



Real Estate & Facilities Planning & Construction

May 25, 2017

Mr. Brian P. Golden, Director
Boston Planning and Development Agency
One City Hall Square, 9th Floor
Boston, MA 02201

Subject: The Brigham and Women's Hospital, Inc.
Institutional Master Plan Update

Dear Director Golden,

The Brigham and Women's Hospital, Inc. ("BWH" or the "Hospital") is pleased to provide you with an update on its Institutional Master Plan ("IMP") as required in accordance with the provisions of Section 80D-7 of the Boston Zoning Code. The 2010 BWH IMP was approved by the BRA Board in February 2010, adopted by the Zoning Commission on March 24, 2010, and became effective on March 30, 2010. The BWH IMP was subsequently amended twice – by an Amendment to add a property to the campus in 2012 (approved by the BRA Board in May 2012 and the Zoning Commission in June 2012) and an Amendment in 2014 to add a floor to a research building (approved by the BRA Board in November 2014, which amendment did not require approval by the Zoning Commission). The 2010 IMP and subsequent amendments are referred to herein as the "2010 BWH IMP."

I. IMP Projects Update

Building for Transformative Medicine

Complete

In its 2010 IMP, the Hospital proposed constructing a 360,000-square foot translational research building, now known as the Building for Transformative Medicine ("BTM"), with 400 below-grade parking spaces, on the former site of the Massachusetts Mental Health Center ("MMHC"). The project resulted from a partnership between City and State agencies and the Roxbury Tenants of Harvard ("RTH") community group, which also led to the construction of a residential building (Mosaic) on the former MMHC site, as well as other community projects and improvements.

In its 2014 IMP Amendment, the Hospital requested approval of an additional floor in the BTM, with approximately 24,580 sf, in order to vacate on-campus

space required for clinical space modernization.

BWH completed construction of the BTM, including the additional floor, in September 2016. Clinical operations on three floors of the building commenced immediately, while relocation of research users into the remaining floors of the building continued until February 2017. The building is now fully occupied and operational.

Binney Street Building & Fenwood Inn/Partial Hospital Building Complete

The 2010 BWH IMP also proposed that the Hospital construct the Fenwood Inn Partial Hospital and the Binney Street Building (an office/ambulatory building) to support the Department of Mental Health. BWH completed construction of both buildings in November 2011. Originally, the Department of Mental Health was to occupy the Binney Street Building only temporarily until space became available in the BTM. Ultimately, DMH elected to remain in place at the Binney Street Building. This change was described in the 2014 IMP Amendment.

Recreational Center & Community Center Complete

As part of the 2010 BWH IMP, the Hospital committed to contributing \$2.5 million towards the construction of a community center for the RTH community and \$1.7 million towards the construction of an RTH recreational center with a gymnasium and community meeting space. These commitments have been fulfilled and the projects have been completed.

Campus Additions and Upgrades Ongoing

In addition to the new construction described above, approval of the 2010 BWH IMP authorized construction of up to 20,000 sf of Campus Addition projects. Since then, several small additions have been pursued, as listed in Table 1.

**Table 1
 BWH Campus Additions**

Project	Size (sf)	Status
NICU Expansion	14,700	Complete 2016
Cafeteria Expansion	1,800	Complete 2016
Connors Building Infill for Pike Upgrades	340	In construction
Nesson Building Infill for Pike Upgrades	1,590	In design
	18,430	Total

The 2010 BWH IMP also described the need to conduct numerous campus upgrades to maintain and modernize BWH facilities. BWH is continually upgrading its facilities to provide the best environment of care for its patients, visitors and staff. Recent improvements to public spaces include:

- 15 Francis Peter Bent Brigham Building Rotunda Renovation;
- 75 Francis and 45 Francis Entry Improvements;
- Renovation of the main hospital cafeteria, the Garden Cafe;
- 80 Francis Street Garage Lobby Upgrades;
- Campus-wide Signage Replacement;
- Exterior Landscaping Improvements, and
- Internal Corridor ("Pike") Improvements.

With the construction of the BTM, the Pike now provides patients, visitors and staff an internal connection of approximately 1/3 mile from 15 Francis Street to 60 Fenwood Road, thereby connecting ambulatory, inpatient, research, and education activities on the main campus and furthering the Hospital's translational research, education, and patient care initiatives.

Stoneman Centennial Park and Brigham Parking Garage

The previously approved 2005 BWH IMP included construction of the Brigham Green enhancement project with parking below grade. The completed "Stoneman Centennial Park" and new 400-space Brigham Parking Garage opened in September 2014. The expansive new green space offered by the park now welcomes visitors from Brigham Circle, provides areas of natural respite for patients, visitors and staff, and serves as an important wayfinding landmark.

