



**EASTERN MAINE  
MEDICAL CENTER<sup>SM</sup>**  
*The Right Choice, Right in the Heart of Maine*

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September 26, 2007

**RECEIVED**

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Division of Licensing and  
Regulatory Services

Phyllis Powell, Manager  
Certificate of Need Unit  
Division of Licensing & Regulatory Services  
221 State Street  
Augusta, ME 04333-0011

Dear Ms. Powell,

Eastern Maine Medical Center (EMMC) is submitting this letter of intent/ reviewability to develop the next phase of its Master Facility Plan for its State Street campus. Please advise us in writing of the CON applicability of this proposal as described below.

EMMC serves as the tertiary care hospital for northern and eastern Maine and is one of the three trauma centers in Maine offering an extensive range of acute care and specialty services to support its mission. The increased demand for both inpatient and outpatient services has placed a strain on existing facilities. EMMC has worked continuously to provide quality care in as efficient manner as possible, and has for example succeeded in decreasing inpatient length of stay. EMMC has also worked with EMHS hospitals and other community hospitals on a regional approach to handling the increased demand for services.

Despite these efforts in order to fulfill its mission as a regional referral hospital and to support community hospitals throughout the region, EMMC must expand capacity and modernize its facilities. Many patients cared for at EMMC are too acutely ill to be appropriately cared for at the community hospitals in the region (12 of the 20 hospitals in the region are Community Access Hospitals). Regional hospitals support EMMC's need to modernize the facility and assure sufficient capacity for inpatients.

EMMC's inpatient units are operating at an average occupancy rate of nearly 90% and are effectively full most days. The main inpatient Grant Tower and the inpatient surgery department operate in space built over 30 years ago. Even though hours of operation have been increased, the existing OR capacity is insufficient and the space is becoming inadequate for modern surgical technology and patient care.

Over the last two years EMMC has conducted an extensive review of all its facilities and developed an in-depth Master Facility Plan that will allow it to continue operating as the regional referral hospital well into the twenty-first century. EMMC has already received CON approval for, and has begun implementation of, the first two components of this plan: the relocation and expansion of Cancer Center of Maine to new space in Brewer, and the relocation and consolidation of outpatient imaging services to the Union Street campus in Bangor. These two projects needed to be completed before the next phase of the overall Master Facility Plan can be undertaken. This proposal is that next phase.



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EMMC proposes to build a new patient care tower adjacent to the existing main inpatient tower. EMMC also proposes to renovate and modernize some of the existing space. Major components of the project include new operating rooms, inpatient med/surg units with universal rooms for maximum flexibility in caring for future variations in patient acuity, obstetrics, neonatal intensive care, support space and infrastructure improvements. This proposal also includes renovations of some of the existing inpatient units and support space.

EMMC has studied many alternatives to find the most economically feasible way to meet the long-term healthcare needs of eastern and northern Maine and believe these will be met in the proposal that will be detailed in our CON application.

Total capital cost of the project is estimated at \$160 million. This includes cost for new construction, renovation, equipment and related costs. Subject to CON approval the new medical/surgical inpatient beds and surgery suites phase of the project will take 24 months to implement with operations to commence in 2011. This will be followed by construction of the new obstetrics and neonatal intensive care units which will require an additional 18 months to construct and be fully implemented in 2013. Third year incremental operating costs are estimated to be \$16 million.

Following your response on reviewability, we are prepared to schedule a technical assistance meeting, as appropriate, and to submit a CON application thereafter. Please contact Jean Mellett, Director of Planning, (973-7443) with questions.

Thank you.

Sincerely,

A handwritten signature in black ink that reads "Deborah Carey Johnson". The signature is written in a cursive, flowing style.

Deborah Carey Johnson, RN  
President and Chief Executive Officer

Cc: Helen McKinnon  
Jean Mellett  
Mer Doucette