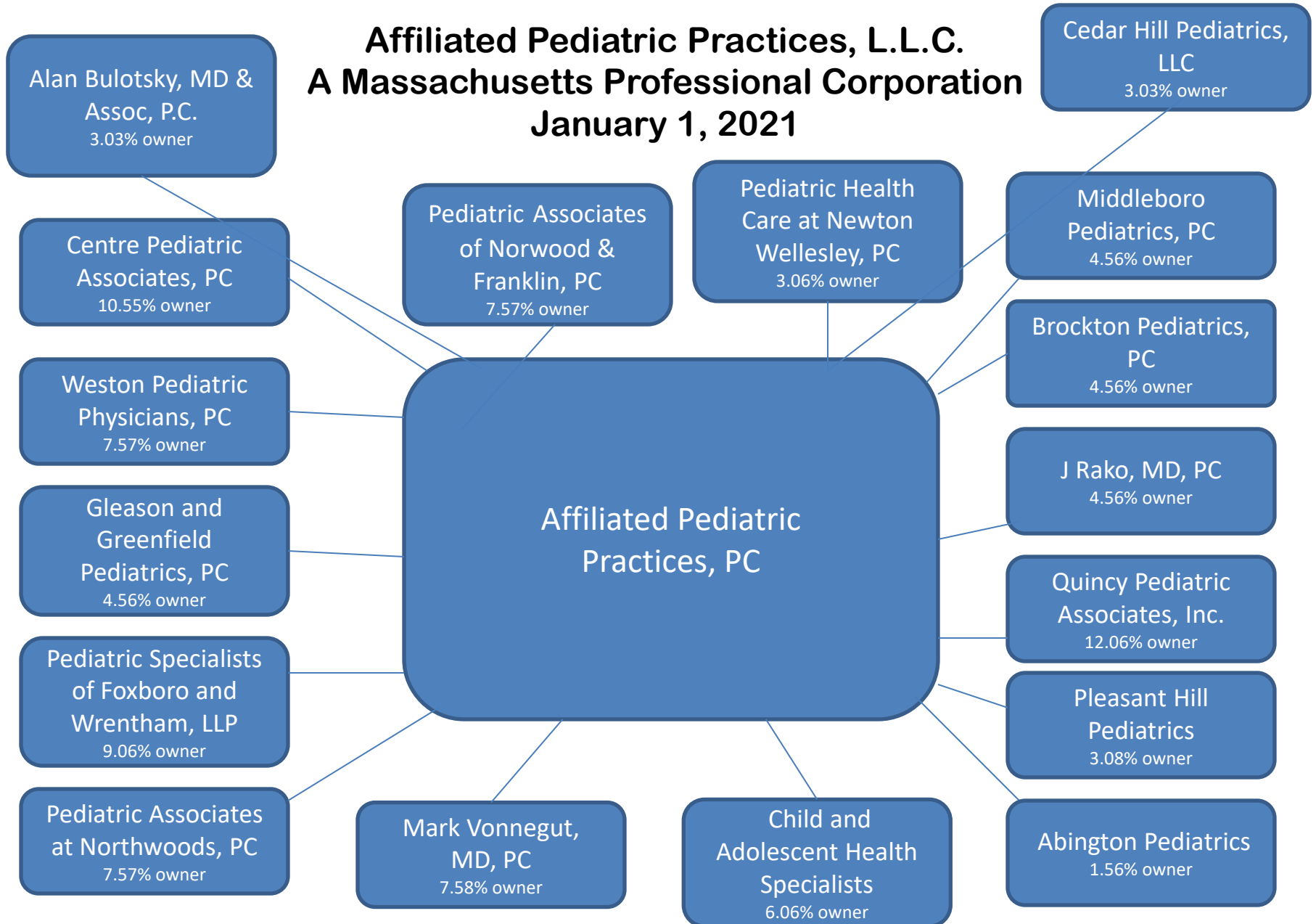


Acton Medical Associates, PC

Acton Medical Associates,  
PC

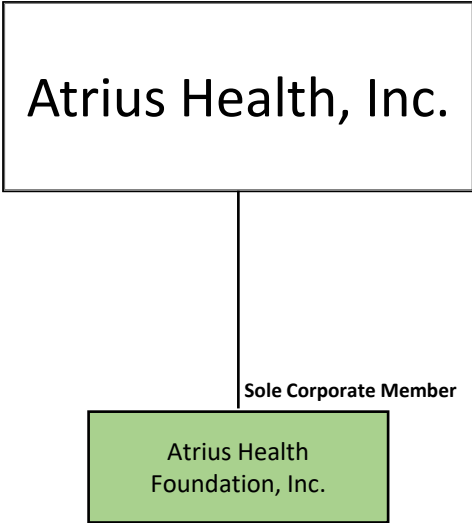
# CORPORATE ORGANIZATIONAL CHART

## Affiliated Pediatric Practices, L.L.C. A Massachusetts Professional Corporation January 1, 2021



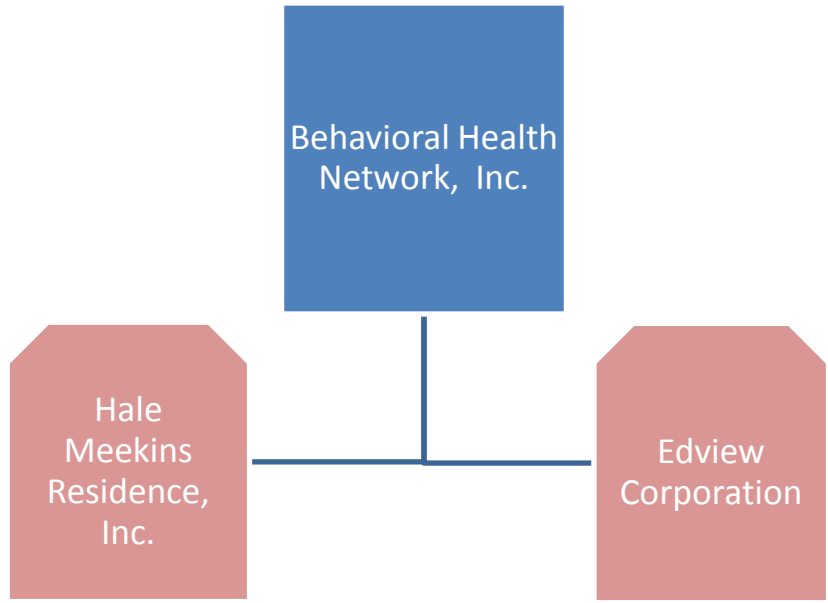
# Atrius Health Corporate Structure as of January 1, 2022