Leased Properties

The 2010 BWH IMP anticipated the need for 150,000 to 200,000 square feet of leased space in the area for research, administration, support services, information systems, and other uses. Table 2 presents a summary of current leased space and shows that the Hospital's leased space in and surrounding the LMA has decreased significantly recently. This is mostly due to the consolidation of research leases enabled by the construction of BTM.

Table 2
BWH Existing Leased Space

BWH Leases Within/Adjacent to LMA					
Building Name	Address	Building Use [1]	Rentable S.F.	Parking Spaces	Current End Date
Dana-Farber Smith Building	65 Deaconess Road	Hospital Use, inc. parking	36,500	44	8/14/2017
Harvard Institutes of Medicine	77 Ave Louis Pasteur/ 4-6 Blackfan Street	Hospital Use, inc. parking	79,287	14	6/30/2094
Jimmy Fund Building	43 Binney Street	Hospital Use	7,000		9/30/2022
Jimmy Fund Building	43 Binney Street	Hospital Use	5,282		2/28/2023
Karp Research Building (Children's)	1 Blackfan Circle	Hospital Use, inc. parking	31,402	20	4/30/2017
Longwood Galleria	350 Longwood Avenue	Hospital Use	15,577		12/31/2017
MASCO Building	375 Longwood Avenue	Hospital Use	1,315		7/31/2020
Mass College of Pharmacy	181 Longwood Avenue	Hospital Use, inc. parking	119,737	40	9/30/2021
Neville House	10 Vining Street	Hospital Use, inc. parking	38,221		12/31/2025
New Research Building (Harvard)	77 Ave Louis Pasteur	Hospital Use, inc. parking	159,996	297	8/31/2018
One Brigham Circle	1620 Tremont Street	Hospital Use, inc. parking	123,401	255	5/31/2018
		Total	617,718		
		2010 IMP	774,690		
		<i>Difference</i>	<i>(156,972)</i>		
BWH Leases Surrounding the LMA [2]					
Building Name	Address		Rentable S.F.	Parking Spaces	Current End Date
116 Huntington Avenue	116 Huntington Avenue	Hospital Use, inc. parking	25,118	9	3/31/2018
1249 Boylston Street	1249 Boylston Street	Hospital Use, inc. parking	20,300	30	12/31/2022
321 Columbus Avenue	321 Columbus Avenue	Hospital Use	2,550		2/28/2019
741 Huntington Avenue	741 Huntington Avenue	Hospital Use	1,600		6/30/2021
800 Huntington	800 Huntington Avenue	Hospital Use, inc. parking	18,000		10/31/2024
961 Commonwealth Avenue	961 Commonwealth Ave	Hospital Use	11,200		1/31/2022
Crosstown	801 Massachusetts Ave	Hospital Use, inc. parking	79,502	208	11/30/2022
Landmark	401 Park Drive	Hospital Use	21,295		6/30/2017
New England Baptist Hospital	125 Parker Hill Road	Hospital Use	1,631		12/31/2099
Simmons College	300R The Fenway	Hospital Use	6,578		6/30/2022
		Total	187,774		
		2010 IMP	158,693		
		<i>Difference</i>	<i>29,081</i>		

[1] Includes Hospital Use and High Impact Subuses

[2] Includes proximate Boston properties only; BWH leases additional facilities distant from the LMA and in other communities that are not subject to the IMP.

Parcel C Research Project

Pre-Funding

The IMP Amendment in 2012 added a land parcel on Avenue Louis Pasteur (Parcel C of the Emmanuel Endowment Campus) with a planned 360,000-sf research building and 355 below-grade replacement parking spaces to the 2010 BWH IMP. Building plans have not yet been developed for the Parcel C Research Building. Upon internal capital approval, Hospital leadership will commence formal design and bring the project to BPDA and BCDC for design review and determination of consistency with the IMP.

Future Projects

While there are no specific plans for additional new construction at this time, BWH leadership is evaluating one of the most critical clinical facility needs on the campus – the need to achieve all single inpatient rooms on campus. Single inpatient rooms reduce infection risks, provide space for modern technology/equipment and families, and improve the environment of care for patients and their families.

Inpatient beds in the Shapiro Cardiovascular Center and the Connors Center for Women's Health are all in single patient rooms. In the Tower Building, however, many beds are still in double rooms and houses 60 percent of the hospital's inpatient beds. Of the three inpatient buildings, the Tower building is also the oldest and least adaptable due to its concrete structure and clover-leaf-like shape. Constructed in 1980, Tower Building infrastructure is outdated and can no longer be upgraded to meet evolving modern standards. A Replacement Bed Tower for some, or all, of the Tower Building inpatient beds is needed to bring inpatient care fully up to modern standards.

