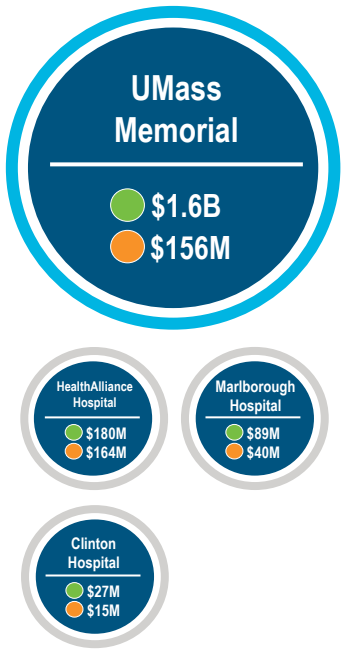


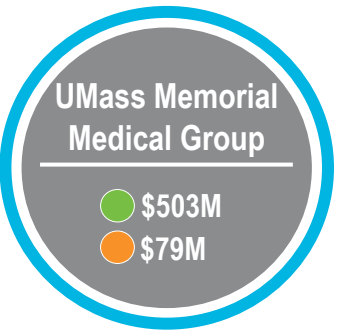
AH Acute Hospitals



NH Non-Acute Hospitals

Not applicable

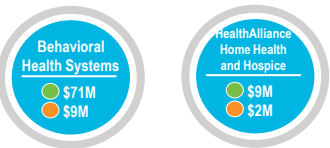
PO Physician Organizations



HP Health Plans

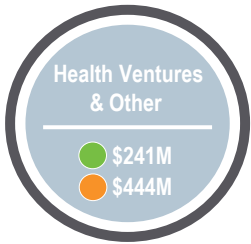
Not applicable

OP Other Health Care Providers



OO Other Organizations

See the technical appendix for details



Consolidating Eliminations: (\$367M) (\$64M)

At a Glance

UMass Memorial Health Care, Inc. is an integrated organization that provides health care services throughout Massachusetts.

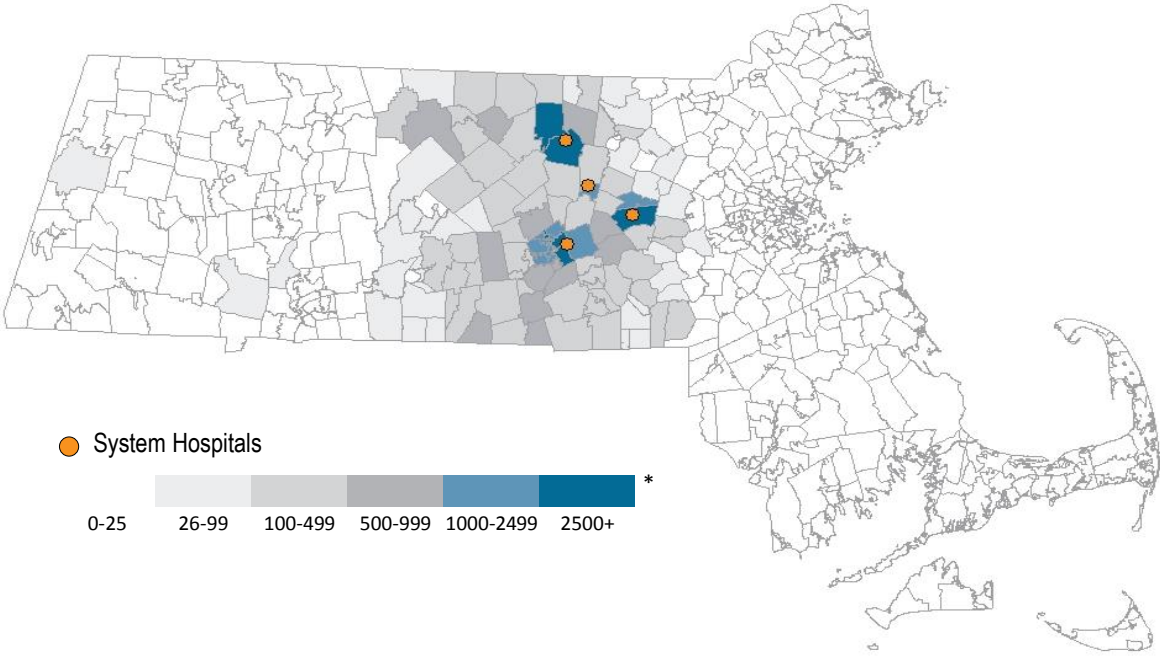
4
Acute Hospitals

13K
Employees
(Approximately)

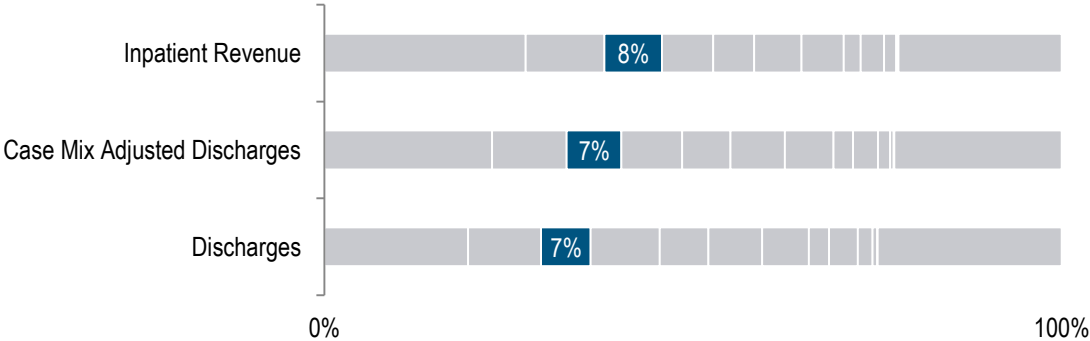
\$68M
Total Profit/Loss

2.8%
Total Margin

Acute Hospital Discharges per Zip Code



System's Percentage of all Massachusetts Acute Hospital...



	Entity	Profit (Loss) in Millions	Total Margin
AH	Clinton Hospital	(\$2.3)	-8.5%
AH	HealthAlliance Hospital	\$8.2	4.5%
AH	Marlborough Hospital	\$8.9	10.0%
AH	UMass Memorial Medical Center	\$47.6	2.9%
PO	UMass Memorial Medical Group	(\$28.7)	-5.7%

*Origin(s) of patients served by system hospitals