---



□ = Clinical  
■ = Non-clinical

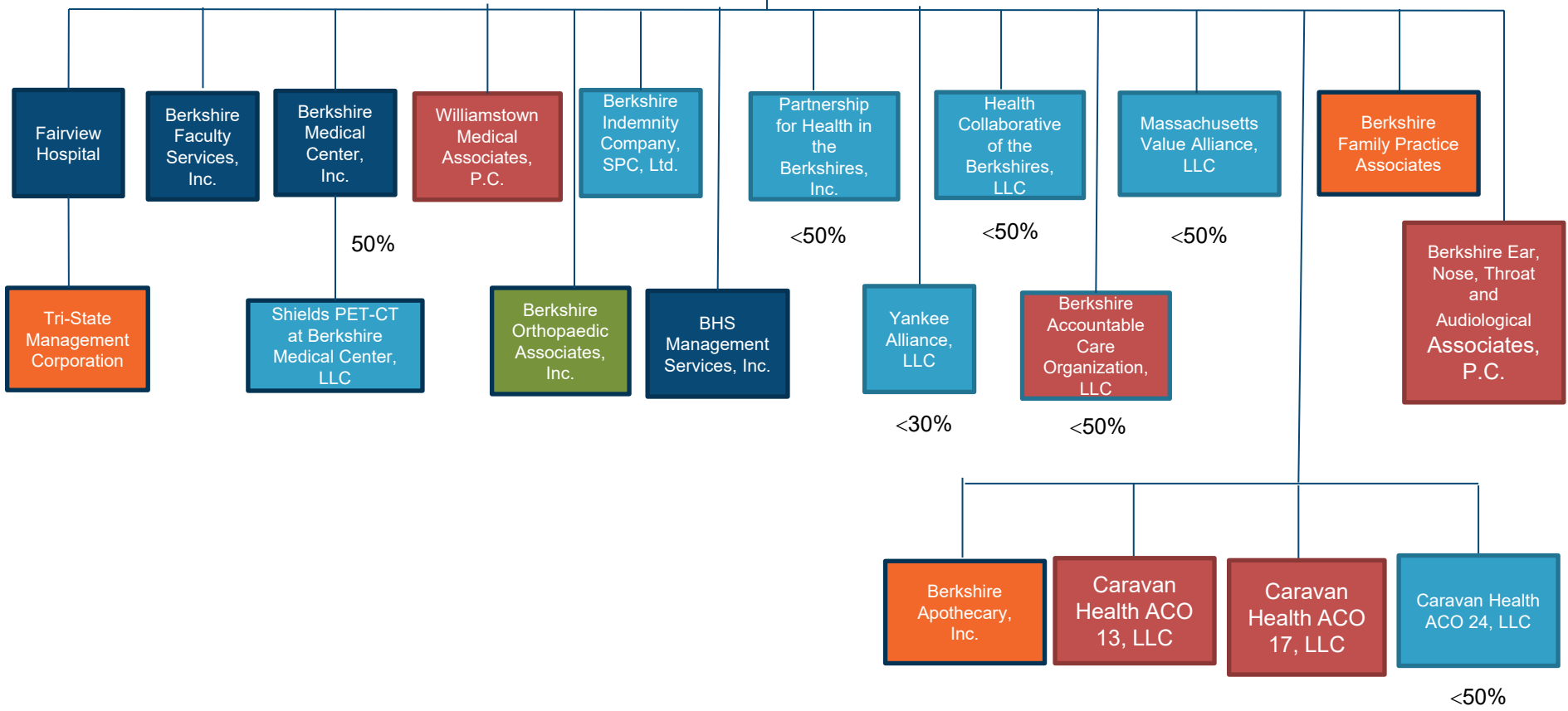




clinical entity

Non clinical entities

# Berkshire Health Systems, Inc. 2022



Owned  
Less than  
100%

For Profit

Non-Profit & Tax-  
Exempt

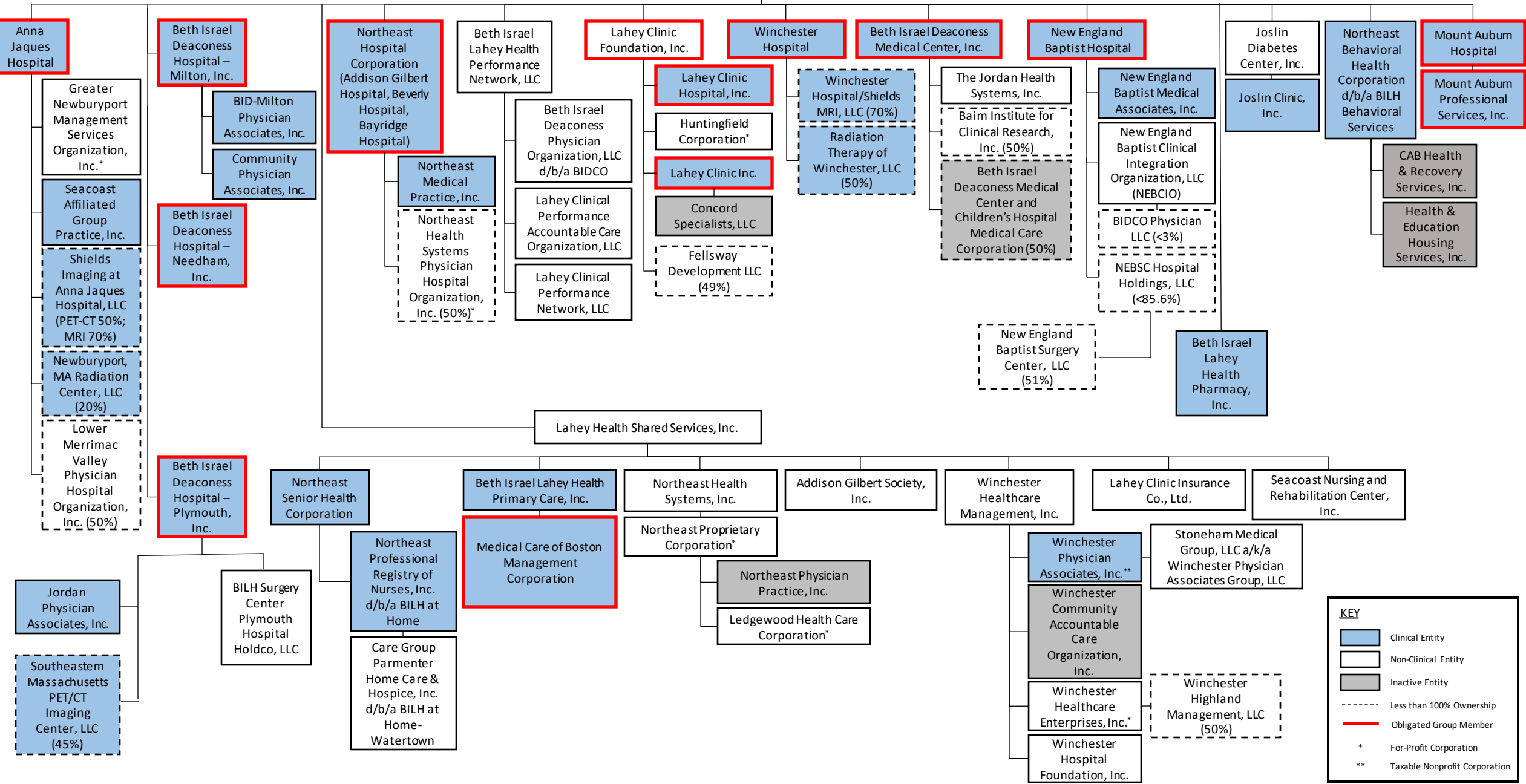
For Profit  
Controlled  
Professional  
Corporation

Inactive

Note: This chart does not depict the following standalone (no corporate members) affiliates:

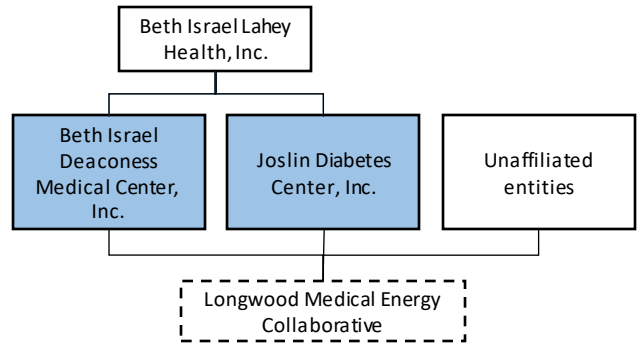
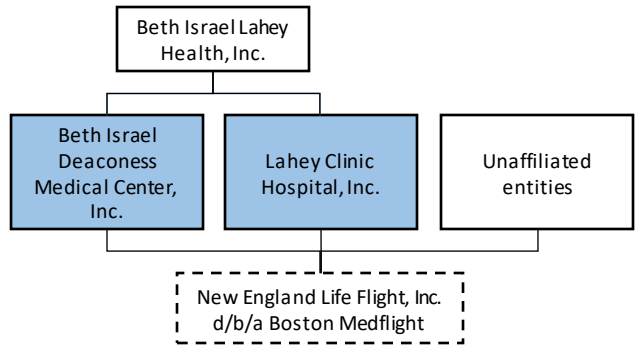
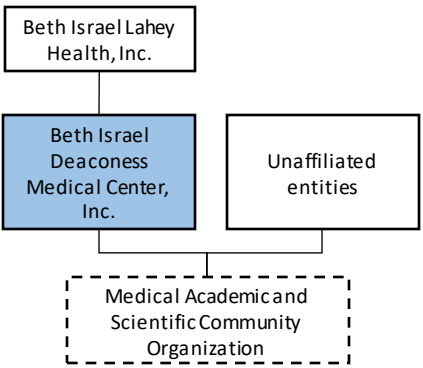
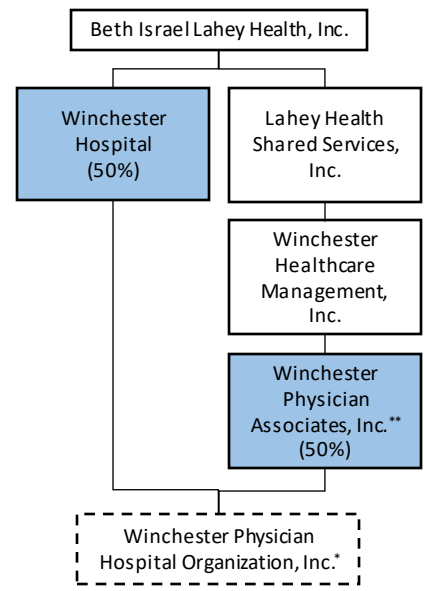
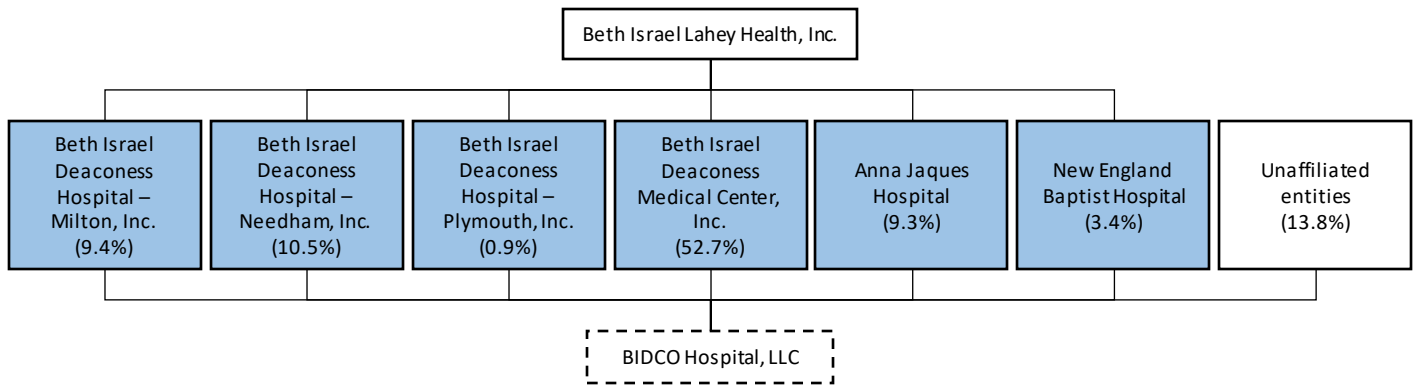
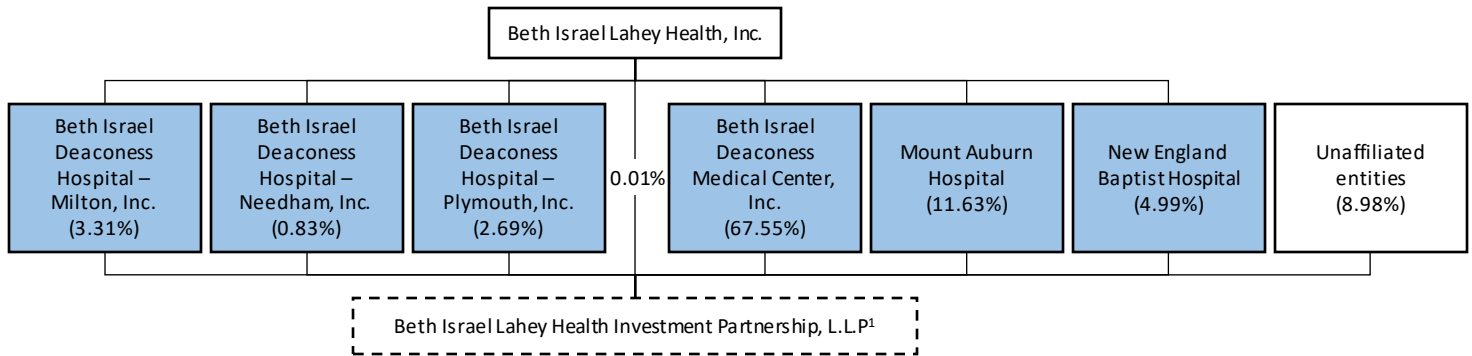
- New England Baptist Health Services, Inc.
- Lahey Clinic Canadian Foundation
- Beth Israel Community Foundation