In addition to the need for single inpatient rooms, the hospital's Lower Level Operating Rooms require ongoing modernization and expansion. There also remains a shortage of space for ambulatory care and clinical support throughout the campus.

Future capital projects on the BWH campus will address these facility needs. Planning is underway to identify the scope of future projects. An IMP Amendment or new IMP will be filed with the BPDA, as appropriate, depending on timing. The current IMP expires in 2020.

II. Community Benefits / Workforce Development

BWH has a long-standing commitment to improving the health status of Boston residents, with a focus on Boston neighborhoods surrounding the hospital that have disproportionately poor health and social outcomes. The Hospital provides support to neighborhood schools, youth-serving organizations, anti-poverty programs, housing, and public health initiatives.

BWH also participates fully in community partnerships that expand employment opportunities for Boston residents and offer an extensive array of in-house workforce development and training programs to ensure the continued growth and advancement of employees. Descriptions of some of the programs are attached to this letter.

III. Housing Creation and Job Exaction Funds

As part of the BTM project, BWH provided Housing and Jobs Exaction payments as shown in Table 3, below. The Housing Creation Exaction Funds were paid to the City of Boston Department of Neighborhood Development to support of the Roxbury Tenants of Harvard Mosaic residential project, also located on the former MMHC campus, which includes affordable housing. BWH also made Housing and Jobs Exaction payments for the NICU Expansion and Cafeteria Renovation projects.

**Table 3
 BWH Linkage Payments**

Linkage Type	BTM Project*	NICU Expansion	Cafeteria
Housing Exaction	\$1,979,302	\$127,869	\$15,012
Jobs Exaction	\$447,050	\$25,604	\$3,006

* Housing Exaction payment reflects NPV of DIP calculations for BTM and the Additional Floor, and was paid to the Department of Neighborhood Development under the Housing Creation option in support of the RTH Mosaic project.

Brigham and Women's Hospital IMP Update
Boston Redevelopment Authority
May 25, 2017

IV. Payments in Lieu of Taxes Update

Each year BWH makes a Payment in Lieu of Taxes (PILOT) to the City of Boston. In Fiscal Year 2016, BWH paid a total of \$3,024,536 in PILOT.

In summary, we are pleased to report on the progress of our IMP Projects. Please do not hesitate to contact me at (857) 307-4070 if you have any questions.

Sincerely,

A handwritten signature in blue ink that reads "Stephen M. Dempsey". The signature is written in a cursive style with a large, stylized 'S' and 'D'.

Stephen M. Dempsey
Executive Director
BWH Real Estate Planning and Construction

cc: Sonal Gandhi, BPDA
Katelyn Sullivan, BPDA

**BWH Community Benefits Summary
 May 2017**

Community Outreach and Hiring

BWH maintains a strong tradition of training and hiring neighborhood residents. Since November 2006, BWH has operated a Human Resources satellite office in the community responsible for identifying job vacancies and facilitating interviews of qualified Boston residents for positions at the hospital. Originally a three-year commitment, BWH has been operating the Workforce Development (WFD) office now for over 10 years. Currently there are three staff members, including a full-time Workforce Development Specialist responsible for identifying high-need and high-growth employment opportunities at BWH and targeting community resident recruitment via our partner community-based organizations. The WFD team pre-screens candidates in partnership with BWH HR Staffing Partners and advocates for those qualified candidates with hiring managers.

Some statistics demonstrating BWH's outreach efforts to local neighborhood residents are presented in Table 4.

**Table 4
 BWH Employment Outreach Statistics**

	2012	2013	2014	2015	2016
Visits to HR Satellite Location	1,847	1,991	1,415	1,829	1,461
Mission Hill Hires	172	166	154	204	225
Mission Hill Hires as % of Total	6.5%	5.3%	5.1%	6.5%	6.3%

BWH's success in reaching out to and employing Boston residents is demonstrated by the fact that approximately one third of its 16,000 employees are Boston residents (5,038 Boston resident employees).

Detailed statistics demonstrating BWH's success in hiring Boston residents are presented in Table 5.

