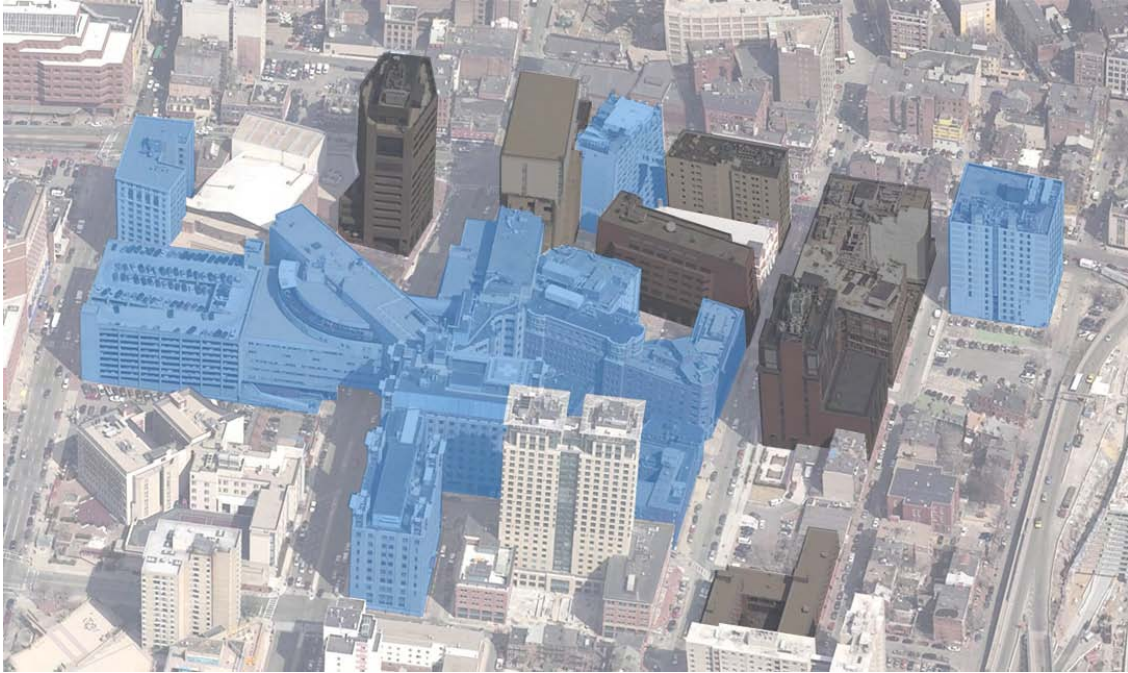


Institutional Master Plan Notification Form

Submitted Pursuant to Article 80 – Development Review and Approval of the Boston Zoning Code



Tufts Medical Center

Institutional Master Plan

2010 - 2020

Submitted to:

Boston Redevelopment Authority

One City Hall Square
Boston, MA 02201

Submitted by:

Tufts Medical Center

800 Washington Street
Boston, MA 02111

7 April 2010

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Tufts Medical Center – 2010 Institutional Master Plan

1.0 Introduction

1.1 Introduction

Tufts Medical Center and Floating Hospital for Children is pleased to submit this Institutional Master Plan Notification Form ("IMPNF") to the Boston Redevelopment Authority ("BRA") in accordance with Article 80D of the Boston Zoning Code (the "Zoning Code"), for purposes of renewing the Institutional Master Plan ("IMP") for Tufts Medical Center.

Tufts Medical Center is a world-class, not-for-profit, full service tertiary and quaternary referral, teaching, and research hospital, and the primary teaching affiliate of Tufts University school of Medicine. Tufts Medical Center is also home of the Floating Hospital for Children, a full service children's hospital.

Tufts Medical Center proposes no immediate changes to the main campus and facilities of the institution. The proposed master plan provides an inventory and direction for future development of on campus facilities designed to meet the Medical Center's tripartite mission of providing outstanding patient care, training the next generation of care givers, and performing ground breaking research. Tufts Medical Center proposes facility updates and expansion in inpatient and outpatient settings as well as updated research facilities in the coming 15 to 20 years.

1.2 History

The roots of Tufts Medical Center were planted 200 years ago by compassionate Bostonians, including Samuel Adams and Paul Revere. And we continue that compassionate mission today.

In 1796, public-minded individuals founded the Boston Dispensary, a facility dedicated to the care of the poor. This charitable endeavor was at the forefront of numerous developments and improvements in the delivery of healthcare in early America. From 1856-1899, the Dispensary established the first medical clinic and the first dental clinic and the first lung clinic in the United States. By 1918 the Dispensary had created the first evening pay clinic, a well-child clinic, a preventative health clinic and the first food clinic. In 1929, the Boston Dispensary entered into an agreement with the Boston Floating Hospital for Children and Tufts College Medical School.

Floating Hospital for Children began as a floating ship, Boston Floating Hospital for Children, sailing in Boston Harbor in 1894. The mission of the ship was to bring ill urban children out onto the harbor to experience the healing qualities of the fresh sea air and sunshine. During its 31 years at sea, the Boston Floating Hospital for Children was the site of many important medical advances, including the development of baby formula and the human milk bank. The Floating

Hospital began providing care on land in 1927. The Floating Hospital for Children pioneered the concept of caring for the "whole child" rather than simply treating a child's illness. Today the Floating Hospital offers a comprehensive range of services from prevention and primary care to the most sophisticated treatment of rare and unusual conditions. The hospital's focus and mission every day is to improve the lives of children and their families. At Floating every child is treated as if they are our own.

1.3 Tufts Medical Center and Floating Hospital for Children Mission and Objectives

Tufts Medical Center and Floating Hospital for Children carry out a tripartite mission every day, pursuing excellence in care for the adult and pediatric patients we serve, teaching the next generations of care givers, and pursuing groundbreaking research. Tufts Medical Center is a 439 bed facility where compassionate, patient-centered care is one of the Medical Center's hallmarks. Tufts Medical Center offers a full range of services from primary care to some of the most complex of surgeries, including cancer care, orthopedics, obstetrics and gynecology, full cardiovascular care, neurology and neurosurgery, ophthalmology, transplants, weight and wellness services. A multidisciplinary approach ensures both complete and thorough consideration of treatment options for our patients. Tufts Medical Center also provides emergency care and is an American College of Surgeons certified level II adult and pediatric trauma center.

1.3.1 Mission Statement

Tufts Medical Center and Floating Hospital for Children's mission statement is:

"We strive to heal, to comfort, to teach, to learn and to seek the knowledge to promote health and prevent disease. Our patients and their families are at the center of everything we do. We dedicate ourselves to furthering our rich tradition of health care innovation, leadership, charity and the highest standard of care and service to all in our community."

1.3.2 Teaching

Tufts Medical Center is the principal teaching hospital of Tufts University School of Medicine where we strive to train the next generation of physicians by providing outstanding clinical training and experience to the residents. Teaching at Tufts Medical Center is integrated into the care experience and as an academic medical center we provide and maintain a number of services communities rely on that are not provided by all acute hospitals. Some of these vital "standby" services include inpatient and outpatient adult psychiatric services and outpatient pediatric psychiatric services, emergency and trauma care and neonatal intensive care. Meeting the mission of Tufts Medical center means we serve as a safety net hospital in the Commonwealth of Massachusetts, treating all who need care, regardless of their ability to pay. Tufts Medical Center serves the second highest percentage of Medicaid patients of the full service academic medical center in Boston, with a 21 percent Medicaid volume.

1.3.3 Groundbreaking Research

Tufts Medical Center is a well-established and well-regarded academic medical institution engaged in many medical research projects. Tufts Medical Center and Floating Hospital for Children rank among the top 10 percent of the nation's independent hospitals that receive federal research funds and have pioneered groundbreaking research including numerous clinical trials, much of which is funded by the National Institutes of Health, private foundations, industry, and private individuals. Our mission is not only to advance knowledge but to train physicians and non-clinicians to become the investigators of the future. Tufts Medical Center research led to the discovery of drugs that prevent the body's rejection of transplanted organs, coining the term "immunosuppression," and also brought to light the link between obesity and heart disease.

One newly funded project led by the Tufts Clinical and Translational Science Institute (CTSI) will help build the capacity of community-based, non-health care providers to undertake research to identify the needs of their constituents and document the benefits of initiatives to address those needs. This capacity building effort will support and complement the ongoing efforts to work with healthcare organizations, community and industry groups to "turn groundbreaking laboratory research into widely-used treatments for patients in a faster, more productive manner." This community engagement effort continues to foster collaboration between the general lay community, community-based organizations, the clinical practice community and the academic community to train physicians for work in under-served communities.

Tufts Medical Center's Cancer Center continues its efforts to increase the representation of linguistic and ethnic minorities in clinical trials. The Cancer Center has been attempting to translate information from surveys into outreach and educational efforts to foster a greater awareness about clinical trials, their availability and the benefits of participating in clinical trials.

1.4 Goals of Tufts Medical Center Campus Development

Tufts Medical Center's main campus buildings range in age from 16 years to 127 years. In fact, a majority of the main campus building range in age from 54 years to 127 years. The need to upgrade, replace and reconfigure campus buildings will grow as Tufts Medical Center strives to meet its mission and growth in patient volume and future trends in the healthcare field.

