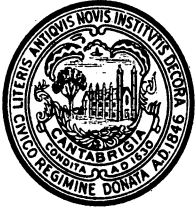


December 10, 1980

We, the undersigned ten (10) taxpayers of the City of Cambridge, do hereby petition the Health Planning Council for Greater Boston, Inc. to suspend their rules to allow the members of the Cambridge City Council, City Manager, and other concerned individuals to appear and speak before the Planning Council at their meeting on Thursday, December 11, 1980 relative to the future of the Obstetrics Department at the Cambridge Hospital.

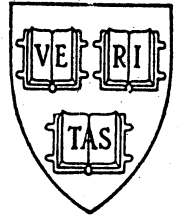
Paul E. Leahy
Sandra Graham
Lynne W. Ford
141 St. Aubrey
Heather J. Sullivan
James B. Kelly
[Signature]
[Signature]
Robert L. [Signature]
Alfred Vellera

610 Huron Ave. Cambridge Mass
189 Winter Ave. Camb. Mass.
4 Av on ST, Cambridge, Mass.
26 Lowell St Cambridge, Mass.
28 Putnam Ave. Cambridge
564 Huron Ave, Cambridge, Mass.
33 [Signature] Rd. " "
59 [Signature] St. Camb. Mass.
42 Porter St Cambridge
16 Albata Tenor [Signature]



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 the recent Cambridge City Council order concerning the Obstetrics Department at Cambridge Hospital, the following background statement is hereby submitted.

In 1974, the U.S. Congress passed the National Health Planning and Resources Development Law (Public Law 93-641), which established state-wide networks of Health Systems Agencies (HSA's). These agencies were mandated to review health care services according to six characteristics: availability, accessibility, acceptability, quality, continuity and cost. Additionally specified as an HSA activity was the Appropriateness Review (AR) of existing health care services.

For these review activities Cambridge Hospital comes under the purview of the Health Planning Council for Greater Boston, Inc., which is the HSA for the greater Boston area. The HSA is located at 294 Washington Street in Boston (Telephone: 426-2022) and was headed by Ms. Joanne Bluestone who recently resigned and is now working for Brandeis University. Attached to this statement is a current list of the HSA membership.

As part of the review function, the HSA is required to establish a series of cycles during which they review existing health services. Five cycles have been established and the dates and services to be reviewed are as follows:

Dates

July 11, 1980 - December 11, 1980

December 11, 1980 - June 11, 1981

Services

Maternity
Neonatal Intensive Care
Nursing and Rest Homes

Pediatrics
CT Scanning
Acute Psychiatric

Mr. James L. Sullivan
December 5, 1980
Page 11

Dates

June 11, 1981 - December 11, 1981

December 11, 1981 - June 11, 1982

June 11, 1982 - December 11, 1982

Services

Cardiac Catheterization
Medical-Surgical
Inpatient Alcoholism
ICU-CCU

Home Health
Diagnostic Radiology
Radiotherapy
Laboratory

Chronic Disease and Rehabilitation
Mental Retardation

During the maternity review cycle which has now been completed, it was recommended that Cambridge Hospital close its 22 bed obstetrical unit by 1985. It was also recommended that St. Margarets Hospital close 13 beds, Quincy City Hospital close 11 beds, Framingham Union Hospital close 4 beds, Emerson Hospital close 6 beds and and that Norwood Hospital close 5 beds. In no case other than that of Cambridge Hospital was it recommended that an entire unit close.

