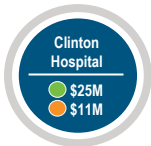
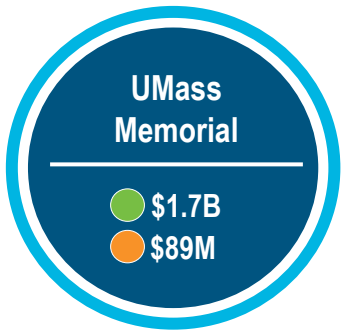


UMass Memorial Health Care

 **\$2.4 Billion**
Operating Revenue

 **\$989 Million**
Net Assets

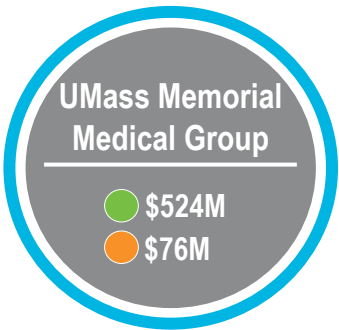
AH Acute Hospitals



NH Non-Acute Hospitals

Not applicable

PO Physician Organizations



HP Health Plans

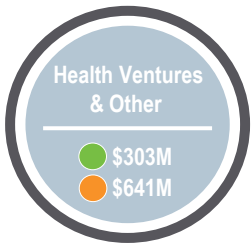
Not applicable

OP Other Health Care Providers



OO Other Organizations

See the technical appendix for details



Consolidating  (\$428M)
Eliminations:  (\$59M)

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)

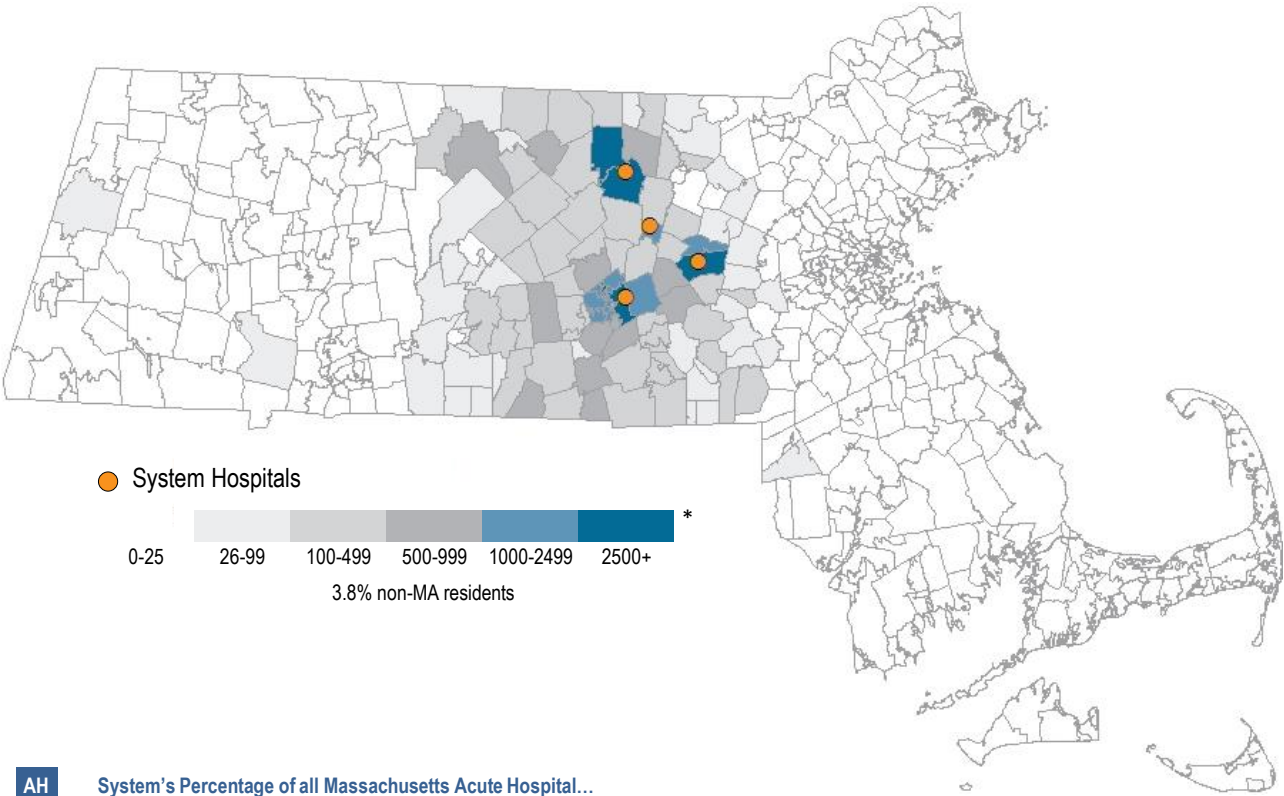
\$63M
Total Profit/Loss

2.5%
Total Margin

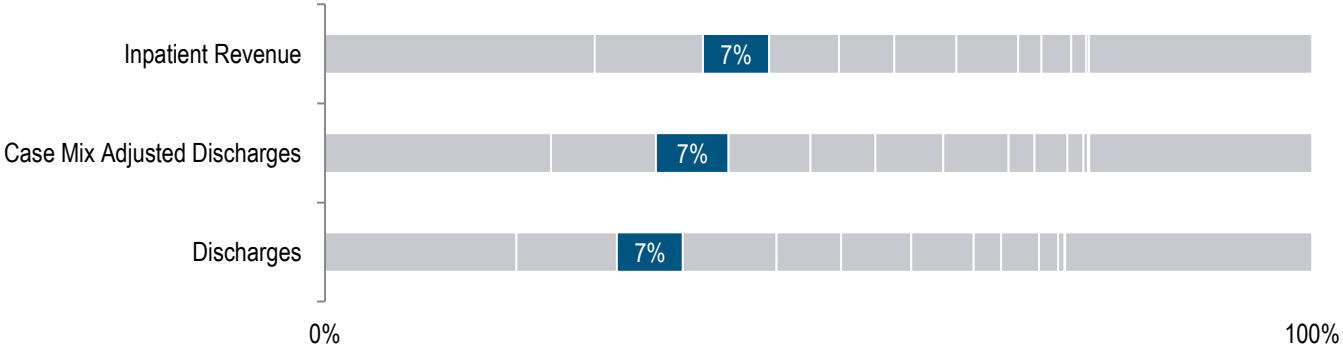
% of System's Operating Revenue:  < 10%  10-20%  > 20%

 Operating Revenue  Net Assets

Acute Hospital Discharges per Zip Code



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



	Entity	Profit (Loss) in Millions	Total Margin
AH	Clinton Hospital	(\$4.4)	-17.1%
AH	HealthAlliance Hospital	\$6.6	3.4%
AH	Marlborough Hospital	\$6.7	7.5%
AH	UMass Memorial Medical Center	\$21.9	1.3%
PO	UMass Memorial Medical Group	(\$30.7)	-5.8%

*Origin(s) of patients served by system hospitals