Expanding inpatient and outpatient settings, as well as surgical and diagnostic setting on the main campus will not only provide flexibility for growth and accommodate future care models, it will help provide a patient sensitive environment and enhance integration of research and clinical practice, ensuring more efficient and effective flow of services.

1.5 Institutional Master Plan Summary

Tufts Medical Center has prepared an Institutional Master Plan to provide an up to date inventory and analysis of the current campus, its land and facilities. The IMP provides for the continued

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use of the existing buildings within Tufts Medical Center Campus, and presents the facility initiatives anticipated within the next ten years, as well as provides directional guidance for development in the following 15- 20 years to meet the growing and evolving program needs described above. The goal of these initiatives is to enhance the current campus to meet the institution's mission to provide high quality tertiary and quaternary level care, train the next generation of physicians and conduct cutting edge research needs. The principles of the development outlined in this IMP are to:

- Provide direction to the future development of the campus
- Enhance the patient and family environment to support a more integrated care model
- Consider the needs of our surrounding community, including our Chinatown and Tufts University neighbors
- Seek alignment of services that will lead to efficiencies and more effective delivery of care
- Promote the changing environment of research and translation to clinical practice

1.6 Service Goals of Tufts Medical Center

Tufts Medical Center strives to meet the emerging health needs of an ever increasing and diverse patient population and to develop, implement and coordinate strategies to address public health concerns and disease prevention within the Medical Center's service communities. Tufts Medical Center works closely with its respective communities and collegial organizations to maintain or improve the health of community members and patients and in 1992 established the Community Health Improvement Programs to carry out this mission.

1.6.1 Communities and population

Located in the heart of Boston's Chinatown, Tufts Medical Center serves a dynamic population from the entire eastern coast of Massachusetts. A large portion of the hospital's patients come from the urban core and we consider the following neighborhoods to be our core communities: Chinatown (and the greater Asian population), South Boston and Dorchester.

1.6.2 Chinatown and the Asian community

Chinatown is one of the most densely populated neighborhoods in the city of Boston, and is a community rich in history with a diverse array of cultures. Chinatown is home to Boston's largest Chinese community, with a unique mix of residences and family owned and operated businesses. Much of the recent data collected demonstrates that Asian immigrants tend to underutilize health care services, and often lack the information necessary to practice preventive health maintenance. This can be attributed in part to cultural differences and linguistic barriers, as well as financial concerns, such as lack of health insurance. In addition, 2000 Census data and a recent report from the Boston Public Health Commission, reinforce the need to focus on health outreach and education efforts within the Chinatown Asian community. Some data points that highlight this are:

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- More than 50% of Chinatown residents are non- or limited-English proficient.
- 30% of Chinatown residents live below the federal poverty level, while the median income is \$28,000, compared to the Boston average of \$40,000.
- The tuberculosis rate for Chinatown residents is three times higher than the Boston average.
- Prenatal care in Chinatown is the second worst of all Boston neighborhoods.
- Hepatitis B and smoking are prominent health concerns for the Asian population.

1.6.3 Dorchester

Dorchester is one of Boston's oldest neighborhoods and is its largest and most diverse neighborhood. Dorchester is a mostly residential community and has also become a destination for immigrants seeking communities similar to home. It is now a large working class community with a high concentration of many Irish American immigrants, African Americans, Caribbean Americans, Latinos, and East and Southeast Asian Americans. The current percentage of minority residents (71 percent vs. only 51 percent for Boston overall) reflects this cultural and ethnic diversity, however, because of language and cultural barriers, healthcare disparities, and other socioeconomic factors, this community is at increased risk for serious health and social problems.

Health data from the BPHC in 2007 indicated that Dorchester has the highest birth and infant mortality rates in the City, a high incidence of violence related injuries, the second highest homicide rate among Boston neighborhoods, a high asthma hospitalization rate among children under the age of 5, and 50% of the adult population are considered obese or overweight. Tufts Medical Center identified obesity and diabetes prevention, violence prevention, and infant mortality as high priorities for the Medical Center's Dorchester Health Initiative in 2007 and its three-year grant funding cycle.

1.6.4 South Boston

South Boston is another of Boston's suburban communities and is a mostly residential neighborhood which has become a beacon for many Irish American immigrants as well as small but vibrant Polish and Lithuanian communities. "The Health of Boston 2007" found South Boston had among the highest rates of alcohol and drug abuse and the highest mortality rate associated with substance abuse. South Boston's health education and public health issues are addressed through multiple programs established by Tufts Medical Center including substance abuse, specifically opioid dependence treatment and mental health programs that are based in the community.

1.7 Service to Boston Residents and Surrounding Communities

Tufts Medical center believes that caring for our community happens both within the walls of our institution and outside the walls of our institution. A great deal of data has shown that many barriers exist which hinder patient access to high quality healthcare. To increase access to all hospital services to our communities the Medical Center continues a long-standing commitment

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to increase cultural competency among our medical providers and to remove language barriers wherever possible. Our working definition of cultural competency is:

The ability to understand and respect the differences among people, and use our understanding, to influence our interactions with one another. This involves developing the capability to deliver patient-centered services consistent with the needs and expectations of various cultures.

1.7.1 Improving Access to Healthcare

Boston's diverse Asian and minority communities continue to grow and are dispersed throughout the city's many neighborhoods. To ensure that the Medical Center continues to meet the healthcare needs of the growing populations, hospital-based programs such as Interpreter Services, Asian Access Initiative, Asian Clinical Services and Josiah Quincy School Psychiatry Consultation Program were established.

To help achieve this goal of being user friendly and culturally and linguistically accessible, the Medical Center has reviewed staff recruitment efforts to reach out to potential new staff and clinicians who reflect the linguistic and cultural backgrounds of patients. In addition, a set of educational programs have been developed and are offered by the Human Resources Department for new staff and clinicians to introduce them to the cultures of the patients we serve. Training is available to all employees (which includes board members, physicians, volunteers, and others – including contractors and vendors who have direct patient contact) on cultural differences, with special training provided to medical residents and other clinical staff.

The Medical Center's commitment to being linguistically and culturally competent is demonstrated through the Interpreter Services Department which can assist patients in 37 languages. Not only is there a large in-house staff, there is a corps of on call interpreters and links to 24 hour translational services via a telephone interpreting company.

Tufts Medical Center values community participation in evaluating its services, in the development of programming to ensure that the Medical Center fulfills its mission of providing quality, patient-focused care, and supporting the good health of the community. Among its programs, Tufts Medical established an Asian Pediatric Primary Care program staffed entirely with bilingual and multi-lingual personnel, from the secretarial level to the clinician level, and including an off-hours on-call system. The Medical Center has a decade long history of collaboration with community agencies from the neighborhood to serve the needs of new immigrant populations.

Clinical departments within the Medical Center are constantly monitoring their patients to determine ways to contribute to health maintenance, disease prevention, early diagnosis, and/or chronic disease management. Many of the Medical Center's departments have developed and initiated specific health screenings related to the area of their concern and expertise and work with community groups or with Community Health Improvement Programs staff to support each other's efforts and commitment to the Medical Center's mission. Some health screenings have reflected the needs of specific patient groups, either by age or the prevalence of a particular disease

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1.7.2 Community Benefits Mission

Tufts Medical Center's Community Benefits Plan focuses on three broad areas:

- Identifying opportunities for public health related collaborations within the communities we serve.
- Increasing the Medical Center's capacity to be user friendly to all patients and Visitors.
- Creating partnerships with community health centers in a manner that builds capacity within community organizations to help meet the health needs of the community.

1.7.3 Community Benefits Programs

The Medical Center's Office of Community Health Improvement Programs oversees three direct grant initiatives support community-based programs that address a wide range of health concerns and racial and ethnic disparities: the Parent-to-Parent Program, Asian Health Initiative and Dorchester Health Initiative.

1.7.3.1 Tufts Medical Center's Parent-to-Parent (P2P) Initiative

Infant mortality rates in Boston's poor and minority neighborhoods are disproportionately high. Women and children in these communities often lack access to prenatal care, prevention health services, proper nutrition, community supports, and social services. All of these factors influence health outcomes for infants and young children, and the Medical Center's P2P initiative seeks to help address these issues. The Medical Center's Parent-to-Parent (P2P) Initiative is a competitive grant which enables established P2P providers to integrate efforts within their sites to provide for more comprehensive and integrated approaches to meeting the needs of expectant mothers.

Many barriers exist that can prevent women and mothers from getting the care they need including lack of childcare, distrust or fear of medical professionals, language or cultural differences, and financial issues. P2P strives to remove barriers to health care by improving access to resources women need to care for themselves and their families. P2P also provides training and information on parenting skills, accessing employment, and accessing social services. P2P is a partnership between Tufts Medical Center and program sites in the Dorchester and Chinatown neighborhoods of Boston and Quincy. The primary goal of P2P is to reduce infant mortality and morbidity by improving access to health care for pregnant women and their children. P2P redefines prenatal care to include social services, education and advocacy. Maternal and child health outreach workers are trained to provide access to social supports and medical services for pregnant women, mothers and their young children.