The decision for recommending closure of the Cambridge Hospital unit was based on the following considerations as outlined by the HSA, all of which are being challenged by Cambridge Hospital:

- 1) Excessive number of maternity beds in Cambridge
- 2) Excessive maternity costs per day at Cambridge Hospital
- 3) Excessive maternity costs per admission at Cambridge Hospital
- 4) Insufficient maternity nurse staffing
- 5) Insufficient family centered focus
- 6) Inadequate physical layout, i.e., 4-bed rooms
- 7) Inadequate resolution of complaints
- 8) Insufficient maternity options
- 9) Inadequate follow-up

The Cambridge Hospital has presented testimony which disputes these findings on October 16 and again on October 29. Further testimony will be presented on December 11, at 7:00 p.m. at Boston University's Morse Auditorium, Boston, MA. The HSA staff will make draft revisions, if indicated, until December 31 following which the report goes to the HSA Board and then to the Massachusetts Office of State Health Planning where OSHP has 6 months to decide how it will conduct its own 180 day study. Public hearings may be held no later than one month after the study is drafted. The agency is required by federal guidelines to consult with the State Health Coordinating Council (SHCC) during the study process. It is presently unclear as to whether OSHP or the State Commissioner

Mr. James L. Sullivan
December 5, 1980
Page III

of Public Health (Dr. Frechette) will be signing the final report which goes to the Region I Office of Health and Human Services and then to the HHS Secretary.

Very truly yours,

Leslie MacLeod
AU

Leslie N.H. MacLeod
Director

sem



THE CAMBRIDGE HOSPITAL

1493 CAMBRIDGE STREET

CAMBRIDGE, MASSACHUSETTS 02139

LESLIE N. H. MacLEOD
DIRECTOR

October 14, 1980

Joanne B. Bluestone, Executive Director
Health Planning Council for Greater Boston, Inc.
Suite 630
294 Washington Street
Boston, MA 02108

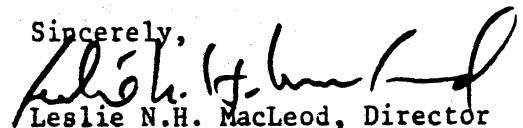
Dear Ms. Bluestone:

Enclosed please find the following items:

1. Schedule of Partial Corrected Obstetric Costs
2. PSRO C-Section Audit
3. 1980 URC Review
4. PCEC Chairman Letter dated October 14, 1980
5. PSRO 1980 Quality Review Study Status
6. PEP Audit Study Specifications
7. Obstetrics Director Letter dated April 16, 1980
8. PEP Audit Summary
9. Obstetrics and Gynecology Patient Questionnaire
10. Consumer Complaints Policy
11. Patient's Bill of Rights
12. Nursing Admission and Assessment Form
13. Neighborhood Health Centers Brochure
14. Years of Service Letter dated October 14, 1980
15. Maternity Brochure in Spanish
16. Protocol for Social Service Intervention
17. Pre-Natal Screening Policy
18. Referrals Narrative
19. Letter and Schedule from Mr. O'Brien dated June 12, 1980
20. Letter and Questionnaire from Dr. McGovern dated July 15, 1980
21. Letter from Dr. McGovern dated September 12, 1980

This is but a partial list of information sources which call to question the findings of Agency relative to the Obstetric Services at Cambridge Hospital. We trust that they will be reviewed in detail by the Agency and that we will be given the opportunity to discuss these and other important documents with the HSA staff prior to final review recommendations.

Sincerely,



Leslie N.H. MacLeod, Director

cc: Commissioner of Public Health



THE CAMBRIDGE HOSPITAL

1493 CAMBRIDGE STREET

CAMBRIDGE, MASSACHUSETTS 02139

LESLIE N. H. MacLEOD
DIRECTOR

October 14, 1980

Joanne B. Bluestone, Executive Director
Health Planning Council for Greater Boston, Inc.
Suite 630
294 Washington Street
Boston, MA 02108

Dear Ms. Bluestone:

My name is Leslie N. H. MacLeod and I am Executive Director of Cambridge Hospital in Cambridge, Massachusetts. I have occupied this position for the past ten years. I would like to preface my remark by saying that Cambridge Hospital is now and will continue to be a strong advocate of the regional health planning process. We subscribe fully to the spirit and intent of Public Law 93-641 and will fully support responsible planning efforts in this regard whether it pertains to Obstetrics and Gynecologic Services or to any other form of health care delivery programs which effect our patient constituency.

