



FOUNDED BY BRIGHAM AND WOMEN'S HOSPITAL
AND MASSACHUSETTS GENERAL HOSPITAL

A Regional Approach to Improve Health Care

FACT SHEET

Goals:

1. To better coordinate care through population health management initiatives. By caring for patients within a coordinated system, we can monitor the quality of their care more effectively and avoid repetitive procedures, such as tests and imaging that can happen when a patient sees a disconnected number of providers.
2. To make the best use of the health care resources available in the region to the greatest benefit of patients in the area.
3. To provide care in the most appropriate location – closer to home in lower cost settings.
4. To make high-quality care affordable and accessible in the area and to help patients navigate the health care system.
5. To achieve the vision of the Affordable Care Act and the formation of Accountable Care Organizations and the objectives of the state's health care reform law - Chapter 224, which demands high quality care while moderating overall cost growth.

Vision:

The proposal brings together the resources of four (4) existing hospital campuses (below) and builds on the 18-year relationship between Partners and Hallmark. By coordinating the work of these four hospitals, resources can be offered and delivered more efficiently while creating new capacity for clinical services in critical demand – including mental health and substance abuse services. The vision will include major investment in health information technology, capital improvement and primary care.

Hallmark Campuses

- Lawrence Memorial Hospital (Medford)
- Melrose-Wakefield Hospital (Melrose)

Existing Partners Campuses

- North Shore Medical Center, Union Hospital (Lynn)
- North Shore Medical Center, Salem Hospital (Salem)

Plan:

1. Lawrence Memorial Hospital

- Transformed into a short-stay inpatient and ambulatory facility operated by Massachusetts General Hospital (MGH), continuing to receive community hospital rates. The LMH campus will serve acute care patients who are likely to stay in a hospital for less than three days. This facility will have robust outpatient services in key service lines. The short stay and the outpatient services may include Orthopedics, Cardiology, Digestive Health – ex: colonoscopies.
- The urgent medical needs of the Greater Medford community will continue to be met through an Urgent Care Center in the new ambulatory facility.
- The Emergency Department at Lawrence Memorial will remain open at least during the two-year transition of Lawrence Memorial to the short-stay inpatient and ambulatory facility as we evaluate the needs of the community.

2. Melrose-Wakefield Hospital

- Major investments from Partners and Hallmark Health will fund renovation so that resources at this campus will support the best possible care.
- The campus, run by Hallmark Health will offer residents expanded capacity in medical, surgical and maternity services, while maintaining inpatient treatment areas for psychiatric patients with acute medical problems.
- Partners and Hallmark will make investments in primary care that will bring 25 new PCPs to the community.

3. North Shore Medical Center

- The NSMC Union Hospital campus will become home to Centers of Excellence in Primary Care and Behavioral Health, with the latter operated by Massachusetts General Hospital, but continuing to receive community hospital rates. These plans increase capacity in behavioral health and help to address the region's needs at a time when the state is losing much-needed capacity.
- The Center of Excellence in Primary Care will be run by North Shore Physicians Group and will include primary, specialty and urgent care as well as lab, infusion and support programs.
- Hospital-based medical and surgical services will be consolidated on one campus at NSMC Salem Hospital. We intend to maintain emergency services on both campuses and will determine the level of emergency care at each site based on the needs of the community and patient safety priorities. This transition is expected to take three years during which time Union Hospital will remain open.
- To accommodate the acute care consolidation, there will be investment in the NSMC Salem Campus – with a new, expanded state-of-the-art emergency department, new inpatient units with private rooms, and improvements in key access areas such as the main entrance and parking – to meet the needs of all patients in the region.
- Additional investments in primary care will bring 35 new PCPs to North Shore Physician's Group over the next five years.
- There is continued investment in community health centers in Lynn and Salem and support for community health initiatives including teen pregnancy and obesity.
- We are maintaining vibrant health care facilities in Lynn and Salem to meet the needs of NSMC's communities.