# Beth Israel Lahey Health, Inc.



**KEY**

- Clinical Entity
- Non-Clinical Entity
- Inactive Entity
- Less than 100% Ownership
- Obligated Group Member
- \* For-Profit Corporation
- \*\* Taxable Nonprofit Corporation



KEY	
<span style="background-color: #ADD8E6; border: 1px solid black; display: inline-block; width: 15px; height: 10px;"></span>	Clinical Entity
<span style="border: 1px solid black; display: inline-block; width: 15px; height: 10px;"></span>	Non-Clinical Entity
<span style="background-color: #D3D3D3; border: 1px solid black; display: inline-block; width: 15px; height: 10px;"></span>	Inactive Entity
- - - - -	Less than 100% Ownership
*	For-Profit Corporation
**	Taxable Nonprofit Corporation



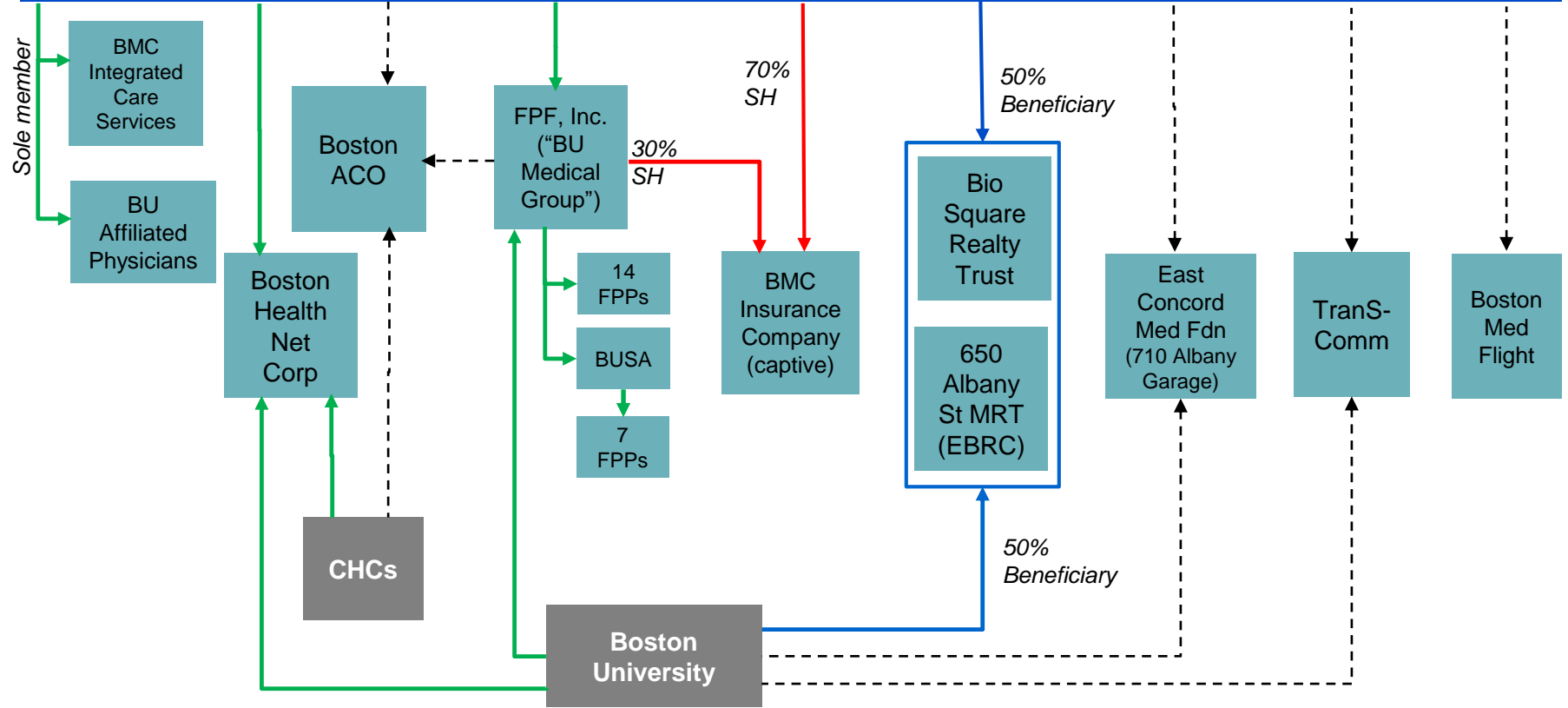
**BMC HEALTH SYSTEM, INC.**

**Boston Medical Center Health Plan, Inc.**

**Cornerstone Health Solutions, LLC**

**BMC Insurance Co. of Vermont**

**Boston Medical Center Corporation**

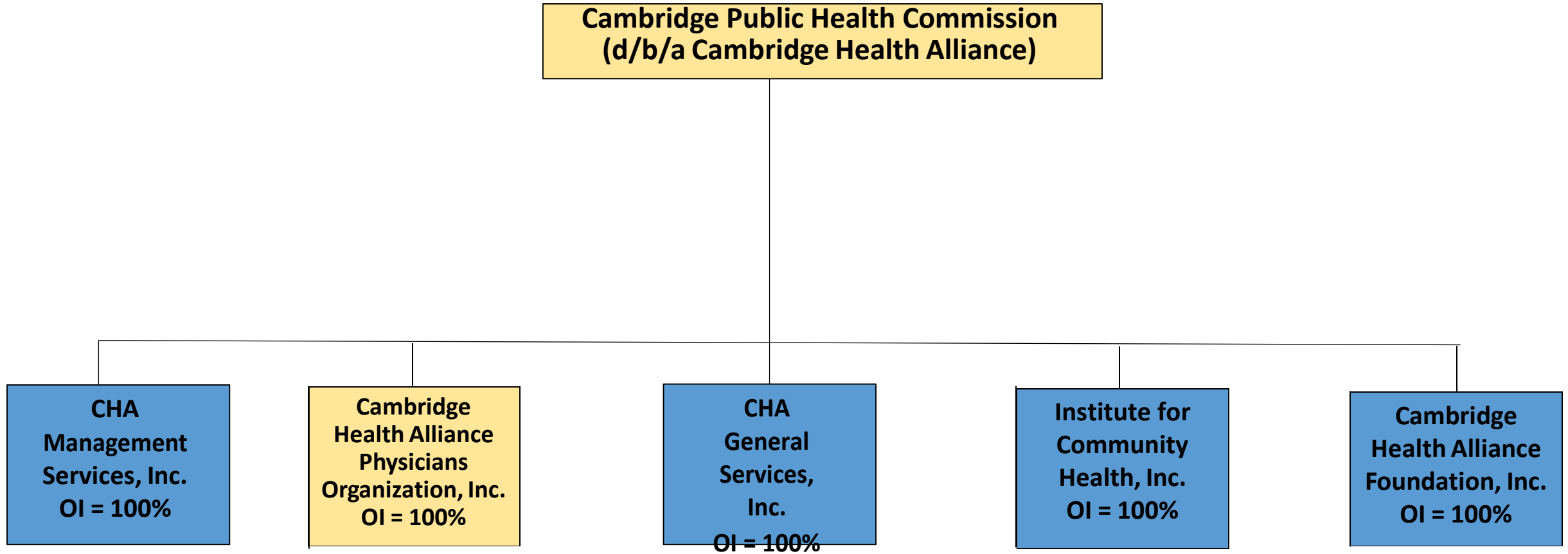


Boston Health Care for the Homeless Program  
Corporate Organizational Chart

Boston Health Care for  
the Homeless Program,  
Inc.