What is of overriding concern to us here is not simply the Health Planning Agency's recommendations regarding the obstetrical services at Cambridge Hospital, but more importantly, the serious implications which our review experience may have for all hospital services throughout the HSA IV area.

The insensitivity, incompleteness, and basic inaccuracies with which our obstetrical review was conducted is to say the least alarming. It leaves us no other indication but that this kind of review is indicative of the Agency's present inability to conduct a meaningful and objective assessment of public health care services.

Because of the time constraints of individual presentations, specific detailed statements and figures are being presented in another submission, however, the following generic statements reflect the broad scope of inaccuracies and procedural deficiencies which are found in the Agency's report.

1. The cost data and cost-finding procedures used by the Agency are inaccurate and overstate the costs associated with our obstetrical service by a substantial margin. Direct cost per patient day, for instance was reported as \$202.66, when it should have been \$152.22. The report contains numerous other overstated cost figures.
2. The qualitative finding stated by the Agency are inaccurate with respect to at least the following areas:
 - a.) Nurse Staffing - our staffing ratios have consistently been among the highest in the area and are supplemented by inhouse, around-the-clock resident staff as well.
 - b.) Utilization Review - we have consistently been in compliance with accepted utilization review procedures.
 - c.) Family-Centered Focus - our policies and practices have historically encouraged a family-centered focus including child birth classes, rooming-in, sibling visits, family planning, etc.
 - d.) Physical Layout - we have a new physical plant which must have been confused with another area hospital in the report.
3. The acceptability findings stated by the Agency are inaccurate with respect to at least the following areas:
 - a.) Resolution of complaints - we have both ongoing patient questionnaires as well as a formal complaints resolution policy.
 - b.) Adequacy of options - we offer a full range of maternity options including natural childbirth, rooming in, father's presence at birth, etc.
4. The continuity findings stated by the Agency are inaccurate with respect to at least the following areas:
 - a.) Follow-up - we have traditionally used staff, VNA, and neighborhood health center personnel in follow-up procedures.

In addition to the above-cited inaccuracies, the following comments made by the Agency in the body of the Appropriateness Review Report are also incorrect:

1. The extent of cross-subsidation required by our obstetrical services (p. VI-11). The Agency's figures are based on faulty reasoning and incorrect data.
2. Nursing staff turnover (p. VIII-31). Our delivery nurses average

9 years of employment; nursery, 16 years; and the obstetrical unit, 8.5 years.

3. Appropriateness of patient placements/lengths of stay (p. VIII-31). Our average length of stay is no different than other area hospitals and we have transfer agreements with numerous other agencies and organizations.
4. Poor physical plant (p. VIII-31). Our plant is larger, newer, and offers more privacy than most other obstetrical units.
5. Bilingual/bicultural support services (p. VIII-32). We are one of the few area hospitals with paid full-time translators in three different languages. An unusual/high number of hospital personnel are bilingual as well.
6. Short-run and long-run savings (p. VIII-34). These have been significantly overstated due to Agency miscalculations.

In short, the review findings contained in the Agency's report are primarily based on inaccurate data, incorrect cost-finding procedures and false and often confused subjective comments. They reflect a want of professional planning expertise and an alarming propensity for oversimplification of important and complex issues.

We are therefore requesting a validation of all submitted obstetrical data as well as another more indepth cite visit review at the Agency's earliest possible convenience. In addition, we are requesting that the Agency formulate positive planning alternatives and not relinquish this important process to the pressures of single-answer bureaucratic expediency.

Respectfully submitted,

Leslie N. H. MacLeod
Director



THE CAMBRIDGE HOSPITAL

1493 CAMBRIDGE STREET

CAMBRIDGE, MASSACHUSETTS 02139

LESLIE N. H. MacLEOD
DIRECTOR

October 27, 1980

Health System Committee
Health Planning Council for
Greater Boston
294 Washington Street, Room 630
Boston, MA 02108

Dear Members:

Cambridge Hospital is strongly opposed to the HPCGB's recommendation for closure of our maternity service by 1985. Be assured that any informal contacts between individuals associated with Cambridge Hospital and your resigning director should in no way be construed as accepting of the faulty judgments put forth in the appropriateness study. Our staff have taken great pains to supply thorough and accurate data and to patiently adhere to all requests, directives, and inquiries of the HPCGB, but we see little indication that the HPCGP staff have applied our submitted data to the draft document.