Table 5
BWH Boston Resident Employment

Job Family	Total employees	%	Boston Resident employees	%	Boston Residents as % of Total
Admin/Clerical/Cust Service	1,712	11%	830	16%	48%
Development/Fundraising	108	1%	29	1%	27%
Dietitians	59	0.4%	13	0.3%	22%
Education	15	0.1%	6	0.1%	40%
EnviroServ/HouseKeep/Transp	584	4%	400	8%	68%
Finance/Accounting/Billing	343	2%	105	2%	31%
Food Services	249	2%	146	3%	59%
Health and Wellness	24	0.2%	6	0.1%	25%
Health Technician/Technologist	343	2%	147	3%	43%
Human Resources	7	0.0%	2	0.0%	29%
Internship/ Co-Ops	430	3%	241	5%	56%
IT/Health IT/Informatics	230	1%	48	1%	21%
Maintenance/Skilled Worker	76	0.5%	18	0.4%	24%
Marketing/PublicAffair	28	0.2%	6	0.1%	21%
MAs/EKG/Phlebotomy	299	2%	124	2%	41%
MD/Fellow/ Post-docs	2,691	17%	800	16%	30%
Medical Records/Coding/HIM	38	0.2%	11	0.2%	29%
MTs/Clinical Lab	521	3%	125	2%	24%
Nursing	3,563	22%	533	11%	15%
Nursing Support	540	3%	249	5%	46%
Other	160	1%	87	2%	54%
Perfusion	14	0.1%	2	0.0%	14%
Pharmacy	238	1%	84	2%	35%
Physician Assistants	264	2%	70	1%	27%
Professional/Managerial	925	6%	260	5%	28%
PT/OT/Speech Therapy	152	1%	40	1%	26%
Purchasing/Materials Mgmt	78	0.5%	46	1%	59%
Radiation Therapy/Dosimetry	112	0.7%	16	0.3%	14%
Radiology/Imaging/Ultrasound	411	3%	57	1%	14%
Research	1,794	11%	476	9%	27%
Respiratory Therapy	82	0.5%	3	0.1%	4%
Security/Law Enforce/Driver	10	0.1%	2	0.0%	20%
Social Services/Mental Health	141	1%	56	1%	40%
Grand Total	16,241	100%	5,038	100%	31%

Workforce Development

BWH participates in numerous workforce development initiatives – both within the institution and in the Greater Boston community. BWH participates fully in community partnerships that expand employment opportunities for Boston residents. In addition, BWH offers an extensive array of in-house workforce development and training programs to ensure the continued growth and advancement of its employees. Below are descriptions of some of the programs for employees, community residents, and community youth.

Workforce Development for Employees

- Online College Preparation Program (OCP): Training program delivered completely online that is designed to familiarize employees with an online learning environment;
- Online Medical Terminology: Offered through Quinsigamond Community College for those who completed the OCP;
- Catalyst Learning Workshops: These classes are 2- to 3-hour workshop modules designed to build employee skills and competencies across an array of different topics. Topics include medical terminology, problem solving and critical thinking.
- ESOL courses offered through Jewish Vocational Service /Healthcare Training Institute (JVS/HTI);
- College for America: Offering several online, competency-based Associate and Baccalaureate degree programs designed to increase access to higher education for working adults;
- Career Coaching and individualized career planning assistance;
- Nursing Scholarship that provides financial assistance to employees enrolled in BSN nursing programs; and
- Workforce Development (WFD) partnerships with departments to bring on-site classes to meet department training needs. In FY2016, WFD partnered with the Central Processing Department (CPD) to bring MassBay Community College onsite to hold a CPD certification class for current employees.

Workforce Development for Community Residents

- WFD Community Pre-Screening Model – In summer 2016, BWH WFD piloted a new process for candidate referrals from community-based organization partners. The process closely partners with BWH recruiters, who identify specific high-need/high-growth roles for the hospital and then pre-screen job-ready candidates from 13 community partner organizations.
- In addition to pre-screening by WFD and BWH recruiting staff, BWH provides the following services to our community partners:
 - Identifying skill gaps and referring residents to appropriate established programs available in the community (such as Career Centers and Project Hope);
 - Information-sharing regarding healthcare careers and hiring trends and preferences;
- Jewish Vocational Services (JVS) Transitions to Work Program – WFD has collaborated with Jewish Vocational Services to bring the Transitions to Work program to BWH. This program offers a 12-week job readiness training course for young adults with disabilities. In 2016, BWH hosted four interns.

Workforce Development for Community Youth

- Summer Youth Employment Program: 115 slots for high school students in 2016;
- Summer College Internship Program: 10 slots for college student interns in 2016; expanding to 15 students in 2017;
- Health Careers Connection (HCC): six slots for diverse college students on a healthcare career track;
- School Year Employment Program for Teens from The Roxbury Tenants of Harvard: Funds five slots for teens to work 10 hours per week from October to May. Primary focus is residents of Roxbury Tenants of Harvard (RTH); if not filled with RTH residents, opened to Mission Hill residents and surrounding Boston communities;
- Cristo Rey Program: BWH WFD funds two work-study slots from the Cristo Rey School in Savin Hill.