P2P outreach workers are working in their communities to help pregnant women and new mothers get the care they need. They are from diverse ethnic and cultural backgrounds, and many are bilingual. Each outreach worker is based at a program site and can provide the following services:

- Referrals to social services and pre-and post-natal care
- Parenting skills training and health education
- Interpretation and translation services

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- Advocacy on issues related to health care, housing, insurance, transportation, child care, state and federal programs, and community supports
- Coordination of services

1.7.3.2 Tufts Medical Center's Asian Health Initiative

In response to the health needs of the Chinatown community, Tufts Medical Center, in consultation with Chinatown community organizations, established the Asian Health Initiative (AHI) and its advisory committee in 1995. The AHI identifies public health issues of particular prevalence or concern to the local Asian community and seeks to work collaboratively with local community-based organizations to help address those health issues in a culturally and linguistically appropriate setting.

The advisory committee determined the most effective way to address the major health needs in the Chinatown community included the merging of two different sets of funds, creating a larger pool of money available to community health programs. This allowed more flexibility for community agencies in determining areas of focus to improve the health status of the Asian-American new immigrant community and to increase access to quality health care.

Since its inception, funded programs and projects have included: tuberculosis, hypertension, hepatitis B, chronic disease prevention, domestic and family violence, and the importance of primary care and understanding the American health care system. The AHI convenes with the advisory committee as well as grant recipients several times each year to receive program updates, discuss pressing health concerns with the Asian community, and to consider funding priorities and distribution. It also provides technical assistance to individual organizations as requested. Because of the diversity of the programs and organizations supported, the AHI has been able to reach a broad segment of the Asian community, from toddlers to senior citizens.

In 2007 the priorities for Asian Health Initiative were set and guided the emphases and funding for the three-year initiative to chronic disease management, family health, mental health, and violence prevention. Some of the projects funded through the AHI are:

Asian American Civic Association: Through bilingual outreach, individual counseling, and conducting public workshops AACA aims to assist Asian immigrants in Greater Boston in building knowledge and awareness on a variety of health issues. AACA is also able to reach many readers regarding health care issues through their bilingual community newspaper, the Sampan.

Asian Spectrum: Through linguistically accessible media, Asian Spectrum seeks to raise awareness of mental health issues. They have developed a television series called "Your Mental Health: From Childhood to Golden Age". The series has been broadcast in Chinese in Boston and Malden and is available to groups across the Greater Boston region via DVD. Topics have and will span from childhood to elderly stages depicting diagnosis, symptoms, rehabilitation, and community resources.

Asian Task Force Against Domestic Violence: Focuses on violence prevention, provides supportive services, and established support groups for youth survivors of domestic violence and

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sexual assault. Education and outreach staff will conduct workshops to schools throughout the year in hopes of providing comprehensive prevention and enrichment programs.

Boston Asian Youth Essential Service: Aims to aid linguistic-minority Asian teens. The target population are youth who exhibit anti-social behavior, are gang-involved, are disconnected from parents, school and community, and/or have been suspended or expelled from school. Program staff, a youth counselor/case manager, and a workshop assistant work with teens to learn life skills, personal development training, and provide individual counseling to empower youth with the skills and values to make positive decisions in non-violent ways.

Boston Chinatown Neighborhood Center: Provides a Family Services program that benefits parents and families in a wide range of programs including child care, after school, adult educations, youth, recreation, summer, arts, and enrichment programs.

Greater Boston Chinese Golden Age Center: Targets Chinese-speaking elders with chronic disease in the Greater Boston area. A new program, "Healthy Living with Chronic Disease" intends to develop an effective infrastructure to deliver an evidence-based Chronic Disease Self-Management Program to empower elderly people to take charge of their disease by focusing on the life style and behavioral changes and reducing the risk of disease, disability, and injury.

Wang YMCA of Chinatown: Educates and improves the lifestyles of community members, in particular seniors and restaurant workers, currently active or who practice unhealthy habits which put them at an increased risk of health problems including obesity, diabetes, hypertension, heart disease, and cancer.

1.7.3.3 Tufts Medical Center's Dorchester Health Initiative

Tufts Medical Center established the Dorchester Health Initiative (DHI) to address health issues disproportionately affecting residents of the various Dorchester neighborhoods. Through the DHI, Tufts Medical Center provides grant funding to innovative programs addressing the priority health needs of the Dorchester community identified with the assistance of the DHI Advisory Committee, comprised of community stakeholders with experience in serving the needs of Dorchester residents.

The Boston Public Health Commission (BPHC) reported in the Health of Boston 2003 report that the minority population in Boston is more likely to be living below the poverty level, more likely to be uninsured, and more likely to have inadequate health care. Additionally, the Health of Boston 2004 report showed that minority residents are disproportionately affected by domestic violence, major health problems like cardiovascular disease and diabetes, and infant mortality. Dorchester specific data supports the findings of the BPHC, and Dorchester, with its high minority population, consistently ranks among the highest for most of the more serious health issues among Boston's residents. The Dorchester Health Initiative is a grant program that seeks to address the following high priority health issues: violence, asthma, cardiovascular disease, and infant mortality and morbidity. Some of the projects funded through the DHI include:

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Bird Street Community Center: A youth violence prevention program which offers a wide range of activities to encourage positive activities in a safe and supportive environment as alternatives to violence.

Kit Clark Senior Services: The Fit for Life Project, a collaboration with the Human Nutrition Research Center on Aging at Tufts University, has been developed to help seniors living in the Fields Corner neighborhood to improve their health and reduce incidence of secondary problems associated with their health issues, including obesity and diabetes.

Neponset Health Center: A youth violence prevention program which, in collaboration with the St. Marks Area Main Street Program, works to reduce youth violence by bringing together the youth to develop positive relationships and communication, especially with area businesses, and to address public safety.

Project RIGHT: A youth violence prevention program that builds on new and existing neighborhood collaborations to put an end to youth violence. Their efforts aim to encourage youth to be engaged in civic participation and to use those opportunities to identify their needs, concerns, and to work with other community members in crafting solutions.

1.7.4 Other Community Benefits Programs

1.7.4.1 Community Health Centers

Another on-going priority for Tufts Medical Center is building the capacity of community health centers to serve their patients, and more effectively improve the overall health status of their patient populations. Tufts Medical Center continues to support and work with three health centers, South Boston Community Health Center, Manet Community Health Center, and Neponset Health Center, as well as provide programmatic funding to several more health centers in surrounding communities.

The programming that has been developed through the partnerships with community health centers includes increasing access to primary care and preventative medicine, increasing access to prenatal care and reducing infant mortality for the increasingly diverse patient populations served by the health centers.

1.7.4.2 South Boston Behavioral Health Clinic

Tufts Medical Center's South Boston Behavioral Health Clinic is a satellite community psychiatric clinic of Tufts Medical Center serving adults, children, and adolescents. It is located 10 minutes from the hospital and is a training site for both the General Psychiatry and the Child/Adolescent Psychiatry Residency Programs.

Comprehensive services available at the Clinic include: Individual psychotherapy, Group Psychotherapy, Family Psychotherapy, Psychopharmacology evaluation and management, Substance abuse services. Services are provided by a multidisciplinary team of adult and child/adolescent psychiatrists, licensed independent clinical social workers, licensed psychologist,

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licensed mental health counselor, psychiatric clinical nurse specialist, as well as psychiatric residents and social work interns.

The Clinic has the spectrum of services and expertise to diagnose and treat a vast array of psychiatric disorders including mood and anxiety disorders, psychotic disorders, personality disorders, post traumatic stress disorder, and major depressive disorder.

1.7.4.3 The Cushing House

Tufts Medical Center also provides significant support to the Cushing House of South Boston. The Cushing House is operated by the Gavin Foundation, Inc. The mission of the program is to provide a stabilizing transitional care residence for substance abusing young men and women who are unable to be served in a less restrictive facility. The typical client is diagnosed with moderate to severe substance abuse and in need of support. Residents have evidence of difficulty with traditional institutions and/or some experience with the court, social service or youth services system.

The program provides a nurturing, structured and safe environment for youngsters who are living in disorganized, fragmented and dysfunctional circumstance. It promotes self-care, self-reliance and community responsibility, both through structured activities and the experience of living in this residential environment.

1.8 PILOT Payments

Much of Tufts Medical Center's property is tax-exempt, however Tufts Medical Center contributes annual payments to the city through a Payment in Lieu of Taxes (PILOT) agreement with the City of Boston. Under this PILOT agreement Tufts Medical Center has contributed significantly to the city, this amounted to over \$1 million in 2009 alone.

1.9 Workforce Development and Training

Tufts Medical Center is the sixth largest employer in the city of Boston and employs almost 5,000 people. As one of the city's largest employers Tufts Medical Center participates in many workforce development and training initiatives. Tufts Medical Center created an "externship" program to assist inner-city adult students to prepare for the workforce by providing certificate programs that typically teach medical assistant, medical administrative assistant, administrative assistant, coding and billing skills to members of the following community organizations:

- Asian American Civic Association
- Boston Career Institute
- Bunker Hill Community College
- Everest Institute
- Gibbs College
- Health Training Center

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- Horizon Learning Center
- Jewish Vocational Services
- LARE Training Center
- Medical Professional Institute
- Salter School
- YMCA Training, Inc.