In an attempt to avoid any possible communication gaps, our Chief of Obstetrics mailed revised duplicate questionnaire responses to both the MBHC and the HPCGB and then personally handed the same questionnaire along with an independent audit completed on cesarian sections to Ms. Nancy Rockwell during her site visit at Cambridge Hospital. And during the extended confusion and delays of provider response dates, Dr. McGovern sent a detailed report of our hospital's service profile which he followed up with telephone confirmation from Ms. Rockwell as to its receipt.

It is difficult for us to understand, therefore, why the HPCGB has acknowledged only a few of the major inaccuracies contained in our service evaluation. The largely inflated cost figures continue to be the most blatant example of data distortion. For the apparent sake of expediency, true cost figures have been so seriously compromised that one wonders about the priority of accuracy. Our cost figures have been inflated by some twenty-five percent.

As previously noted, we continue to disagree with your findings

concerning our physical layout, range of consumer options and family centered focus. All of our labor rooms are private and we easily accommodate the small number of patients each month who prefer the option of an in-bed delivery. Most of our patient population wish to be draped in a delivery room and exhibit more choice variance in terms of family bonding and medication options. Your findings are further contradicted by the significant proportions of Portuguese, Puerto Rican, and Haitian French families we serve. For both cultural and language compatibility these patients and their families frequently welcome a shared post-partum room, often prefer bottle feeding and elect varying degrees of infant rooming-in for which we have appropriate physical space and staff availability.

Our service patterns are directly responsive to consumer needs and preferences, and since you have properly credited us with achieving an optimal level of patient education, why do you not logically recognize the expression of patient choice? We encourage patient evaluation of service through routine questionnaires and personal accessibility of the record in our service area for utilization of and collaboration with relevant community resources, not the least of which is the Visiting Nurse Association.

Since the Cambridge and Somerville communities which comprise the main source of our patient population have been designated by the federal government as medically underserved, it is also difficult to understand why these patients who have elected to give birth at Cambridge Hospital by a ratio of 4 to 1 over our other area facility will now be further disenfranchised in terms of both continuity and accessibility.

We therefore submit that your appropriateness review as drafted with regard to Cambridge Hospital was developed in a less than impartial manner and has been subject to either misunderstanding and/or disregard for subsequently submitted testimony. Rather than being evaluated in such an arbitrary manner, Cambridge Hospital's Obstetrical Unit and its service population deserve a more complete and objective study.

Sincerely,

Leslie N. H. MacLeod
Director

Greater Boston HSA Membership

ACUTE CARE MULTI-METRO

June, 1980

Consumers

Michael Clarke (W)
Department of Chemistry
Boston College
Chestnut Hill, MA 02167
965-5074 (H)
969-0100 X3624 (W)

Laibel Marshall (C)
354 Longwood Avenue
Boston, MA 02215
232-6151 (H)
232-6770 (W)

Daniel B. Schwarzkopf (NW)
Analogic Corporation
Audubon Road
Skefield, MA 01880
997-7417 (H)
246-0300 X218 (W)

Marilyn Gill Sweeney (S)
73 Elm Street
Cohasset, MA 02025
383-9179 (H)
383-9790 (W)

Carol M. Corf (NW)
35 Hawthorne Street
Cambridge, MA 02138
492-6665 (H)
495-3276 (W)

John Tyndall (C)
171 St. Botolph St., #3
Boston, MA 02115
232-0345 (W)

David C. Blackman (NW)
129 Fayerweather Street
Cambridge, MA 02138
868-6784 (H)
437-2154 (W)

Arthur Brodeur (SW)
24 Hartford Street
Medfield, MA 02052
359-8919 (H)
437-3730 (W)

Tom Bloom (C)
145 Tremont Street
Boston, MA 02111
524-4627 (H)
426-0410 (W)

