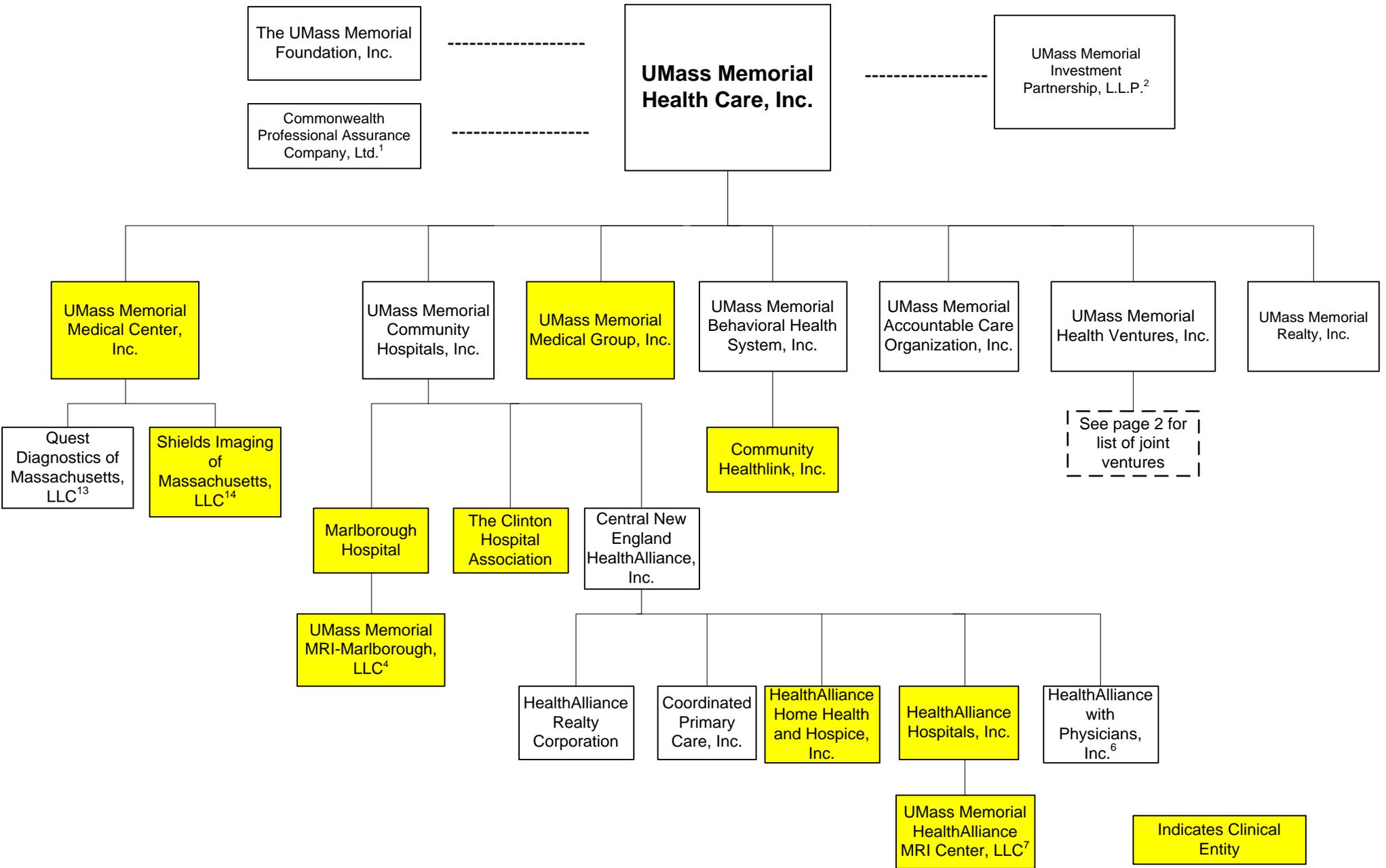
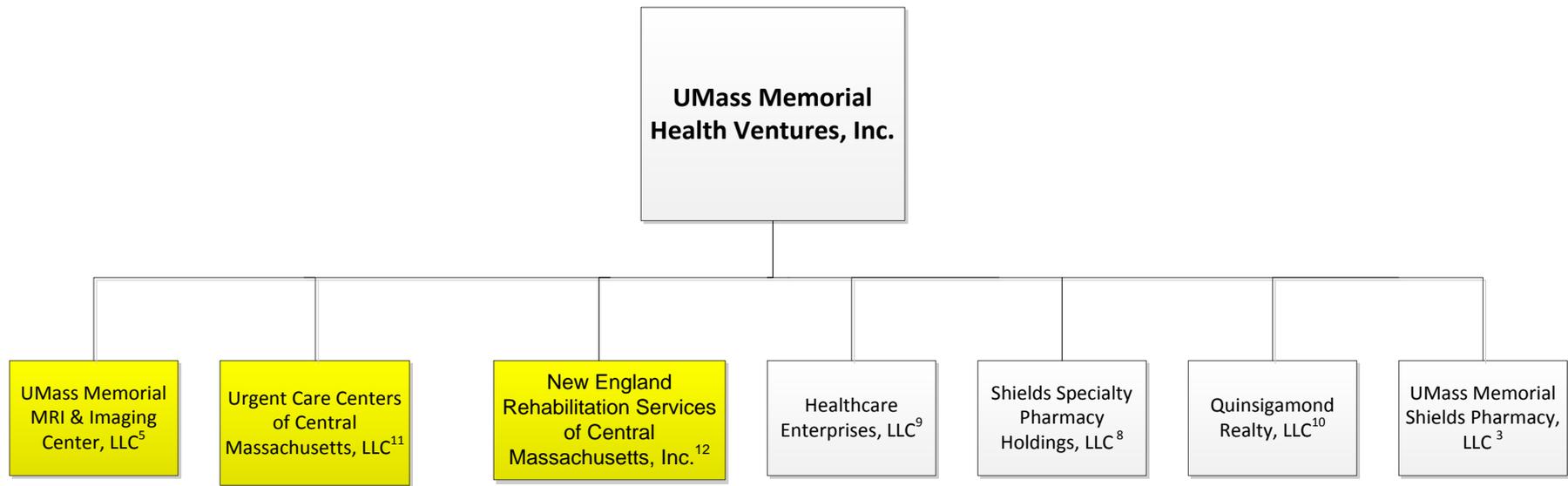