Community Health Programs

The BWH Center for Community Health and Health Equity (CCHHE) is an important expression of Brigham and Women's Hospital's commitment to community service. Its efforts have been directed to addressing issues related to health care, employment, social programs and services, and many other quality-of-life issues facing our community.

The range of organizations that BWH interacts with include schools (both public and private), housing developments, civic groups, youth serving organizations, and a number of other service-related groups in Mission Hill.

BWH has provided support in a number of ways to these Mission Hill entities, including: financial support, technical assistance, volunteers, direct health services, and providing access to some of the hospital's professional staff who have made themselves available to give their time and services to assist in addressing a number of health-related issues facing this community.

Some of the groups and organizations that the Hospital interacts with include:

- Alice H. Taylor Tenants Task Force
- Maurice J. Tobin School
- Mission Church Grammar School
- Mission Hill Crime Committee
- Mission Hill Health Movement
- Mission Hill Little League
- Mission Hill Main Streets
- Mission Hill Neighborhood Housing Services
- Mission Hill Softball League
- Mission Hill Youth Collaborative
- Mission Main Tenants Task Force
- Mission SAFE
- Mission School
- Parker Hill/Fenway ABCD
- Roxbury Tenants of Harvard
- Sociedad Latina
- Tobin Community Center.

Health Equity Programs

Health equity means that everyone has an equal opportunity to live a healthy life regardless of factors such as race, gender, income level, and zip code. Many times, the differences in health outcomes are due to social factors that are avoidable and often unjust. The BWH Center for Community Health and Health Equity is committed to ensuring that all individuals have access to high quality health care and equal opportunities for a lifetime of good health. It strives to promote health equity through a broad array of community programs, outreach, health education, and research.

Stronger Generations

In Boston today, a baby born to a black mother is three to four times more likely to die by their first birthday than a baby born to a white mother. CCHHE believes that this disparity can be eliminated and has developed a comprehensive birth equity initiative, Stronger Generations, to address differences in infant mortality and low birth weight, particularly among infants born to black women.

Perinatal Case Manager Program

For more than 20 years, a Perinatal Case Manager Program has been there as a direct response to the high infant mortality and low birth weight rates in certain Boston neighborhoods. The case manager program assists pregnant women with everything from coordinating their health care to learning about healthy behaviors and accessing vital social service programs.

Connecting Hope, Assistance, and Treatment (CHAT) Program

Our CHAT program provides resources for low-income women with breast cancer who do not have adequate income or insurance to pay for necessary services related to their breast cancer diagnosis. Eligible women may receive up to \$1,200 per calendar year to help with the cost of medication, breast prostheses, bras, wigs, compression sleeves, transportation to treatment, child care during treatment and other breast cancer-related expenses.

Open Doors to Health Colorectal Cancer Screening

Working with Dana Farber/Brigham and Women's Cancer Center (DF/BWCC), CCHHE strives to improve rates of colorectal cancer (CRC) screening among patients served through the two BWH licensed community health centers (Southern Jamaica Plain Community Health Center and Brookside Community Health Center).

Violence Intervention and Prevention Programs

The BWH CCHHE believes that violence is a health equity issue, and preventing violence is an important component of achieving equity in health and in our communities. Violence affects health by causing injury, disability, and premature death. In some communities, certain groups are more affected by violence than others:

- Homicide is the leading cause of death for African Americans, Asians and Pacific Islanders, and American Indians and Alaska Natives between the ages of 10 and 24, and it is the second-leading cause of death for Hispanics of the same age;
- Black males 15 to 19 years old are six times as likely to be homicide victims compared to their white peers;
- On average, more than three women a day are murdered by their husbands or boyfriends in the United States, and in 2005, 1,181 women were murdered by an intimate partner;
- In 2008, the Centers for Disease Control and Prevention published data collected in 2005 that shows that women experience two million injuries from intimate partner violence each year;
- 15.5 million children in the United States live in families in which partner violence occurred at least once in the past year, and seven million children live in families in which severe partner violence occurred.

The BWH CCHHE Violence Intervention and Prevention Program works to end all forms of violence in its communities through comprehensive intervention and prevention strategies.

Passageway

Through the Passageway program, the Hospital provides services for patients, employees, and community members who are experiencing abuse from an intimate partner.

Violence Recovery Program

Through the Violence Recovery Program, the Hospital provides comprehensive services to patients admitted to the Brigham and Women's Hospital as a result of intentional violence.