The students from these programs come to Tufts Medical Center to complete a required internship in preparation for their certification, typically 160 hours, during which time they work in a supervised environment, utilizing the skills from their respective programs with a goal of future employment. These internships will typically lead to job opportunities for administrative assistant, patient services coordinator, unit coordinator, and phlebotomist positions. In fiscal year 2009, approximately 170 students completed the program.

In 2007 Tufts Medical Center established the Workplace Education program. This program provides English for Speakers of Other Languages (ESOL) and GED preparation classes for entry-level employees in Environmental Services and other departments within the hospital who are seeking promotions. It is funded by both the Massachusetts Department of Elementary and Secondary Education and Tufts Medical Center through a partnership with the Asian American Civic Association. The ESOL program has served 39 students, the majority of who initially tested into zero through second grade reading levels. The GED program has served 8 more employees. Students in both programs have shown remarkable growth through their test scores, grade levels, and overall English proficiency. Tufts Medical Center makes additional cash and in-kind contributions and provides students with paid release time to attend class. Fifty percent of students have managed to study English or prepare for a GED while working two jobs.

2.0 Existing Conditions

2.1 Background and Existing Zoning

The Tufts Medical Center campus is part of the vital and diverse fabric of the City of Boston. Its Institutional Sub-district within the city of Boston Chinatown District is adjacent to the Midtown Cultural District, Bay Village and the South End. Other adjacent established development areas within the Chinatown District include: Tyler Street Special Study Area; the Chinatown Planned Development Area; and the Turnpike Planned Development Area. Refer to figures 2.1.a Location Plan and 2.1.b Context Plan.

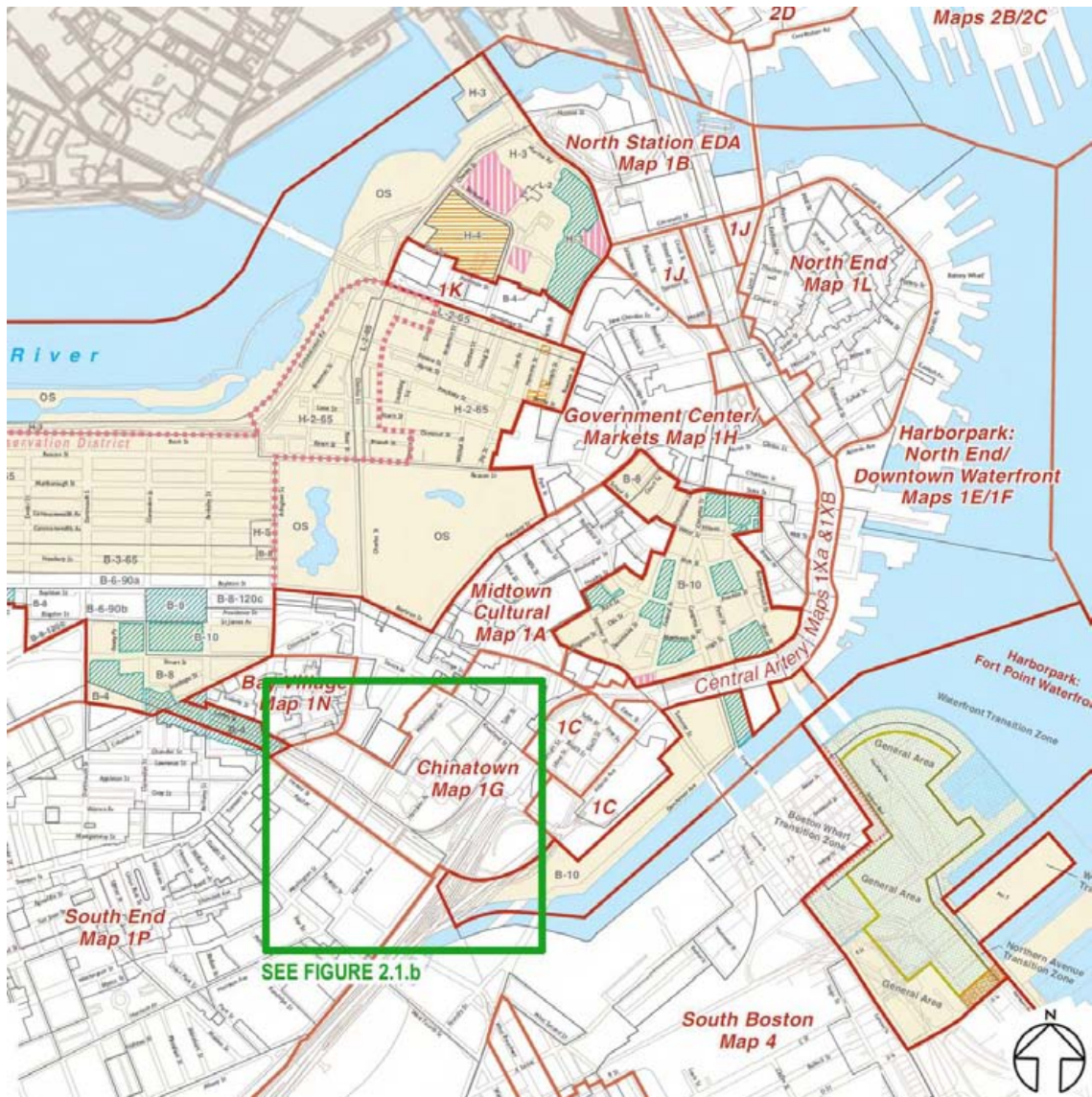


Figure 2.1.a – Location Plan

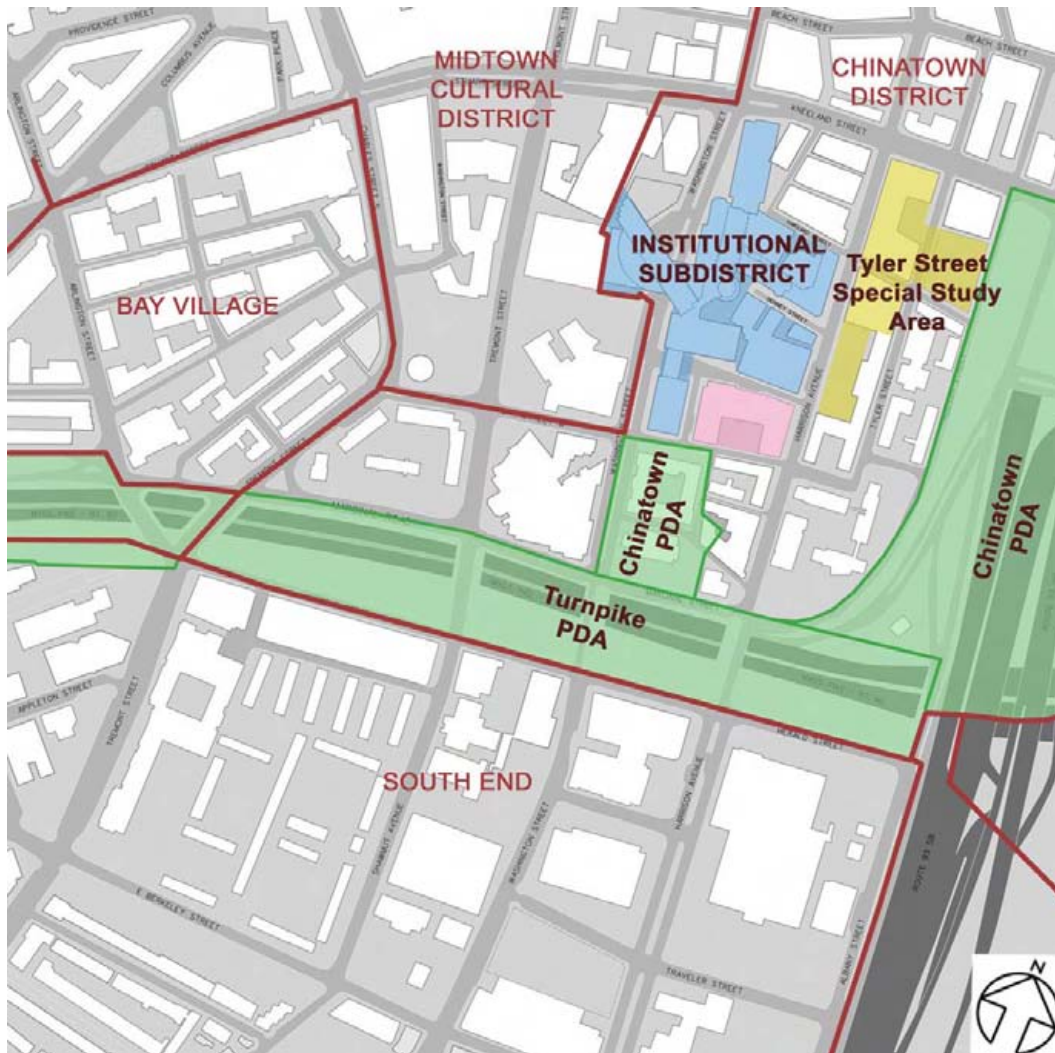


Figure 2.1.b – Context Plan

The owned properties of the Tufts Medical Center Campus lie within the “Institutional Sub District”, which also includes parts of the Tufts Health Sciences Campus; this sub district is entirely within the Chinatown District. Certain leased properties including the Biewend Building, lie within the Midtown Cultural District. Current Maser planning efforts focus on Tufts Medical Center properties located within the Institutional Sub District.

