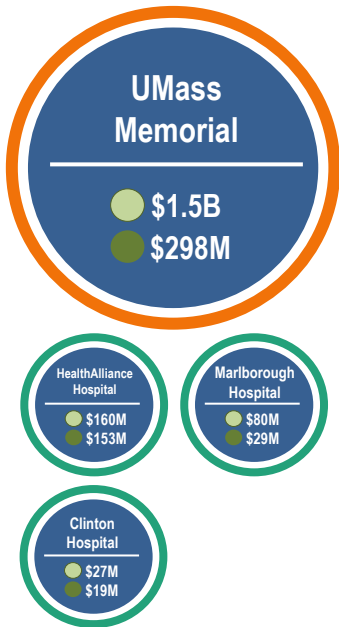


Fiscal Year 2014:
UMass Memorial Health Care

● **\$2.3 Billion**
 Operating Revenue

● **\$879 Million**
 Net Assets

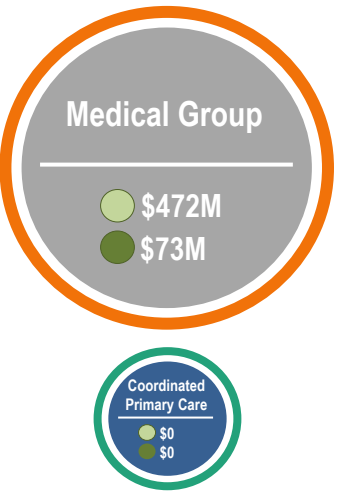
AH Acute Hospitals



NH Non-Acute Hospitals

*Fairlawn Rehabilitation Hospital**

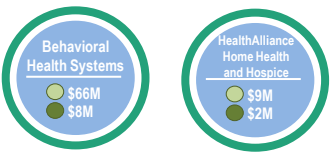
PO Physician Organizations



HP Health Plans

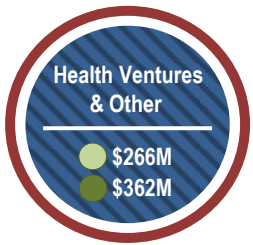
Not applicable

OP Other Health Care Providers



OO Other Organizations

See the technical appendix for details



Consolidating Eliminations: ● (\$340M) ● (\$65M)

At a Glance

UMass Memorial Health Care, Inc. is an integrated organization that provides health care services throughout Massachusetts. Some figures from its most recent audited financial statements (FY14):

\$61M
 Total Profit/Loss

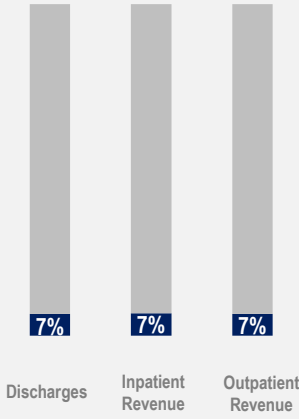
2.7%
 Total Margin

4
 Acute Hospitals

1
 Rehabilitation Hospital

12K
 Employees (Approximately)

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



*In June 2014, UMass reduced its 50 percent interest in Fairlawn Rehabilitation Hospital to 20 percent.

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