

The Cambridge Hospital

Affiliated with
Harvard Medical School



December 5, 1980

Mr. James L. Sullivan, City Manager
City of Cambridge
City Hall
Cambridge, MA 02138

Dear Mr. Sullivan:

In response to Council Order Number 8, dated November 24, 1980 concerning the future utilization of space currently occupied by the Police Academy, the following response is submitted.

Presently, The Cambridge Hospital is confronted with a shortage of available space at a time when, due to a number of factors, several departments require additional space. The factors that have contributed to this shortage fall into a variety of categories. Basically, however, they are:

- 1) Volume - Simply stated, due to the growth that the hospital has undergone in the past decade and due to the transition of the health care industry into a complex system, record keeping and related areas have grown astronomically. This growth has been felt most acutely in the medical records and fiscal departments. Although the hospital is now microfilming much of our data base, record retention requirements dictate that much of the voluminous paper flow that now exists is unavoidable. Additional space is required to address these needs.
- 2) New Services - Changes in the community, as well as the industry, have created the need for new services. An example of this development is the recently organized translators department. In a situation such as this, it is often impossible to displace another department, particularly when proximity to the social service department as well as the patient care units is relevant. More space is needed for new services such as the translators program.
- 3) Expansion of current services - The competition for services throughout the Boston area has become a matter of survival. To develop those services that current volume indicators suggest will grow even more rapidly and to provide for a solid financial base for the future, it is imperative that the hospital promote those programs that are not only going to witness rapid growth, but that will also provide the foundation for efficient utilization levels of the hospital's resources. The Primary Care Unit, Emergency Psychiatry Department, and the Orthopedic Department are examples

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of current services that will require additional space in the immediate future.

The number of Primary Care Unit visits, for example, has increased significantly in the last few years. The national trend toward greater utilization of ambulatory services is evidenced in the growth of this unit. This department, however, is confined in their present space configuration. More space is needed to meet their goal.

- 4) Regulatory - No sector has been more affected by the rampant regulatory environment than has the health care sector. Unfortunately, the federal and state governments, as well as other third party regulatory bodies, often fail to recognize some of the space that is needed to meet these rules. An example of this pressure is the recently enacted Joint Commission on the Accreditation of Hospital's requirement that all hospitals utilize the unit dose pharmacy system. Although we are only in the planning stages, unquestionably new space will be needed for compliance.
- 5) Anticipated Future Needs - It is anticipated that additional space will also be needed for the medical library, whose space is insufficient, as well as space for a Commissioner's Office.

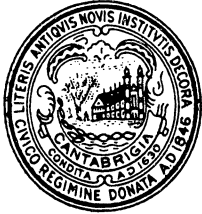
All of these additional space requirements have placed pressure upon the existing plant. The utilization of the space now occupied by the Police Academy will greatly ameliorate this situation.

Very truly yours,

Leslie MacLeod
ML

Leslie N.H. MacLeod
Director

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CITY OF CAMBRIDGE

CAMBRIDGE, MASSACHUSETTS 02139
Tel. 498-9011

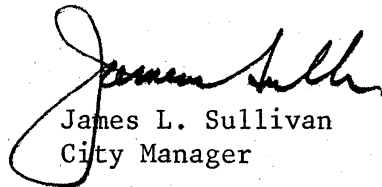
EXECUTIVE DEPARTMENT
JAMES L. SULLIVAN
City Manager

December 8, 1980

To the Honorable, the City Council:

With respect to Awaiting Report Item No. 26 relative to the utilization of the space occupied by the Police Academy, enclosed please find copy of a communication from Leslie N. H. MacLeod, Director of the Cambridge Hospital.

Very truly yours,



James L. Sullivan
City Manager

JLS/mbf
Enc.

Agenda # 5

S 556

Awaiting Report Item No. 26 relative to
the Utilization of the space occupied by
the Police Academy.

In City Council,

December 8, 1980

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Placed on File -