Although separate institutions today, in previous years the Medical Center and Tufts University practiced joint planning and therefore some of the history and evolution of the Medical Center is intertwined with the University. The first master plan for the area was developed in 1965, which included a mega-structure for Tufts University and New England Medical Center. In 1972 the master plan assumed the elimination of the Music Hall and the Wilbur in order to accommodate new development of the area to include various university schools, housing for students and a

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1,000 bed hospital with its associated support facilities. This development was never completed as envisioned in the 1972 master plan.

Projects approved as part of the 1972 master plan included: Project 1A the Proger Building, built in 1973; and project 1B the Floating Hospital Building, built in 1982. All of the previous master plans were based on agreements as described in the 1965 South Cove Urban Renewal Plan, which affirmed the development rights for the area.

The most recent IMP was approved in March of 1990. Several amendments to the 1990 IMP were subsequently approved and included a two story addition to the Pratt Building in 1992, and Project 1C in 1993, which included the development of the North and South Buildings, built in 1994. Throughout 1992-1994 the Medical Center was involved with the BRA and its surrounding community in the development of Parcel C as part of an overall Community Benefits Package. In addition to building development the Medical Center had proposed to the BRA several parking expansion plans, but no development of those plans occurred.

2.2 Existing Facilities

The Tufts Medical Center Campus is comprised of a number of owned and leased facilities, many are interconnected to allow the integration of patient care and research activities vital to the institution's services. In addition, parking is provided on property owned by Tufts Shared Services, in cooperation with Tufts University. Figure 2.2.a and 2.2.b show the locations of owned and leased properties. Figure 2.2.c – Area Site Plan indicates parking locations.

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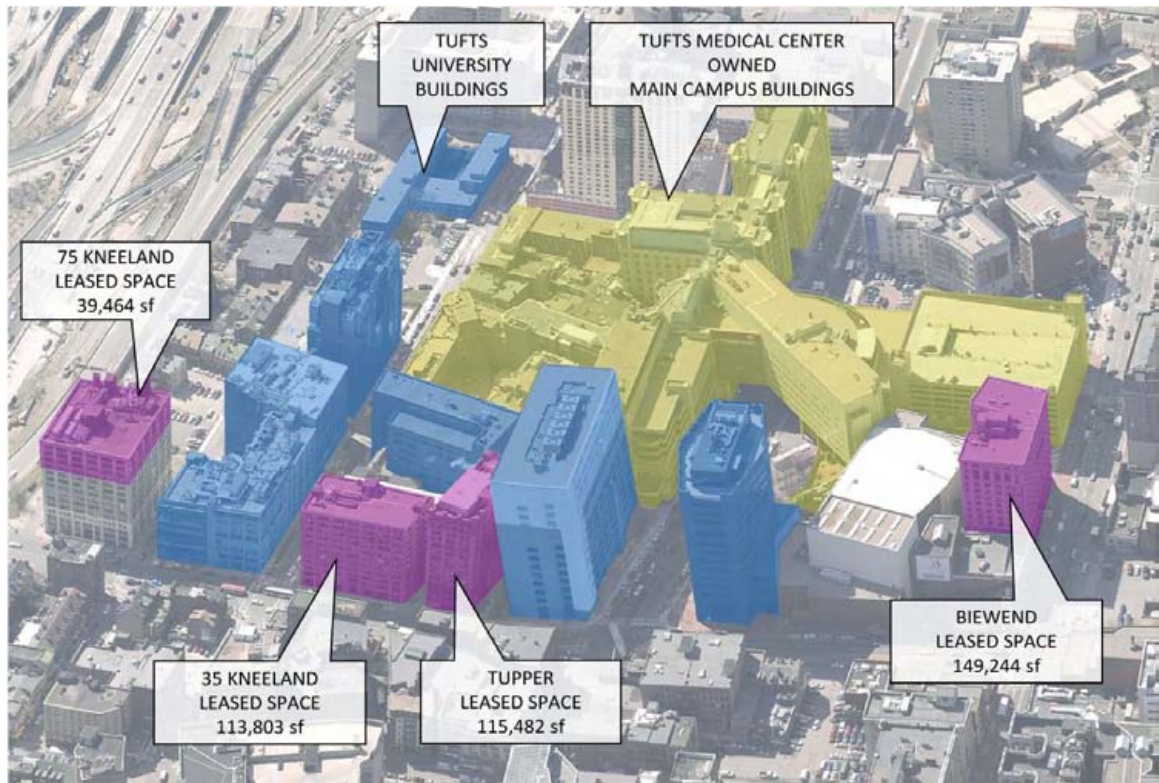


Figure 2.2.a – Aerial View: Tufts Medical Center Campus & Surrounding Neighborhood

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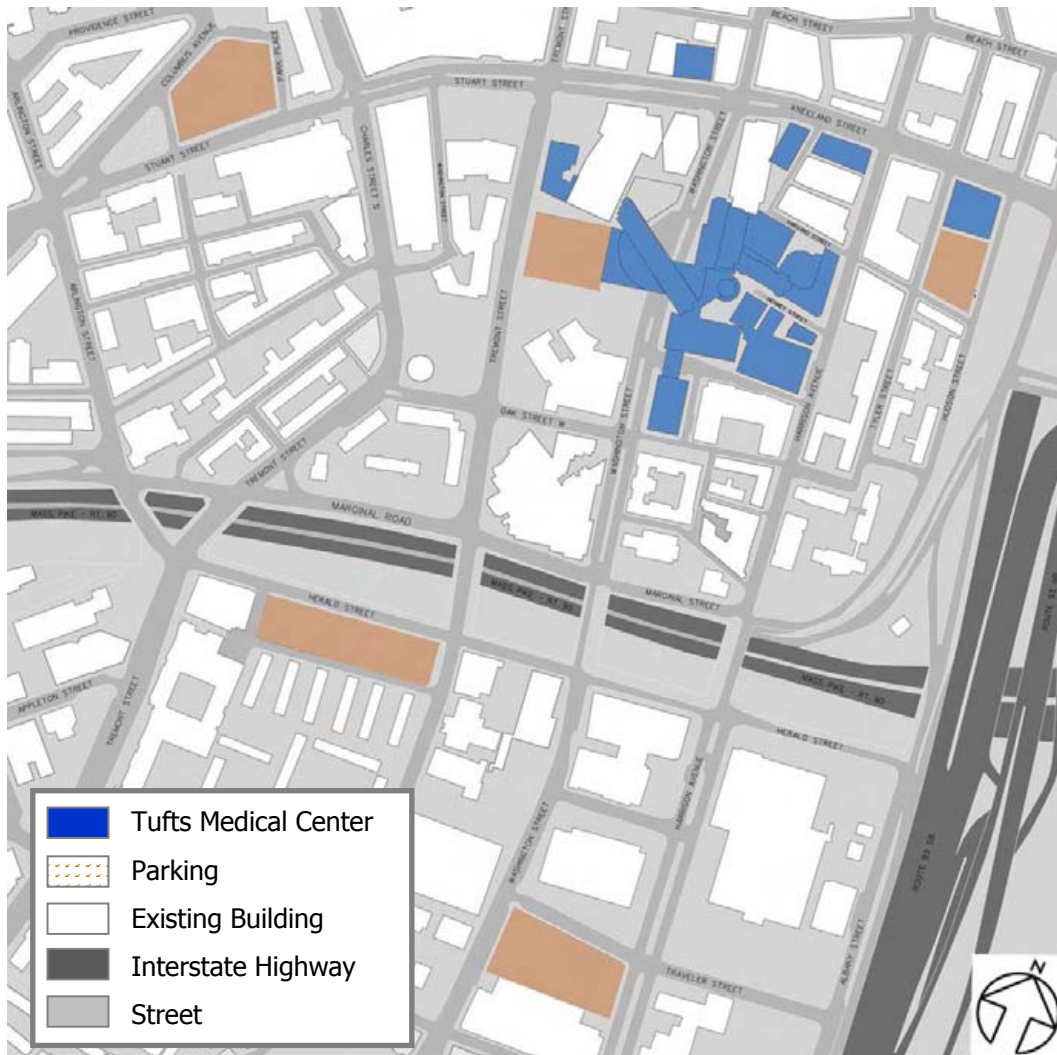


