February 22, 2016

Mr. Darrell Villaruz  
Manager of Health Policy  
Interim Manager for the Determination of Need Program  
Department of Public Health  
Determination of Need Program  
99 Chauncy Street  
Boston, MA 02111

Dear Mr. Villaruz,

For years, the Boston Children’s Hospital Board of Trustees has carefully considered how to best meet the needs of our patients and their families – both today and into the future. We are confident that the Determination of Need Application before the Department of Public Health today addresses a critical need for improved access, facilities and family support.

In planning for the future, the board considered several key needs: first and foremost, to assure that our clinicians had the right backdrop to perform lifesaving work – space that adequately accommodates multidisciplinary care teams, integrates technology and is flexible for the constantly evolving care our clinicians provide. Of equal importance was supporting enhanced access, recognizing that the increased complexity of the care we provide results in longer stays and greater difficulty for our patients in getting appointments.

At the same time, we reflected on the heart of what we do: caring for patients and families during some of the most difficult moments in their young lives. To that end, we wanted the experience of care to be better and for the entire hospital campus to offer places that are restorative. Many of us are on the board are parents and several of us have had our own family members cared for at Boston Children’s. We know how important creating a healing environment is for families in crisis.

To meet those needs, the Board tasked the administrative leadership of Boston Children’s with developing a plan that transformed our ability to provide care. More than 15 different options were considered and the final plan meets all of the key goals.

The upgrades to the clinical space, from new patient care beds and increased surgical and NICU capacity to a Heart Center that will better support our care for critically ill children, will bring our facilities in line with the high quality care our clinicians provide. Eliminating all double rooms, creating new single rooms in the NICU and better organizing our teams around centers of excellence will create a better, more seamless experience for our families.
Once it was clear that this option necessitated building on the main garden space for the hospital (Prouty Garden), we tasked leadership with developing a comprehensive, campus wide plan for integrating spaces that supported healing, contemplation and relaxation for use by patients, family and staff alike. We are extraordinarily proud of the plan that our team developed, which creates 25% more green and open space on our campus. With both interior and exterior gardens, green spaces will be available year round and in areas of the hospital where patients who cannot typically go outside can benefit from them.

As a Board, we have a duty and responsibility to effectively steward our organization’s resources in support of the Boston Children’s mission: clinical care, teaching, research and community health. This plan supports our work in each of these areas. More importantly, it improves the quality of care and the experience for our patients and their families.

We are humbled, each and every day, by the resilience of our young patients – some of whom have broken a bone and others who fight life-threatening or life-changing illnesses. It is for them that we respectfully ask that you approve our application.

Sincerely,

Steven D. Krichmar
Member, Boston Children's Hospital Board of Trustees