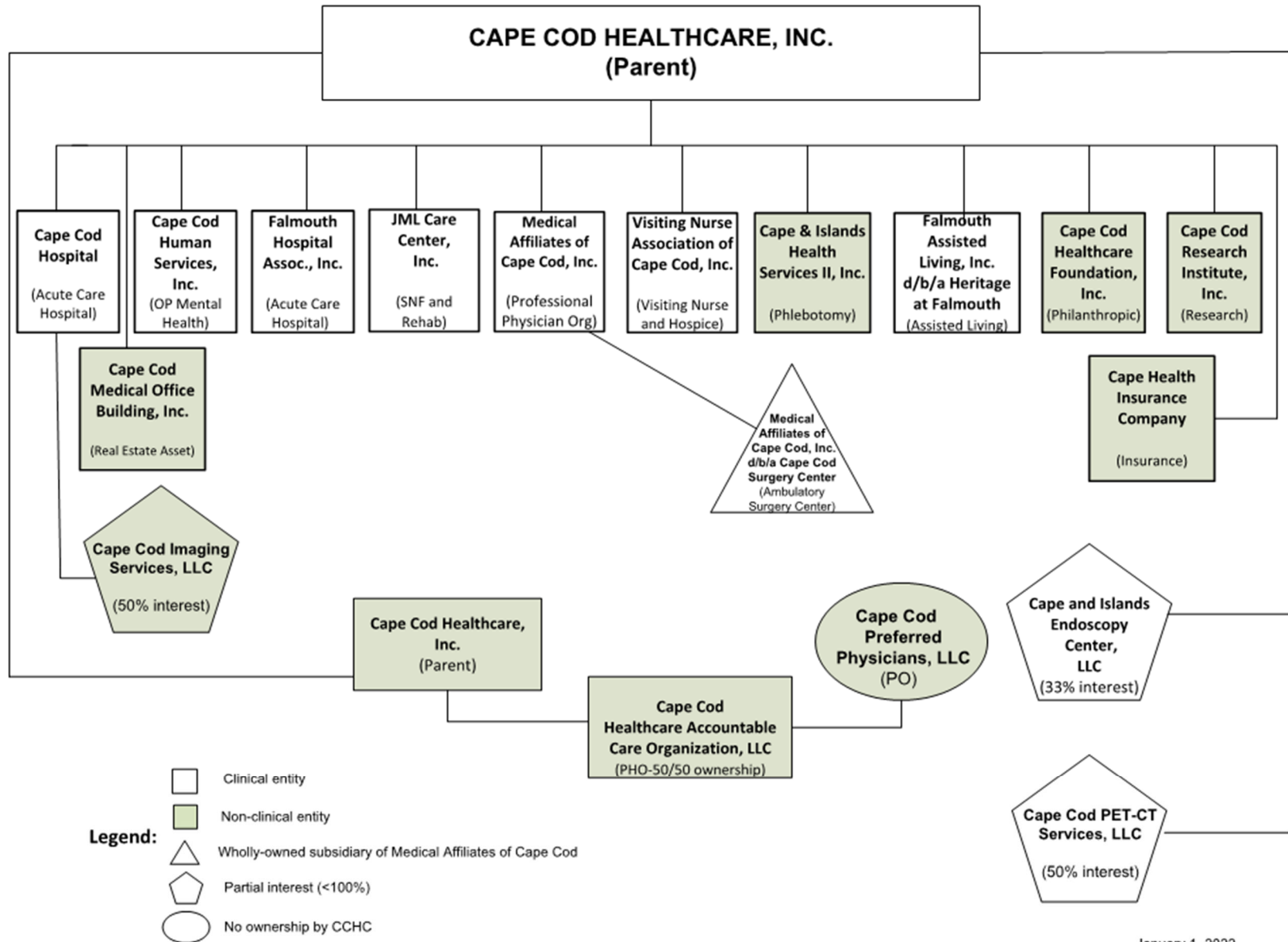
# Health Policy Commission – Registered Provider Organization Submission 2022

## Cambridge Public Health Commission Organizational Chart

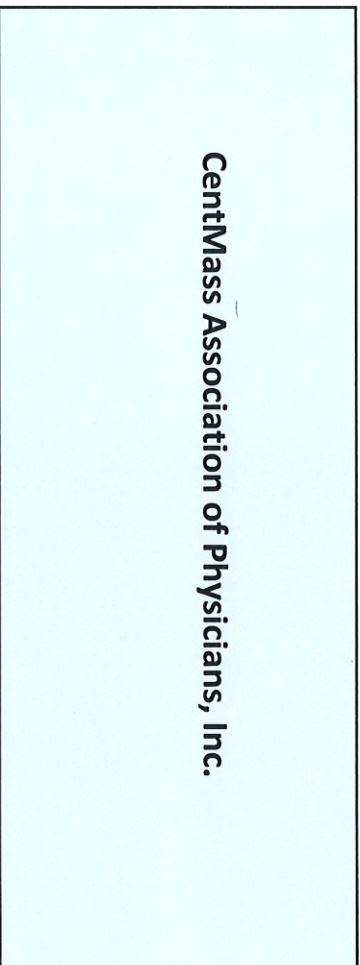


OI = Ownership Interest





January 1, 2022



# Charles River Medical Associates Organizational Chart December, 2021

Charles River Medical  
Associates, PC, clinical

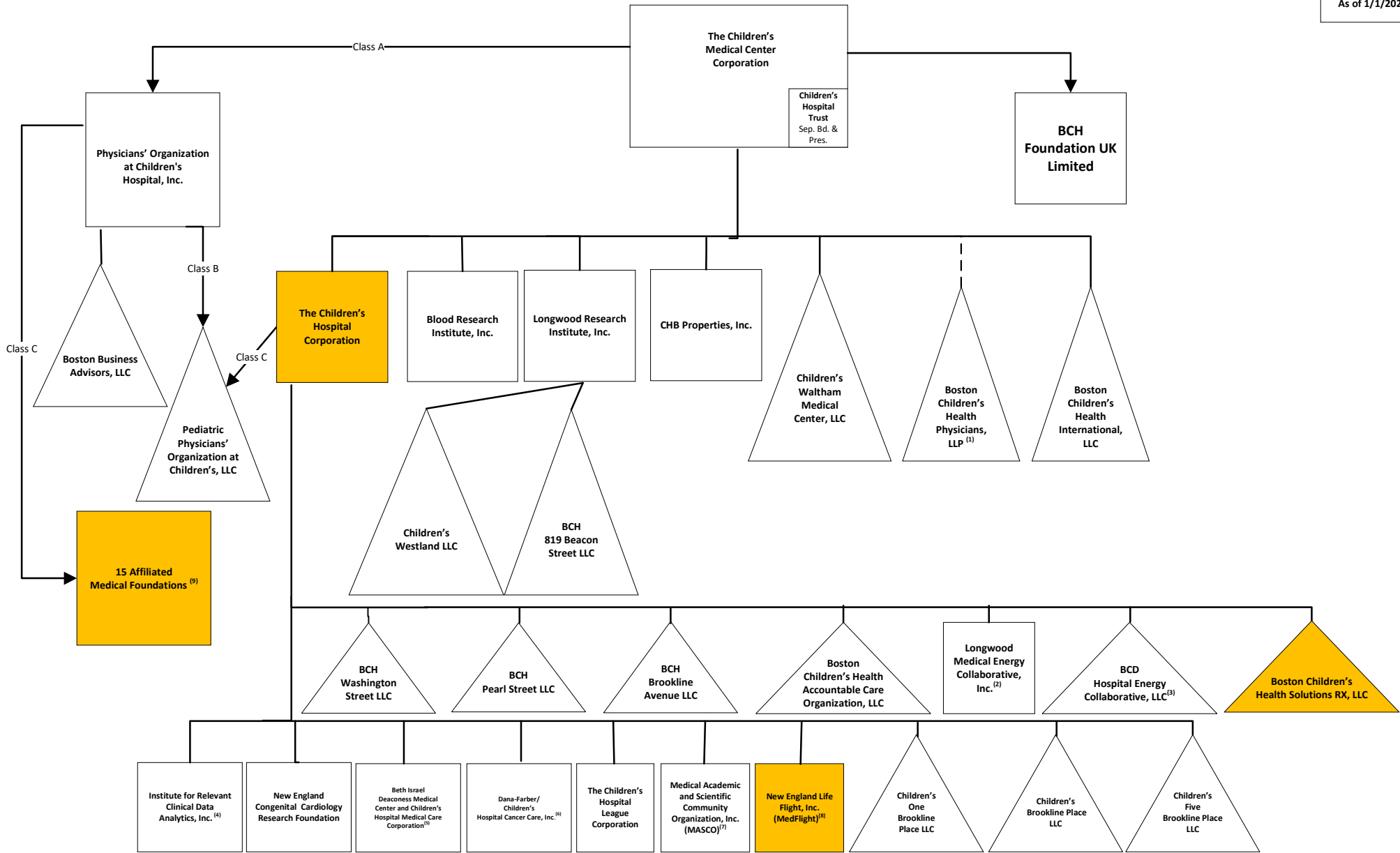
88% ownership

Charles River Endoscopy,  
LLC, clinical

Other 12% of CR Endoscopy owned by  
3 non-CRMA MDs, 4% each. Drs.  
Mogollon, Taitelbaum, Oviedo.

