quality services to improve overall patient health. The Behavioral Health Navigator serves as the primary liaison for coordinating community wrap-around services for frequent users of emergency services. Through screening, the Behavioral Health Navigator provides early detection, a brief intervention, and referrals for patients with behavioral health problems (e.g., mental health and alcohol and drug-related health problems). They also provide direct services to psychiatric patients of all ages in the hospital's Emergency Department, including evaluations and level of care assessments along with other duties as assigned. The Behavioral Health Navigator is responsible for conducting appropriate assessments of the patient and providing any psychosocial intervention as needed. The Behavioral Health Navigator also accepts referrals from the outpatient areas, refers to community agencies as necessary, and provides

education and consultation to clinical staff to ensure achievement of quality outcomes.

**Target Population:** Adults and youth in the community with behavioral health and substance abuse disorders

**Statewide Priorities:** Supporting health care reform; chronic disease management in disadvantaged populations; reducing health disparities; promoting wellness of vulnerable populations

**Three-Year Goals:**

- Increase the utilization rate of behavioral health services among individuals within the hospital service area
- Educate community members about behavioral health and substance use programs
- Support the successful integration of newly-insured behavioral health patients with primary care and outpatient services

**Date/Time/Location:** Ongoing throughout the year

**Responsible Parties:** Behavioral Health Navigator Program Coordinator

**Potential Community Partners:** To be determined

**Estimated Cost:** \$117,030

### **Priority 10: Community Donations**

Using hospital giving guidelines, SEMC will provide financial support to our community organizations whose programs and events aid or support targeted, underserved populations. The funds are directed by the receiving organizations to best assist patients who are marginalized because of immigration status, income, lack of insurance, etc.

**Target Population:** Underserved, vulnerable populations

**Statewide Priorities:** Chronic disease management in disadvantaged populations; reducing Health Disparities; promoting wellness of vulnerable populations

**Three-Year Goals:**

- Continue to financially support organizations that provide continuum of care services to vulnerable populations after hospital discharge.
- Process, evaluate, and respond to all requests for support received by community organizations adhering to hospital guidelines.

**Date/Time/Location:** Ongoing

**Responsible Parties:** St. Elizabeth's Director of Community Health

**Potential Community Partners:** St. Elizabeth's will continue to support our community partners with annual sponsorships and will evaluate new sponsorship requests to support those that align with our Community Benefits Plan.

**Estimated cost:** \$30,000

**Priority 11: Support Groups, Classes, and Donated Space**

SEMC will offer hospital space, free of charge, to community groups and organizations whose aim is to improve health and wellbeing of community members.

**Target Population:** Underserved, vulnerable populations

**Statewide Priorities:** Chronic disease management in disadvantaged populations; reducing Health Disparities; promoting wellness of vulnerable populations

**Three-Year Goals:**

- Respond to community needs by providing in-kind resources that are not otherwise available at no cost.
- Serve as a community resource for groups seeking space to hold meetings on health related topics.

**Date/Time/Location:** Ongoing

**Responsible Parties:** St. Elizabeth's Director of Community Health

**Potential Community Partners: Various**

**Estimated cost: N/A**

## Community Benefits Advisory Council (CBAC)

Sr. Patricia Andrews, *Director, Sister of St. Joseph, Boston*

Elizabeth Browne, *Director, Joseph M. Smith Community Health Center*

William Brownsberger, *State Senator, Massachusetts*

Theresa Chiasson, *Director, Allston Brighton/Roslindale Women, Infants, Children Program*

Mark Ciommo, *City Councilor, Boston City Council*

Helen Connolly, *Project Coordinator, Allston Brighton Substance Abuse Task Force*

Samantha Cowan, *Allston/Brighton Program Director, FriendshipWorks*

Maria DiChiappari, *Director, Boston College Neighborhood Center*

Rosie Hanlon, *Administrative Coordinator, Jackson Mann Community Center*

Kevin Honan, *State Representative, Massachusetts*

Anna Leslie, *Coordinator, Allston Brighton Health Collaborative*

Amy Mahler, *Neighborhood Coordinator, Boston City Mayor's Office*

Millie McLaughlin, *Executive Director, Veronica Smith Senior Center*

Nikkie Mulkern, *Director of Community Health and Volunteer Services, St. Elizabeth's Medical Center*

Tom Myers, *Director, Oak Square YMCA*

Anabela C. Quelha, *MSC, Director, Disease Prevention & Education Programs, Massachusetts Alliance of Portuguese Speakers*

Nicole Sanders-O'Toole, *Account Representative, American Cancer Society*

Ruth Stone, *President, Faneuil Housing Complex*

Craig Williams, *President, St. Elizabeth's Medical Center*

# **St. Elizabeth's Medical Center**

A STEWARD FAMILY HOSPITAL



For Additional Information:  
Nikkie Mulkern  
Director of Community Health  
736 Cambridge Street  
Brighton, MA 02135  
617-789-3147  
[nicole.mulkern@steward.org](mailto:nicole.mulkern@steward.org)