



February 25, 2016

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

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

Dear Mr. Villaruz:

As Chairman of the Board for Boston Children's Hospital, it is my responsibility to make sure Boston Children's continues to stride into the future and remain focused on our central mission—to improve the lives of children.

It's important to remember the role Boston Children's plays as the safety net for children across Massachusetts, and the life-changing care we deliver to children locally and globally. We treat the most complex patients who can't be treated elsewhere. We treat the most needy, caring for more children supported by Medicaid than any other hospital in the Commonwealth. We are an engine for new and innovative treatments, making the impossible possible and leading the way in making things better.

And guiding it all, we have a responsibility to meet the needs of children today and tomorrow. No responsibility is more important.

All of our decisions are grounded in improving the health of children, and we make those decisions based on careful research and analysis in partnership with administrators and clinicians.

Our current plans have been in the making for over 6 years and have been successfully navigating the public process for more than 3 years. We have cleared every hurdle because our plans are true to our mission—improve child health. At every step of the way the Board has asked hard questions to be sure we are making mission driven, financially responsible decisions.

As a result, the project before you has the unanimous support of Boston Children's Hospital's Board of Trustees.

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

Sincerely,

**Stephen R. Karp**  
Chairman, Board of Trustees  
Boston Children's Hospital