# UMass Memorial Health Care and Subsidiaries



Indicates Clinical Entity

# UMass Memorial Health Care Joint Ventures



1. Grand Cayman, BWI Corporation; UMMHC is sole shareholder
2. Partnership with several system entities; UMMHC is General Partner
3. Joint Venture-UMMHV and Shields Pharmacy, LLC(50/50)
4. Joint Venture-Marlborough Hospital, Shields Imaging of Marlborough, UMMHV (55/40/5)
5. Joint Venture-UMMHV, Shields Healthcare Worcester (50/50)
6. Joint Venture-CNEHA, CentMass Association of Physicians (50/50)
7. Joint Venture-HealthAlliance Hospitals, UMMHV, Shields Healthcare of Leominster (40/20/40)
8. Joint Venture-UMMHV, Shields Pharmacy Equity (35/35) (30-Incentive interests)
9. Joint Venture-UMMHV, Worcester ASC, LLC (Shields) (49/51)
10. Joint Venture-UMMHV, Worcester ASC, LLC (Shields) (49/51)
11. Joint Venture-UMMHV, Urgent Care Centers of New England, Inc. (49/51)
12. Joint Venture-UMMHV, Health NE Rehab Management Co, LLC (20/80)
13. Joint Venture-UMMMC and Quest Diagnostics, LLC (18.9/81.1)
14. Joint Venture-UMMMC, Shield Imaging of NE, LLC, Baystate Radiology & Imaging, LLC and South Shore Hospital (25/25/25/25)

Indicates Clinical Entity

Org Chart Revised 1-1-17.vsd  
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