# CHILDREN'S MEDICAL CENTER CORPORATION CORPORATE ORGANIZATION

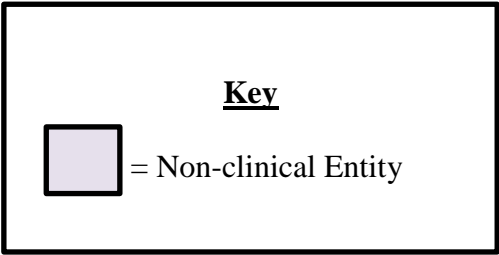
As of 1/1/2022



△ Denotes LLCs/LLPs  
 □ Denotes Corporations  
 ■ Denotes Clinical Entities

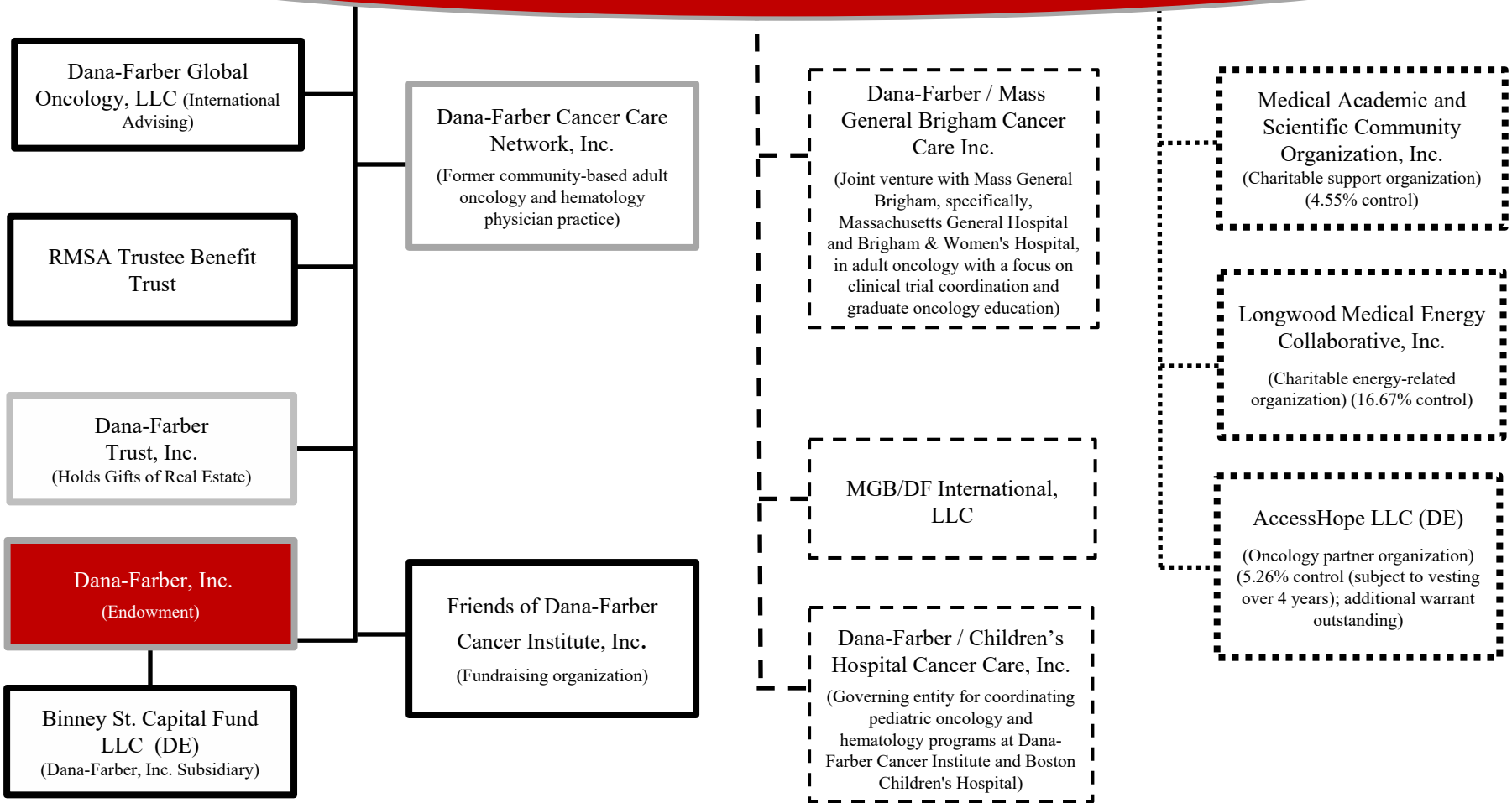
(1) CMCC has only indirect control of BCHP; BCHP does not operate in Massachusetts, and all BCHP revenue is generated outside of Massachusetts.  
 (2) 1 of 6 corporate members.  
 (3) 1 of 3 corporate members.  
 (4) 1 of 4 corporate members.  
 (5) 1 of 2 corporate members.  
 (6) 1 of 2 corporate members.  
 (7) 1 of 18 corporate members.  
 (8) 1 of 6 corporate members.  
 (9) Physicians' Organization at Children's Hospital, Inc. is a Class C member of each foundation.

**Community Care Cooperative, Inc.  
Corporate Organizational Chart  
2022**





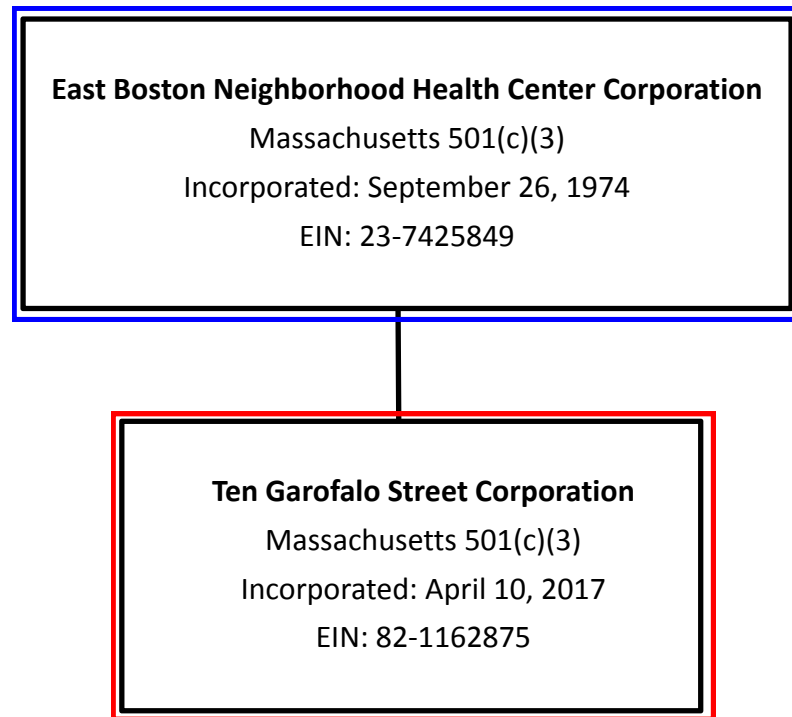
# DANA-FARBER CANCER INSTITUTE, INC.