Joanne Condon
175 Quincy Shore Drive
North Quincy, MA 02171
428-4885 (H)
479-0181 (W)

Deborah Eaton (C)
227 Marlborough Street
Boston, MA 02116
262-4159 (H)

Jean Gilbert (S)
153 High Street
Hingham, MA 02043
749-3643 (H)

Bernard Kramer (C)
221 Massachusetts Avenue
Boston, MA 02115
262-1556 (H)
287-1900 X2981 (W)

Clarence Edwards (S)
9 Abington Road
Quincy, MA 02169
773-6149 (H)

Consumers

Kenneth Zeno (W) - C
160 Boston Post Road
Wayland, MA 01778
334-3024 (H)
332-2831 (W)

Joan M. Chaisson (W) - C
31 Evergreen Avenue
Auburndale, MA 02166
332-8544 (H)

Rosemary Mellor (W) - C
1364 Walnut Street
Newton, MA 02161
244-5635

Donald S. Westwater (NW) - C
453 Sudbury Road
Concord, MA 01742
369-7871 (H)
727-2605 (W)

Leona Townsend (SW) - C
28 Currier Lane
Westwood, MA 02090
326-9464 (H)

Linda Roemer (NW) - C
285 Emerson Road
Lexington, MA 02173
661-8053 (H)

Providers

William A. Melanson (W) - P
5 Francis Avenue
Natick, MA 01760
653-8102 (H)
421-2734 (W)

Michael Sheff, PhD (W) - P
221 Washington Street
Newton Corner, MA 02158
965-0123 (H)
332-2900 (W)

Valerie J. Enotts, OTR (W) - P
41 Alden Street
Ashland, MA 01721
881-2116 (H)
872-4301 X276 (W)

Leon White (HW) - P
47 Circle Road
Lexington, MA 02173
862-4063 (H)
956-2500 (W)

Linda M. Gerber, RH (HW) - P
Nine Magnolia Street
Arlington, MA 02174
646-2067 (H)
623-8686 (W)

Francis X. Van Houten, MD (HW) - P
Concord Radiologists, Inc.
Emerson Hospital
Concord, MA 01742
369-1371 (H)
369-1400 X421 (W)

William C. Sawyer (NW) - P
15 Spring Hill Road
Concord, MA 01742
369-7367 (H)
742-6518 (W)

Edmund Steidle (S) - P
South Shore Hospital
55 Fogg Road
South Weymouth, MA 02190
383-6663 (H)
337-7011 (W)

Nicholas Brill (C) - P
Harvard Community Health Plan
1611 Cambridge Street
Cambridge, MA 02138
661-5937 (H)
421-1304

John H. Craig, MD (C) - P
41 Sargent-Beechwood
Brookline, MA 02146
732-2848 (H)

Providers:

Mitchell Spellman, MD (C) - P
Harvard Medical School
25 Shattuck Street
Boston, MA 02115
738-1165 (H)
732-1760 (W)

Elaine S. Ullian (C) - P
127 Jordan Road
Brookline, MA 02146
731-4748 (H)
247-5336 X5000 (W)

Jerome Grossman, MD (C) - P
President, Tufts N.E. Medical Center
171 Harrison Avenue
Boston, MA 02111
956-5500 (W)

~~John Sandson, MD (C) - P
B.U. School of Medicine
80 East Concord Street
Boston, MA 02118
235-2084 (H)
247-6062 (W)~~

Babette-Ann Stanton (C) - P
Doctors' Office Building
720 Harrison Avenue, Suite 501
Boston, MA 02118
523-3635 (H)
247-6429 (W)

Harold V. Carey W - C
175 Union St.
So. Natick, MA 01760
655-5631 (H)

Betsy Cohen NW - C
56 Moore St.
Somerville, MA 02144
666-9494 (H)

POST ACUTE/LONG TERM CARE MULTI-METRO COMMITTEE

(June, 1980)

Abedon, S. Michael, DDS NW - P
72 Grozier Road
Cambridge, MA 02138
648-6710 (W)