Figure 2.2.c – Area Site Plan

2.2.1 Existing Owned Campus Facilities

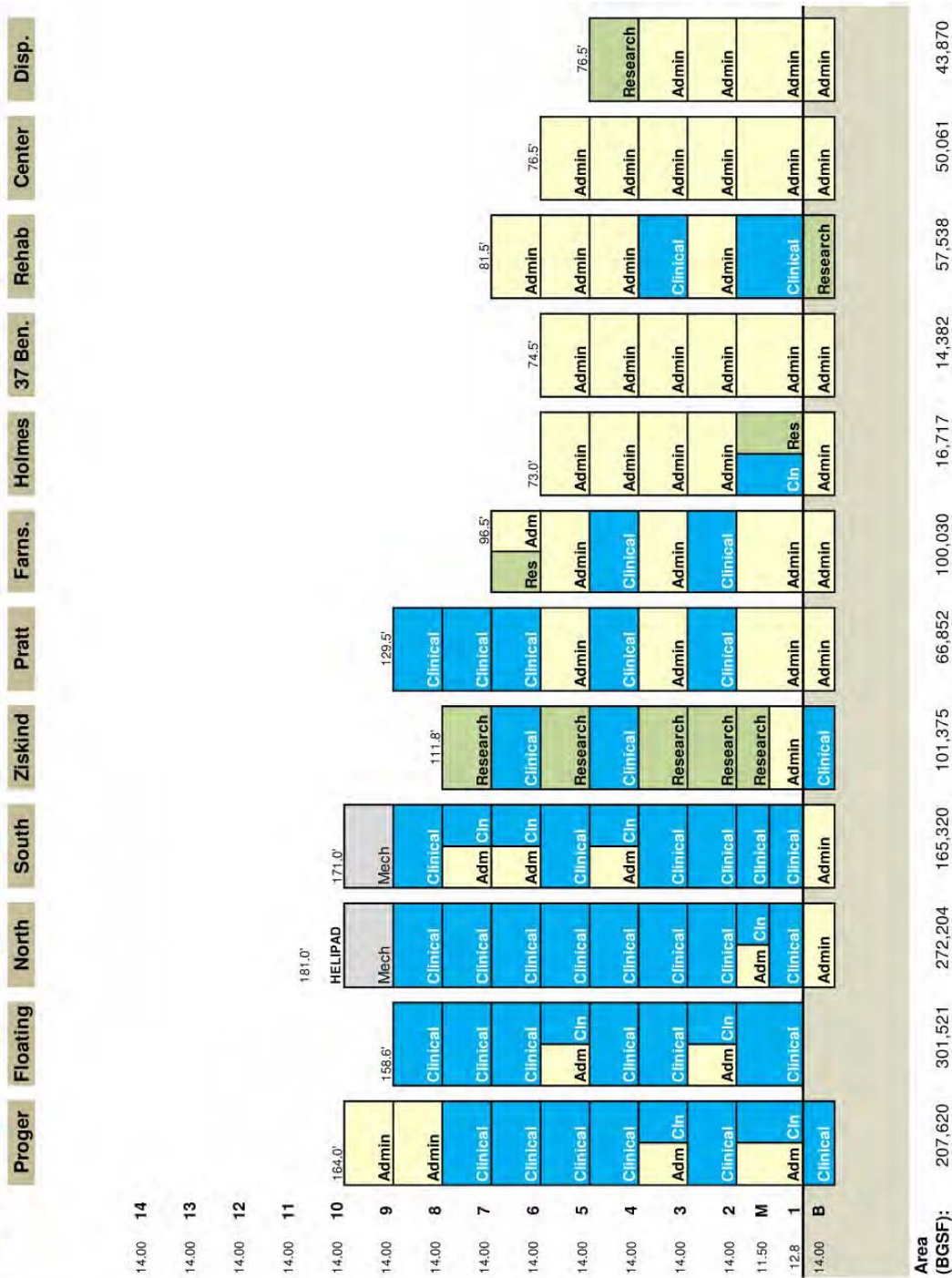
The Tufts Medical Center Campus encompasses approximately 189,400 square feet of land area located in Boston’s Chinatown community. The campus includes 12 buildings totaling 2,135,700 square feet of building area. The buildings were built between 1883 and 1994 and vary in condition and upgrade needs. Buildings owned by Tufts Medical Center are listed in Table 2.3.1 including their address, current uses, year built, number of floors and building area. Refer also to figure 2.3.1.a TMC Campus Section Diagram, which indicates number of stories, building age, floor heights, and building heights.

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Table 2.2.1 Tufts Medical Center Campus Buildings

	Building Name	Address	Current Use(s)	Circa Year Built	Stories Above/Below Grade	Building Area Sq. Ft.
1	Boston Dispensary	Bennett Street	Administration, Research, Med Offices, and Support Services	1883	4/1	43,870
2	Ziskind	Harvard Street	Research, Medical Offices, Animal Labs, Ambulatory Clinics, and Support Services	1924	8/1	101,375
3	Holmes	Bennett Street	Administration, Ambulatory Clinic, and Support Services	1925	5/1	16,717
4	Bennett	Bennett Street	Research, Administration, and Support Services	1929	5/1	14,382
5	Center	Nassau Street	Administration and Support Services	1930	5/1	50,061
6	Pratt	Bennett Street	Inpatient Care Units, Administration, Medical Offices, Family Support Services, and Support Services	1948	8/1	66,852
7	Farnsworth	Harrison Avenue	Inpatient Care Unit, Family Support Services, Labs, Clinics,	1948	6/1	100,030
8	Rehabilitation	Harrison Avenue	Administration, Clinics and Support Services	1956	6/1	57,538
9	Proger	Washington Street	Inpatient Care Units, Clinics, Diagnostic Services, Medical Offices, Administration, and Support Services	1975	9/1	207,620
10	Floating	Washington Street	Inpatient Care Units, Clinics, Diagnostic Services, Medical Offices, Administration, and Support Services	1982	9	301,521
11	North	Washington Street	Inpatient Care Units, Ambulatory Surgery, Emergency Care Unit, Retail, Administration, Medical Offices, and Support Services	1994	9/1	272,204
12	South	Washington Street	Ambulatory Care Services, Medical Offices, Clinics, Administration, Ambulatory Surgical Recovery Unit, and Support Services	1994	9/1	165,320

Existing Stacking Diagram - Owned:



Owned Facilities: 1,408,100 BGSF
Figure 2.2.1.a

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2.2.2 Existing Leased Facilities

In addition to campus owned buildings, Tufts Medical Center leases entire buildings and space in surrounding locations along Kneeland Street, Stuart Street, and Tremont Street. These buildings were built between 1922 and 1925 and vary in condition and upgrade needs. Buildings leased by Tufts Medical Center are listed in Table 2.3.2 including their address, current uses, year built, number of floors and building area.

Table 2.2.2 Tufts Medical Center Leased Buildings

	Building Name	Address	Current Use(s)	Circa Year Built	Stories Above/Below Grade	Building Area Sq. Ft.
1	75 Kneeland	Kneeland Street	Administration, Research, Med Offices, and Support Services	1922	14/1 * TMC leases 10 th , 12 th & 14 th floors only	39,398
2	Tupper	Kneeland Street	Research Labs, Research Administration, and Support Services	1924	14/1	115,482
3	Biewend	Tremont Street	Ambulatory Care Services, Medical Offices, Clinics, Research, Sub-leased Tenant Space and Support Services	1924	14/1	149,244
4	35 Kneeland	Kneeland Street	Ambulatory Clinics, Radiology, Rented Retail Space, Research, Research Administration, and Support Services	1925	11/1 **	113,803
5	25 Stuart	Stuart Street	Research and Research Administration	NA	2***	18,766
6	TU Dental	Washington Street	Inpatient Care Units, Administration	1975	2****	30,067

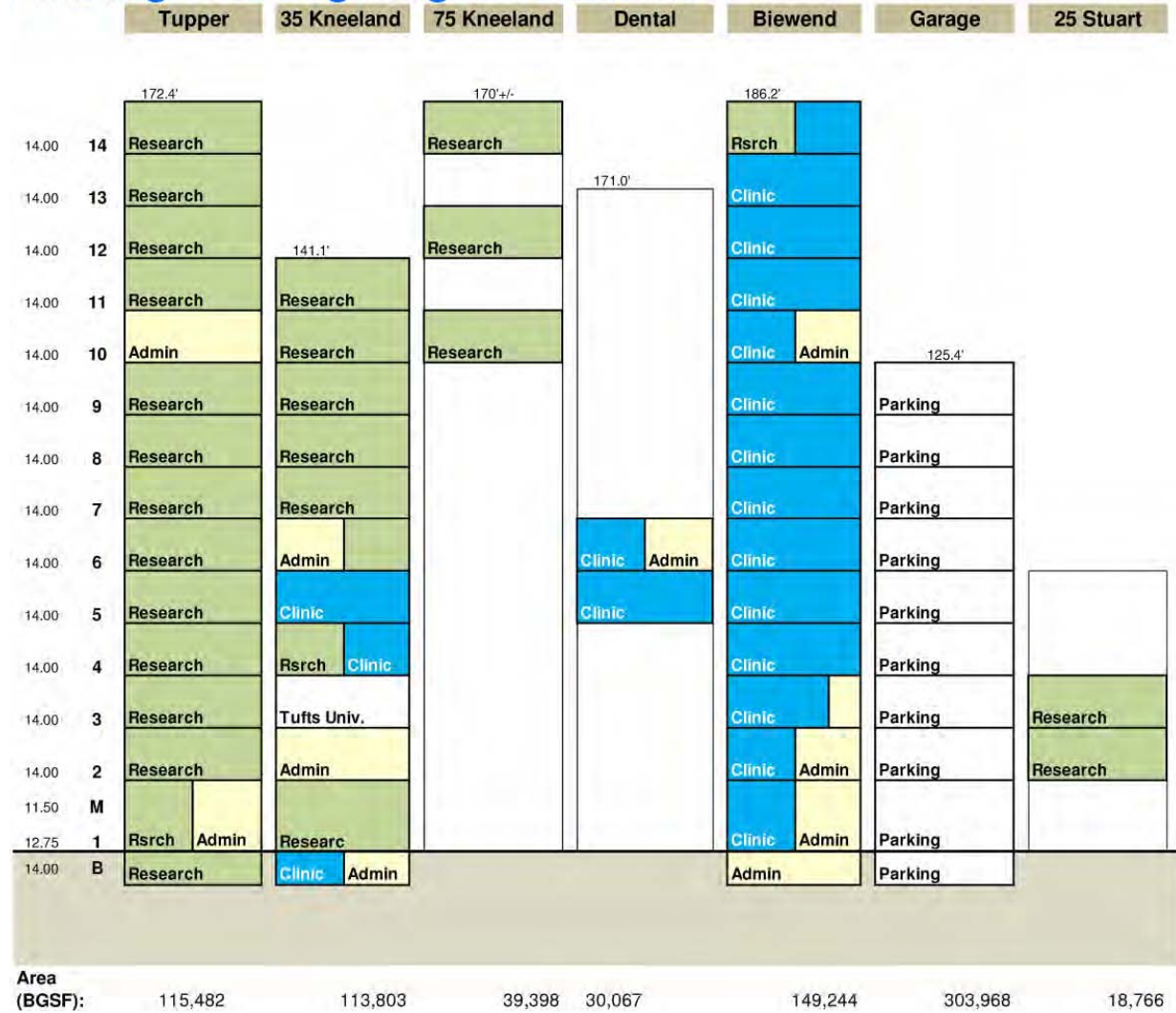
* TMC leases 10th, 12th & 14th floors only