	Solid line: 100% owned by Dana-Farber Cancer Institute, Inc.		Grey outline: Included in Consolidated Financials
	Dash line: controlled in part (50%) by Dana-Farber Cancer Institute, Inc.		Red fill: Members of Obligated Group
	Dotted line: minority controlled interest by Dana-Farber Cancer Institute, Inc.		
	Oval: Licensed Clinical Entity		
	Rectangle: Non-Clinical Entity		



# EBNHC Organizational Chart



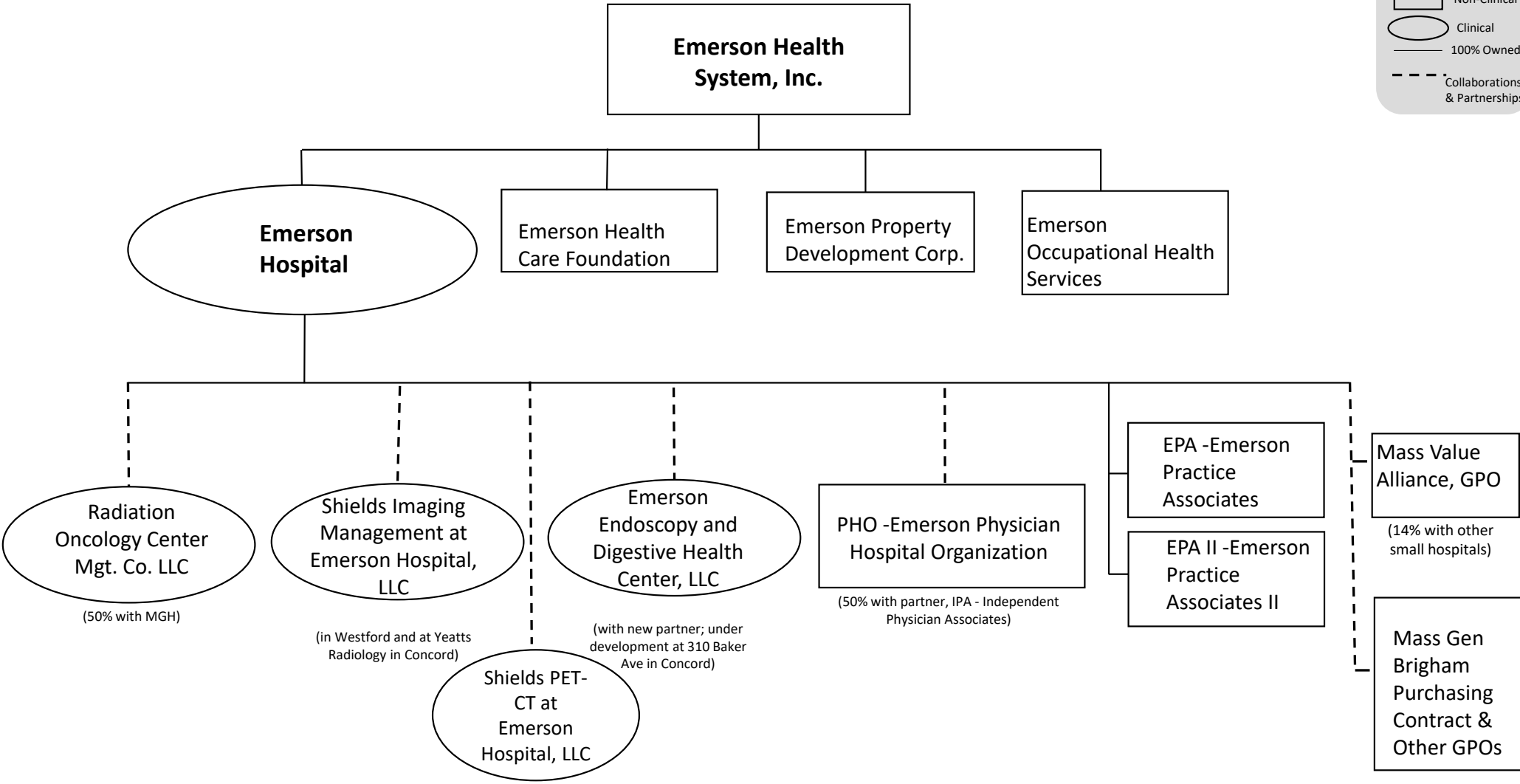
## KEY

-  *Clinical Corporation*
-  *Non-Clinical Corporation*

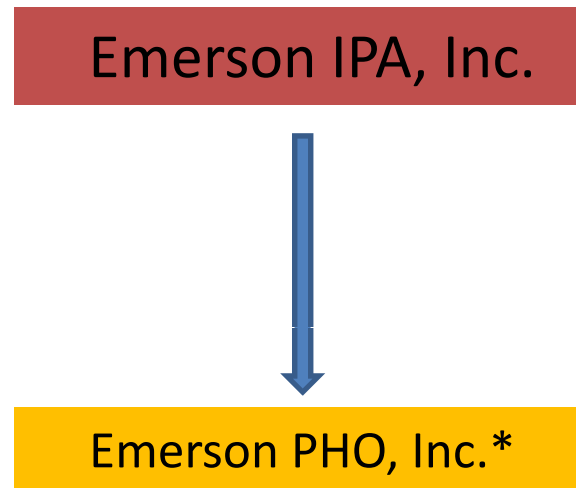
# Emerson's Entities & Organizational Relationships

**Legend**

- Non-Clinical
- Clinical
- 100% Owned
- Collaborations & Partnerships



# Corporate Organizational Chart



## Key

\* Emerson IPA has a 50% ownership of Emerson PHO

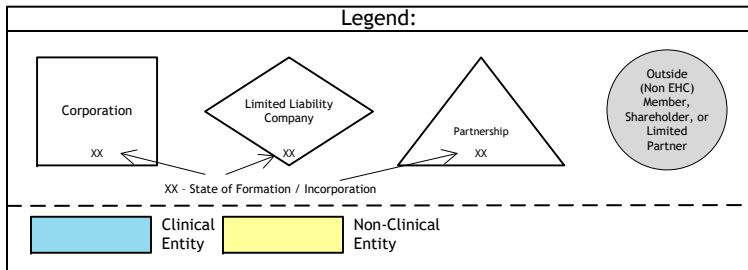
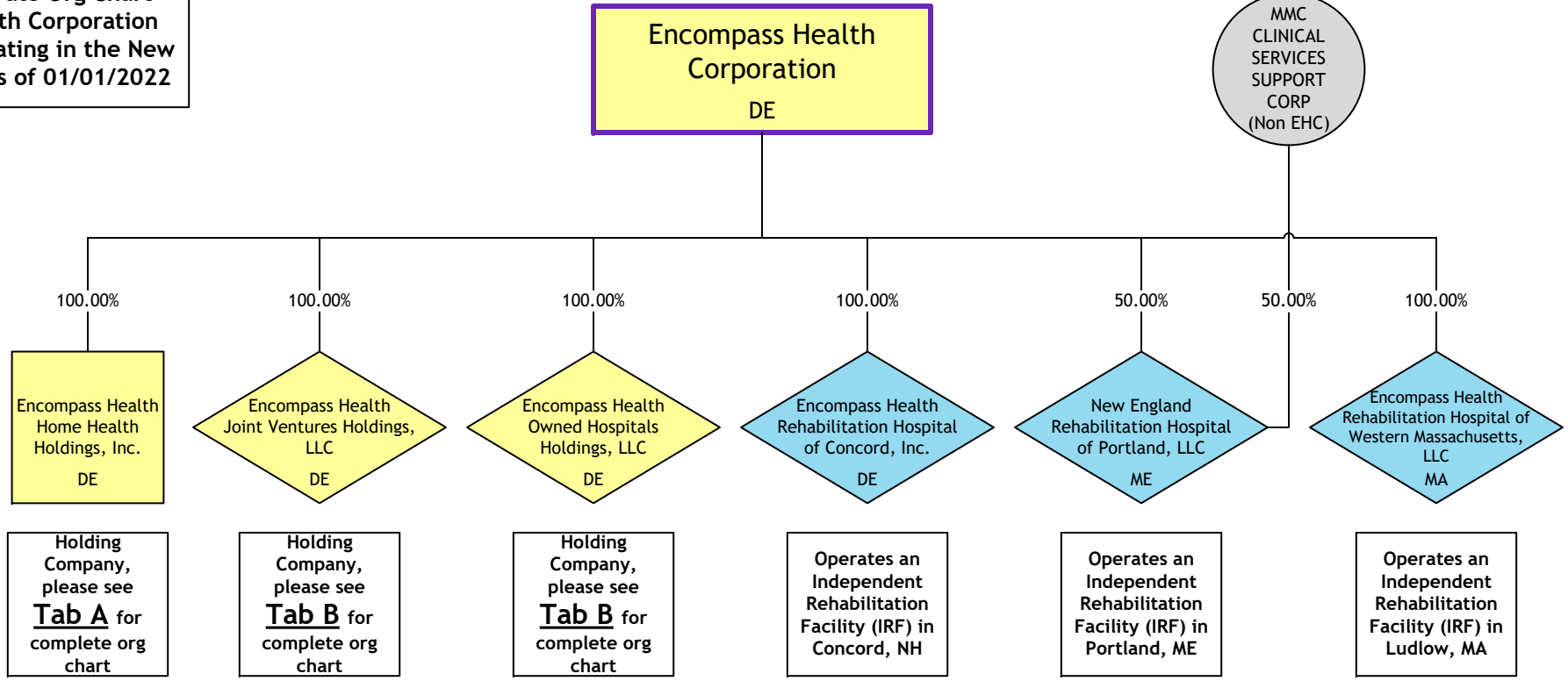
 Non-clinical entity