Adelman, Burt, MD C - P
67 Moraine Street
Boston, MA 02130
522-1052 (H)
732-5845 (W)

Alpert, Israel C - C
402 Washington Street
Brookline, MA 02146
566-7943 (H)

Berkley, Helen NW - P
106 Quincy Street
Arlington, MA 02174
734-6000 ext. 3911 (W)

Beyer, Ned
M.B.H.C.
5 New England Executive Park
Burlington, MA 01803

Blouin, Robert C - C
50 Decatur Street
Charlestown, MA 02129
241-7951 (H)

Burke, R. Mary S - C
30 Windy Hill Road
Cohasset, MA 02025
383-0547 (H)

Chandler, George C - C
57 Kiemarneck Street
P.O. Box 54
Astor Station
Boston, MA 02123
536-8707

Clark, M. Ann, R.N. SW - P
22 Clark Avenue
Walpole, MA 02081
668-3971 (H)
668-1066 (W)

Collins, F. Rebecca, R.N. W - P
274 Heald Road
Carlisle, MA 01741
369-7471 (H)
369-1400 ext. 309 (W)

Coven, S. Mark NW - C
46 Wallace Street
Somerville, MA 02144
628-5893 (H)
536-0400 (W)

Cushman B. David NW - P
Cushman Management Assoc.
19 Locust Street
Danvers, MA 01923
862-8537 (H)
774-4331 (W)

Darack, Carolyn W - *IC*
1672 Beacon Street
Waban, MA 02168
332-4629 (H)

DeLuca, Josephine SW - C
96 Ridgewood Drive
Norwood, MA 02062
762-6020 (H)
325-6565 ext. 210 (W)

Freiman, Judith NW - P
12 Inman Street
Cambridge, MA 02138
868-3676 (H)
492-3500 ext. 1500 (W)

Grace, June W - P
Sudbury Public Health Assoc.
278 Old Sudbury Road
Sudbury, MA 01776
369-6346 (H)
443-2525 (W)

Hardy, David C - C
86 St. Paul Street
Brookline, MA 02146
731-2531 (H)
353-2730 (W)

Karr, Gregory W - P
1 Great Road
Acton, MA 01720
899-9051 (H)
263-9101 (W)

Kilty, Karen W - C
31 Irving Street #2-7
Watertown, MA 02172
924-0264 (H)

Lee, Rochelle C - C
84 Messinger Street
Mattapan, MA 02126
296-8859 (H)
298-0140 (H)
262-2190 (W)

Lipsitt, R. Don NW - P
15 Griggs Road
Brookline, MA 02146
734-2825 (H)
492-3500 (W)

Lipson, Manuel, MD C - P
Mass. Rehab. Hospital
125 Nashua Street
Boston, MA 02114
891-0589 (H)
523-1818 (W)

Ogletree, M. Ann SW - AC
837 Gay Street
Westwood, MA 02090
326-4666 (H)
727-8010 ext. 11/12 (W)

O'Neil, John S - C
16 Lambert Road
Randolph, MA 02368
963-3433 (H)
731-0211 (W)

Pattavina, O. Frances S - P
Braintree Manor
1102 Washington Street
Braintree, MA 02184
843-6523 (H)
848-3100 (W)

Ryan, P. Irene S - C
20 Willow Street
No. Weymouth, MA 02191
337-2574 (H)
287-1900 ext 3181 (W)

Sager, Alan C - C
49 Cypress Street
Brookline, MA 02146
647-2173 (W)

Salnick, Arlene SW - C
Brookline Council on Aging
61 Park Street
Brookline, MA 02146
326-0228 (H)
732-8100 (W)

Sen, J. William NW - C
24 Baskin Road
Lexington, MA 02173
862-7264 (H)

Siegel, Max C - C
325 V.F.W. Parkway
Boston, MA 02167
327-6507 (H)

Sillesky, J. Darrison C - C
41 Perry Road
Needham, MA 02192
444-1208 (H)