** TMC leases all but 3rd floor from Tufts University which are occupied by Tufts University

*** TMC leases 2 floors of the building

**** TMC leases a portion of 5th and 6th floors.

Existing Stacking Diagram - Leased:



Leased: 743,000 BGSF

Figure 2.2.2.a

2.2.3 Parking

Parking for the Tufts Medical Center is provided through Tufts Shared Services, an umbrella entity serving both Tufts Medical Center and Tufts University. Tufts Shared Services provides medical and dental patient and visitor parking and select parking for Tufts Medical Center and Tufts Health Sciences Campus staff in its main garage at 274 Tremont Street (930 spaces); employee and student parking is provided in 272 spaces in a lot at Traveler Street. In addition, Tufts Shared Services leases spaces for student and employee parking at the Herald Street Garage (370 spaces), the Motor Mart Garage (400 spaces), and in two lots on Hudson Street (65 spaces). In total, 1,202 spaces are owned by Tufts Shared Services and 835 spaces are leased, for a total of 2,037 spaces.

3.0 Proposed Future Projects

3.1 Proposed Future Leases

25 Stuart Street has been sold and Tufts Medical Center anticipates the need in the near future to vacate that space. We are seeking alternative locations for the functions currently occupying leased space in 25 Stuart Street.

Given the significant growth in activity in 2008-2009, which has continued into FY 10, we are evaluating the need for off-site space to accommodate ambulatory growth. We are approaching this in a cautious, planned manner to make certain that growth that we have experienced is a trend and not just a temporary set of events.

3.2 Proposed Future Short Term Small Projects

Currently Tufts Medical Center is exploring the addition of a small café space in the paved area off Bennett Street, between the Atrium, North and Boston Dispensary buildings. Tufts Medical Center will provide more detail on this project upon completion of planning studies and verification of its feasibility.

3.3 Master Planning Principles

In 2008 Tufts Medical Center began a planning process to re-study its master plan. Visioning meetings were held and key drivers were identified for the master plan. Key drivers studied include: entry, circulation, parking, ambulatory services, existing building condition, research, and patient environment. Long term goals were established for the master plan. Zoning of the campus was studied to verify best use of buildings, to provide a clear plan for interim and future development, to consolidate and/or co-locate services where possible, to maximize efficiency and effectiveness of services, to improve patient, staff, community access and flow, and to ultimately reduce dependency on leased facilities. Goals identified include:

- providing flexibility for growth and to accommodate future care models
- providing a patient sensitive environment
- creating a clear identity and image for Tufts Medical Center; enhancing integration of research and clinical practice
- establishing affordable development over a 15-20 year time frame.

3.4 Proposed Future Large Projects

Tufts Medical Center existing facilities consists of 16 buildings, both on campus and off campus in surrounding owned and leased buildings. One factor identified in evaluating existing campus buildings is age of building (figure 3.4.a). Of the 16 buildings only five of the buildings are less than 35 years as of 2010. Older building age ranges from 127 years to 54 years. The need to

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upgrade, replace and reconfigure campus buildings to meet today's health care needs is a major driver of future development. Future areas for expansion and development of existing facilities include:

- Enhanced entry drop off on Washington Street to create a clear identity for patient and visitors
- Expansion of inpatient services by adding two floors onto existing Proger building and expansion of the North building
- Expansion of surgical and diagnostic imaging services
- Relocation and replacement of existing research facilities on campus

Building Age Timeline:






YEAR BUILT							AGE OF BUILDING		
1880	1900	1920	1940	1960	1980	2000	2010	2020	2030
 <ul style="list-style-type: none"> ● Boston Dispensary, 1883 							127 yrs	137 yrs	147 yrs
 <ul style="list-style-type: none"> ● Tupper, 1924 ● Biewend (leased), 1924 ● Ziskind, 1924 ● Holmes, 1925 ● 35 Kneeland (leased), 1925 ● 75 Kneeland (leased), 1925 ● 37 Bennett, 1929 							86 yrs	96 yrs	106 yrs
 <ul style="list-style-type: none"> ● Center, 1930 							80 yrs	90 yrs	100 yrs
 <ul style="list-style-type: none"> ● Pratt, 1948 ● Farnsworth, 1948 ● Rehab, 1956 							62 yrs	72 yrs	82 yrs
 <ul style="list-style-type: none"> ● Proger, 1975 							35 yrs	45 yrs	55 yrs
<ul style="list-style-type: none"> ● Floating, 1982 ● Garage, 1982 							28 yrs	38 yrs	48 yrs
<ul style="list-style-type: none"> ● North, 1994 ● South, 1994 							16 yrs	26 yrs	36 yrs

Figure 3.4.a

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The following diagrams illustrate current projections of the future needs of the campus to expand and replace its clinical and research facilities. While the master plan provides a direction for future development of on campus facilities, specific projects have not yet been defined to a great level of detail, since Tufts Medical Center is still in the process of developing its overall master plan. An ongoing part of the planning process includes an evaluation of alternatives to meet its clinical, teaching and research needs. The impact of recently passed 'health care' reform legislation, as well as current economic conditions must be carefully analyzed and integrated into the medical center's planning. The medical center will work with the BRA and the community as it develops and defines individual building projects.

Figure 3.4.b, Proposed Site Organization, shows the proposed future campus layout upon completion of all work. The master plan proposes enhancement of the vehicular drop off along Washington Street, with a new canopy and signage to welcome patients and visitors, as well as reconfiguring of the drop off relocating the mobile MRI station away from the enhanced entry. Demolition of the older campus buildings is proposed, in order to expand the existing North building maximizing medical services in an effective efficient layout of the hospital. Additional Parking and hospital support services are proposed to be included space below grade. Upon completion of the North building expansion, demolition of older buildings adjoining the Proger building is proposed for the development of new research facilities. Also included in this building, is below grade parking.

Proposed Site Organization:

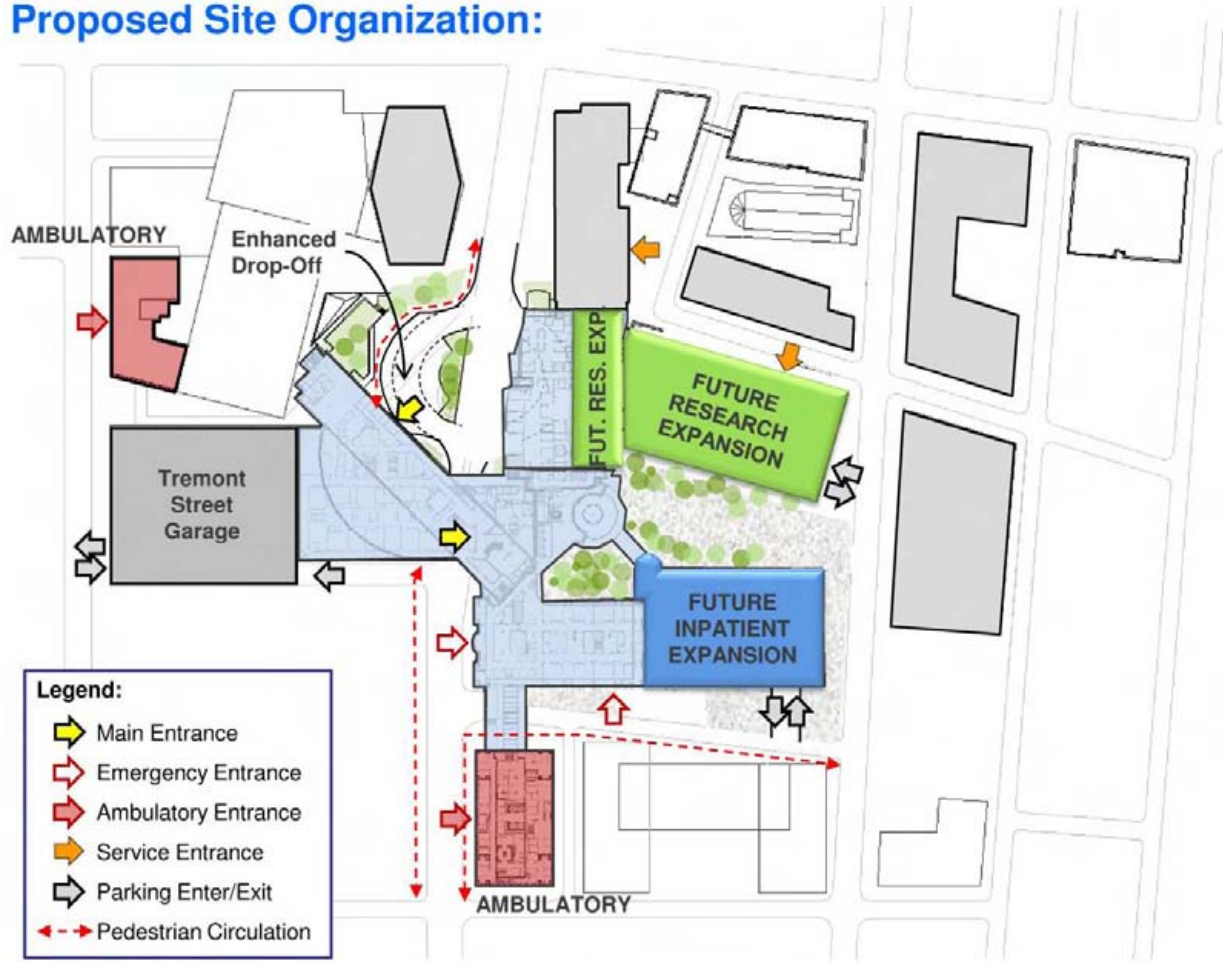


Figure 3.4.b

Figure 3.4.c Proposed Stacking Diagram, indicates final building organization of both new and existing facilities, including number of stories and approximate square footage.

Proposed Stacking Diagram:

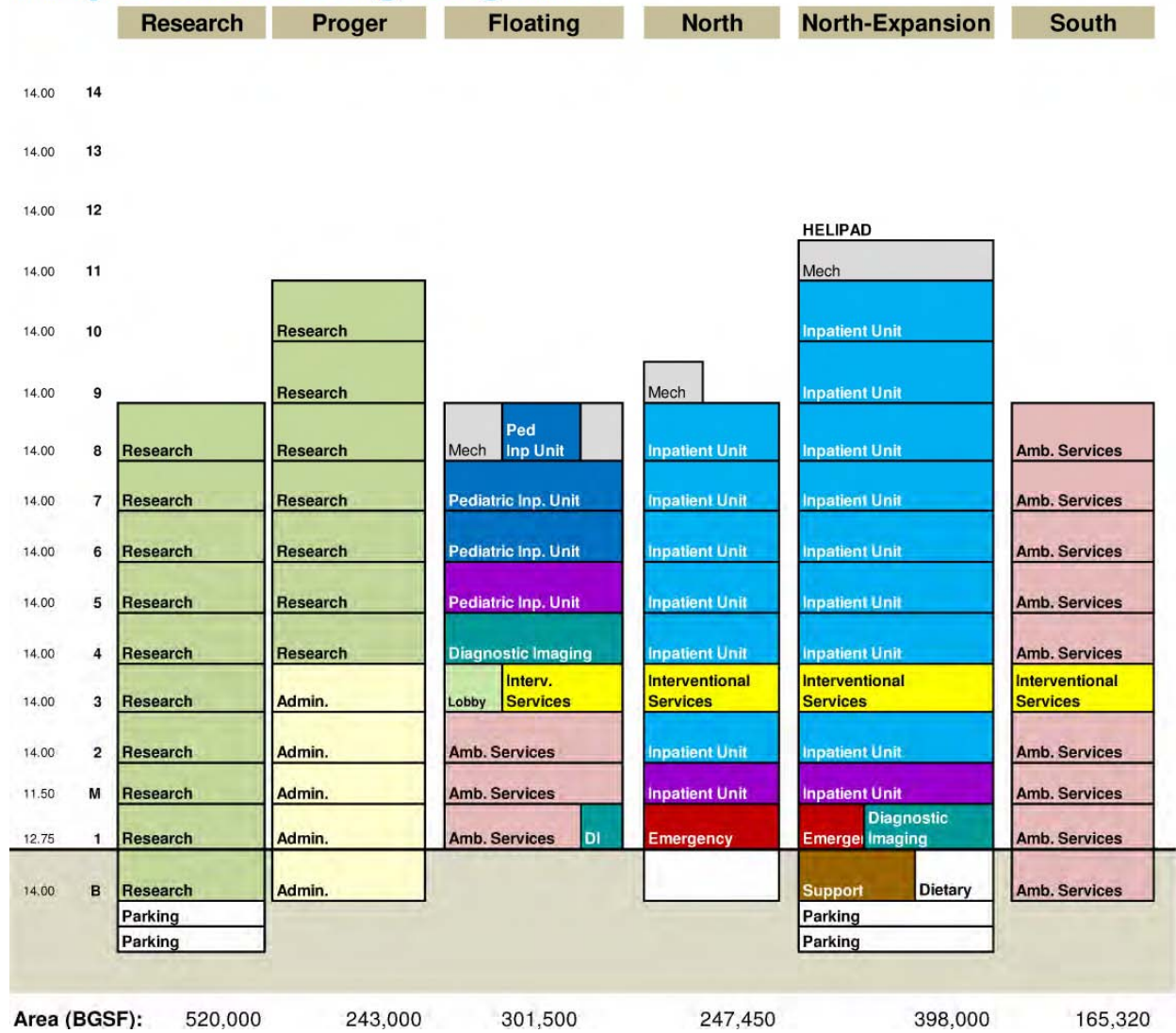


Figure 3.4.c

4.0 Statement of Anticipated Impact

4.1 Transportation Summary

In conjunction with all future project planning, a complete transportation review will be developed to evaluate traffic management requirements including construction management traffic mitigation, public transportation, parking and all aspects of vehicular and pedestrian movement on the site in accordance with public agencies and the surrounding residential and business communities.

4.2 Environmental Protection Summary

A full Environmental Protection study will be initiated for all future projects, to establish any possible direct or indirect impact of the proposed development to the immediate environment. If mitigation is deemed necessary by the BRA, controls will be put in place to the extent economically feasible and to minimize damage to the environment reasonably attributable to the proposed development.

Tufts Medical Center will incorporate systems into any future amendments of the IMP projects that meet the groundwater conservation standards of Article 32. As with previous projects, Tufts Medical Center will obtain a written determination from the Boston Water and Sewer Commission as to whether said standards are met. Tufts Medical Center will provide a copy of this letter to the BRA and Boston Groundwater Trust prior to the issuance of a Certification of Consistency or Certification of Compliance, as applicable. Accordingly, Tufts Medical Center will not be required to obtain a conditional use permit from the Board of Appeal, and shall be deemed to be in compliance with Article 32.

4.3 Urban Design Summary

Urban design objectives will be established in conjunction with the final assessment of the overall project development. The preliminary goals of the urban design plan are:

- A clear sense of identity and arrival to the Tufts Medical Campus primarily along the length of Washington St.
- Redesign of the existing open space/plaza near the center of Washington Street to create a pedestrian friendly urban heart for the campus.
- Design sidewalks and street crossings to maximize pedestrian safety.
- Incorporate traffic calming measures (rumble strips, textured pedestrian crossings, lighting, etc.) along Washington St. to increase pedestrian safety.
- Clearly defined vehicular and pedestrian entrances for the main entry, ambulatory entry, parking entries and service entries.
- Landscaping, street furniture and a variety of paving and building materials to mitigate the existing hard concrete surfaces and activate the pedestrian realm.

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- Use of a variety of color and texture to activate the pedestrian realm. Pedestrian safety by traffic calming measures.
- Develop a unique public way finding and signage program in coordination with the overall Tufts Health Science Campus.
- Maintain and strengthen existing community links and pedestrian access to adjacent neighborhoods.

4.4 Historic Resources Summary

Currently Tufts Medical Center campus does not include any historic resources listed on the National Register, although numerous historic resources are located within a quarter-mile radius of the campus.

4.5 Infrastructure Systems Summary

Since the Institutional Master Plan will consolidate and reorganize the entire hospital it must take into account anticipated changes in demographics and epidemiology and advances in medical technology. In order to accommodate such unforeseen changes the planned development is designed to be as flexible as possible by including shell space for future expansion, structural systems designed to accommodate additional floors as well as adequate space for expected HVAC systems.

4.6 Development Impact Summary

In order to meet the coming demands of Tufts Medical Center and the community, the planned development seeks to eliminate outdated and energy inefficient buildings that lack adequate floor area and floor to floor heights for the current proposed program. As indicated on the accompanying diagrams these obsolete buildings will be phased out and replaced by new structures. The long term development will continue to create high paying skilled construction, medical and health care jobs. Improvements to the Medical center community will also benefit the adjacent communities by creating safer streets, reducing crime, providing high quality health care to Chinatown and surrounding neighborhoods.