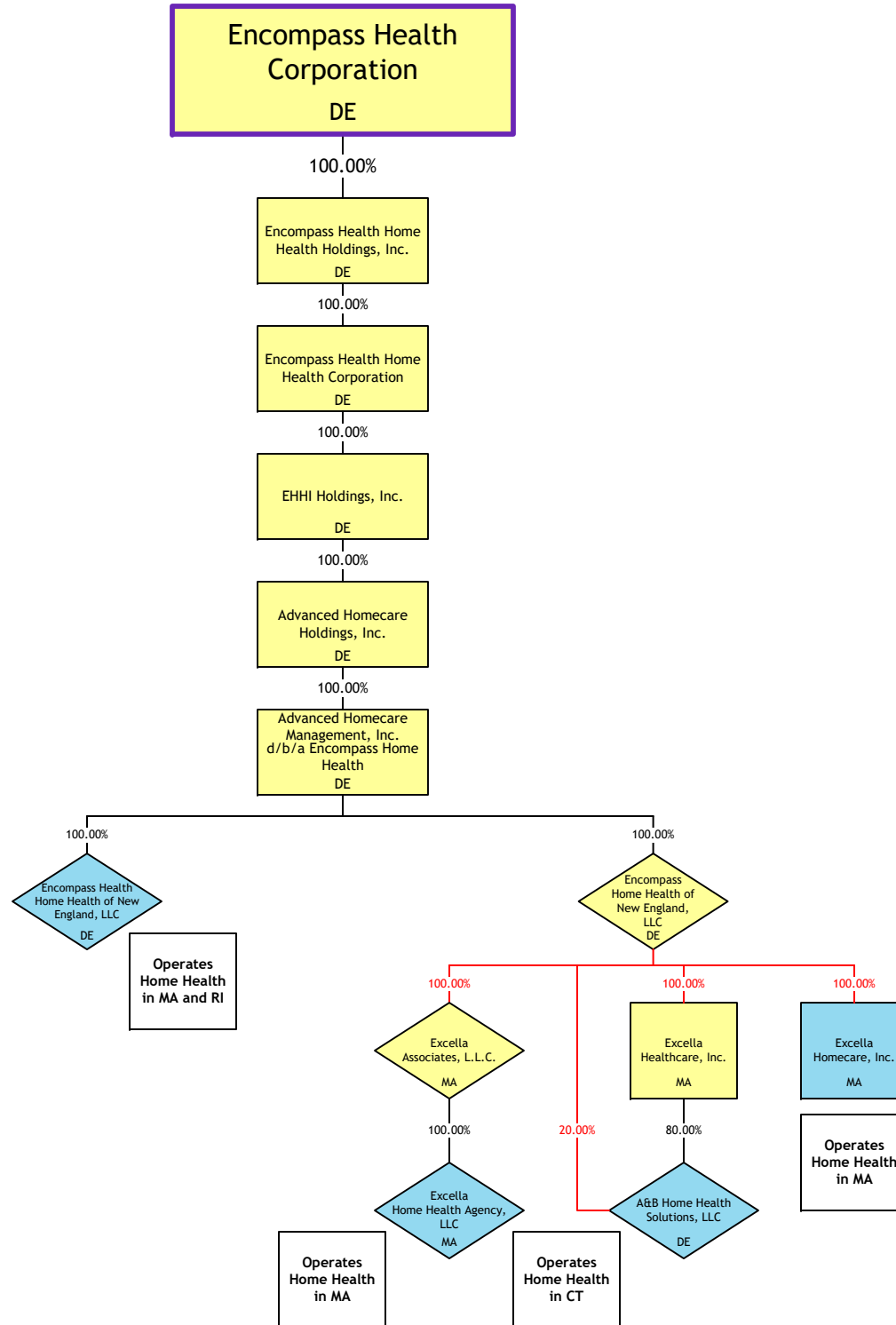
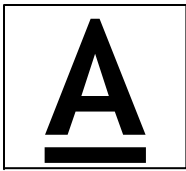
 Clinical entity

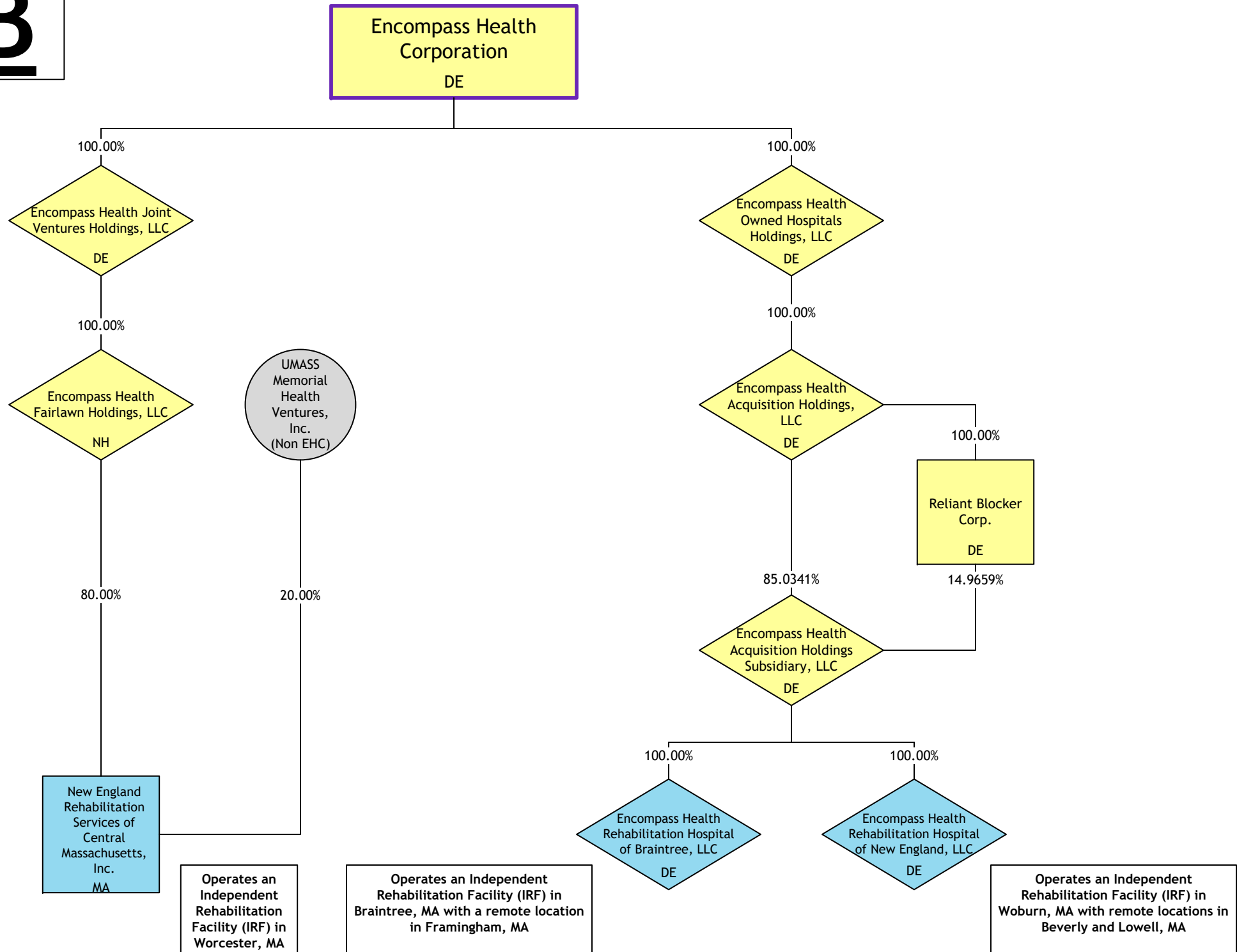
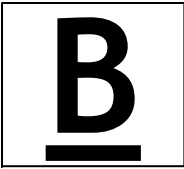
**RPO-135 Corporate Org Chart  
Encompass Health Corporation  
Subsidiaries operating in the New  
England Region as of 01/01/2022**

As of 01/01/2022

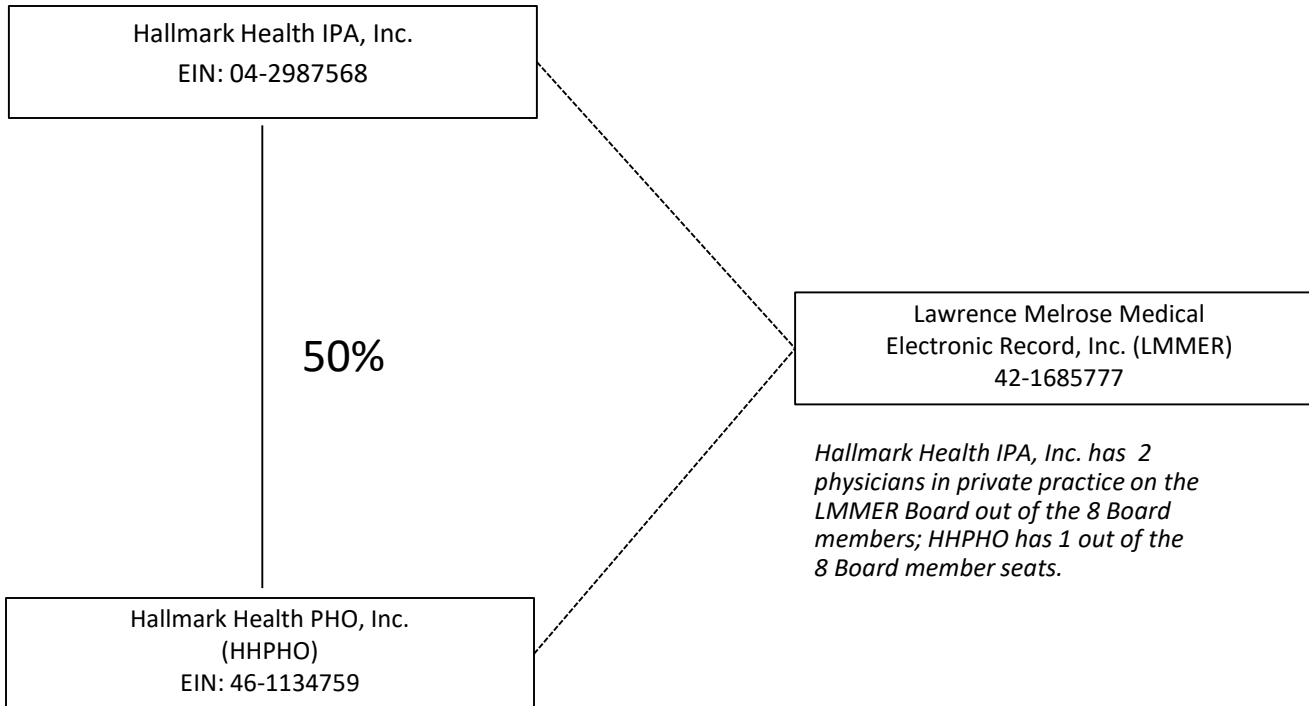
- New England States**
- Connecticut
  - Maine
  - Massachusetts
  - New Hampshire
  - Rhode Island
  - Vermont (no operations)