Tobin, Mark SW - P
Ellis Nursing Home
135 Ellis Avenue
Norwood, MA 02062
344-3388 (H)
762-6880 (W)

MEMBERS - HSA HEALTH SYSTEMS DEVELOPMENT COMMITTEE

David O'Laughlin	-	Blue Cross
Daniel Schwarzkopf	-	Consumer (corp. manager)
Allan Saeger	+	Brandeis (unrestricted consumer)
Matt Anderson	-	Administrator (Marlboro Hosp.)
Don Lipsitt	-	Psychiatrist (Mt. Auburn)
Edwin Newman	-	Over 65 Consumer
Elinor Quirk	-	R.N. (Corporation)
Marlyn Sweeney	-	Elected Official (S'West)
Michael Connor	-	Consumer (S. Metro)

STATE HEALTH COORDINATING COUNCIL (SHCC)

1. Lorraine Baugh - Chairperson - Also, Director
Harvard St. Neighborhood Health
Center
895 Blue Hill Ave.
Dorchester, MA 02124
2. Richard McDowell/- Vice Chair - Also, Suffolk University
Ph.D.
Dean, School of Management
47 Mt. Vernon St.
Boston, MA 02108
Phone: 723-4700,
X330
3. Michael Huppert - Secretary,
Also, Chairperson of Planning Committee
Phone: AHEC (Area Health Education Centers)
1 - 856-3255 UMASS Medical Center
55 Lake Avenue North
Worcester, MA 01605

EXECUTIVE COMMITTEE

Margaret Craig - Chair of the Prevention Subcommittee

Contact at Home: 126 Main Street
Phone: (413) 498-2841 Northfield, MA 01360

John Wrightson - Chair of the Long Term Care Subcommittee

(Private Business)
Contact at Home: 96 Forest Street
Peabody, MA 01960

William Slusher - Chair of the Implementation Committee

Eastron Corporation
Haverhill, MA 01830

Myron Allukian, D.D.S. - Chairperson of Ambulatory Care Subcommittee

Community Dental Program
818 Harrison Avenue
Boston, MA 02118

Louis Alfano, M.D. - Chairperson of Acute Care Subcommittee
Also, Chairman of the Board of Blue Shield

Contact at Home: 663 Main Street
Melrose, MA 02176

(KEY) GENERAL MEMBERS AT LARGE (70 altogether)

Arthur Carty, President, B/S

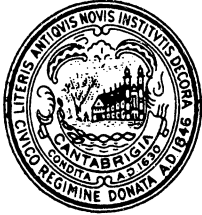
Alfred L. Frechette, M.D. - Commissioner, Dept. of Public Health

Thomas Pyle - President, Harvard Community Health Plan

Lee Macht, M.D. - President of Psychiatry Society

Phillip Caper - American Board of Health Planning

David Kinzer - President, Mass. Hospital Association



CITY OF CAMBRIDGE

CAMBRIDGE, MASSACHUSETTS 02139
Tel. 498-9011

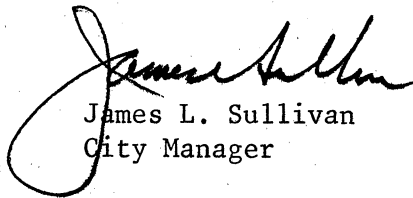
EXECUTIVE DEPARTMENT
JAMES L. SULLIVAN
City Manager

December 8, 1980

To the Honorable, the City Council:

With respect to Awaiting Report Item No. 22 relative to the closing of the Obstetrics Department at the Cambridge Hospital, enclosed please find copy of a report from Leslie N. H. MacLeod, Director of the Cambridge Hospital.

Very truly yours,


James L. Sullivan
City Manager

JLS/mbf
Enc.

Awaiting Report Item No. 22 relative to the closing of the Obstetrics Department at the Cambridge Hospital.

In City Council,

December 8, 1980

- 12/8/1980
Note Placed on
File - City Clerk
to draw up a
signature position
to the Board
regarding the retention
of Dept of Cambridge
Hospital