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A Thank You from UMass Memorial

To the Communities We So Proudly Serve:

Thank you for the privilege of providing for your health care needs at all of our hospitals, physician practices, and health care facilities across the UMass Memorial Health Care system. We are inspired to achieve our goals by your confidence in us.

Our physicians, nurses, clinicians and staff are dedicated to taking great care of the more than 4,000 patients we see every day as we make important and necessary financial and operational decisions to transform ourselves to deliver even higher quality safe care more affordably.

We are working together on your behalf to embrace the rapid and challenging changes resulting from wide-ranging health care reform, and just reported a small margin of \$5.0 million for fiscal year 2012.

To Our Valued Physicians, Nurses, Clinicians and Staff:

You are remarkable people doing remarkable things. Your hard work shines through in the numerous letters we receive from patients and families thanking you for the care that you so compassionately deliver. We are honored by the awards and accolades that our physicians, nurses, clinicians and staff receive from accrediting, regulatory, community and benchmarking bodies, and grateful for community meetings where we have the privilege of seeing how we make a difference to so many people in so many ways.

All of these things demonstrate that we have the best people providing the best care at UMass Memorial Health Care. Your focus, dedication and determination continue to enable our system to make the changes necessary to create the foundation of financial sustainability upon which we will build over the coming years.

Thank you to everyone and best wishes for a happy and healthy 2013.



John G. O'Brien
President and CEO

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