# Hallmark Health IPA, Inc.



All 100% owned unless indicated  
Blue = Clinical  
Black = Non-Clinical



Corporate Organizational Chart\_Part 1\_Harbor Health Services, Inc.

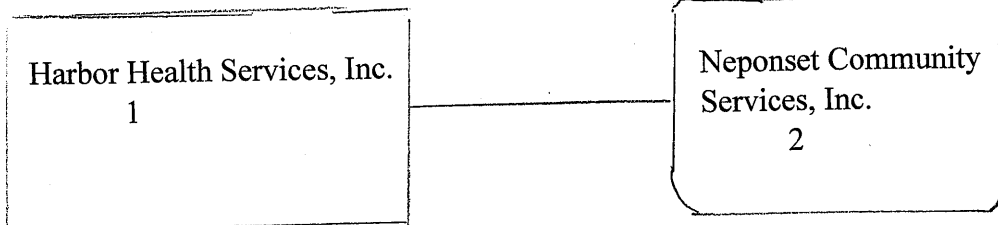
Harbor Health Services, Inc.  
Corporate Organizational Chart

1.

Clinical non-profit

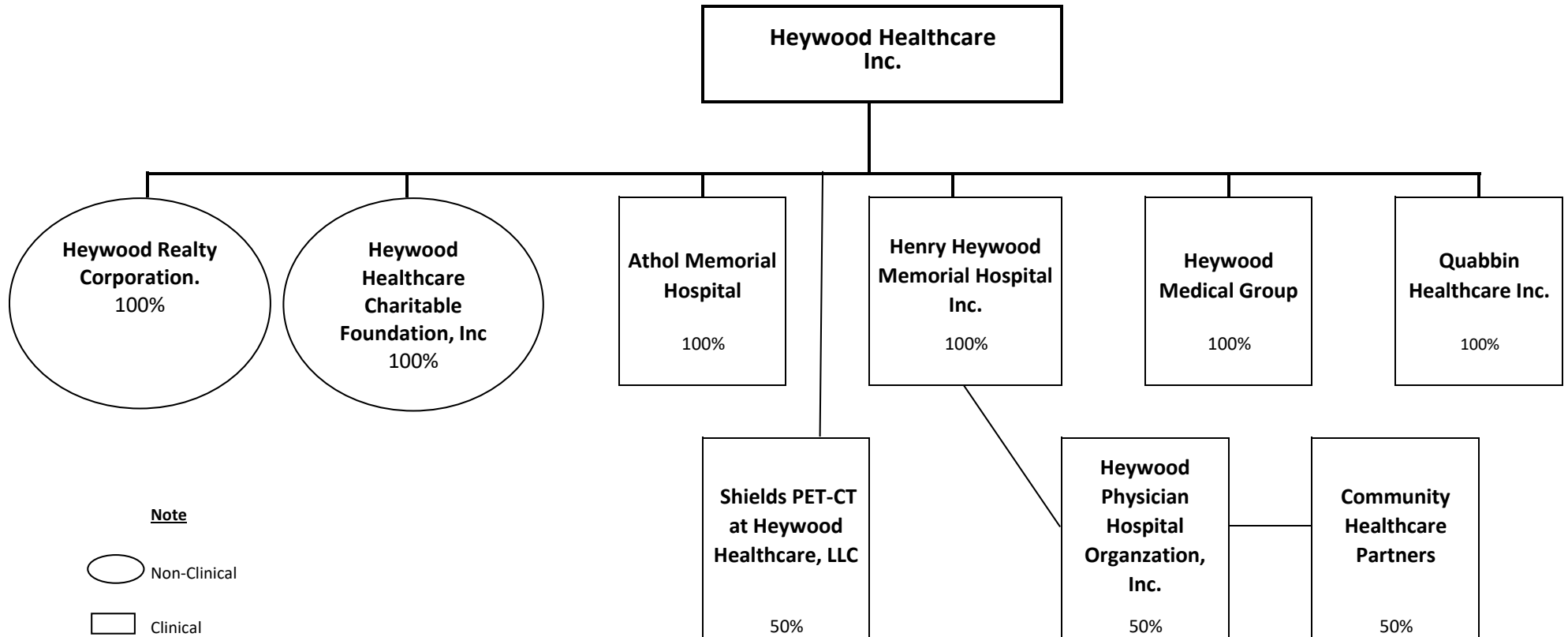
2.

Non-clinical non-profit; 2  
Directors of NCS Board  
Are appointed by the HHSI  
Board

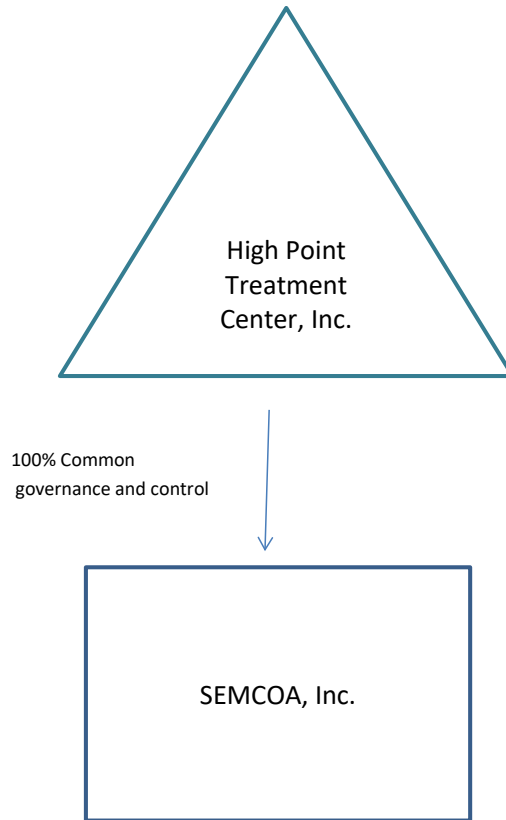






## Corporate Organizational Chart



## High Point Treatment Center, Inc. and Affiliate



 Clinical organization

 Non-clinical organization

High Point Treatment Center, Inc. is the parent organization for SEMCOA.  
SEMCOA, Inc. is a 100% subsidiary of High Point Treatment Center, Inc.

**Note:** Effective 7/7/2021, Southeast Family Services, Inc. which was a stand alone organization with its own board of directors, merged with SEMCOA, Inc.

# Highland Healthcare Associates IPA, Inc. Corporate Organizational Chart

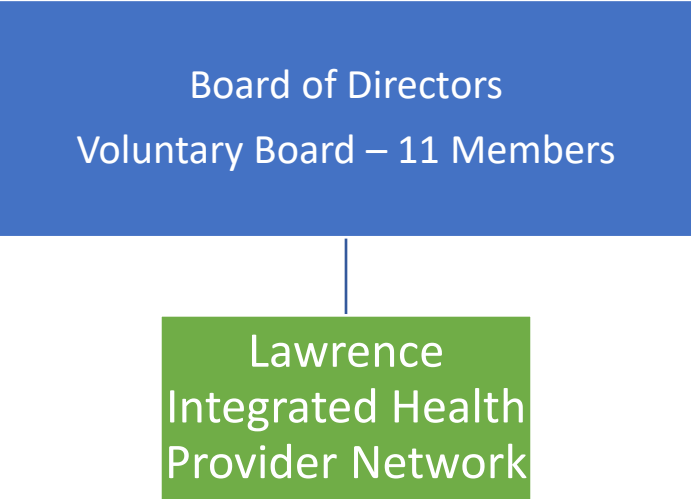
Highland Healthcare Associates IPA, Inc.  
(the IPA)

Winchester Highland Management, LLC (WHM)

The IPA is a 50%/50% owner of WHM, along with  
Winchester Healthcare Enterprises (Winchester Hospital).



Lawrence Integrated Health Provider Network Organizational Chart  
As of January 1, 2022

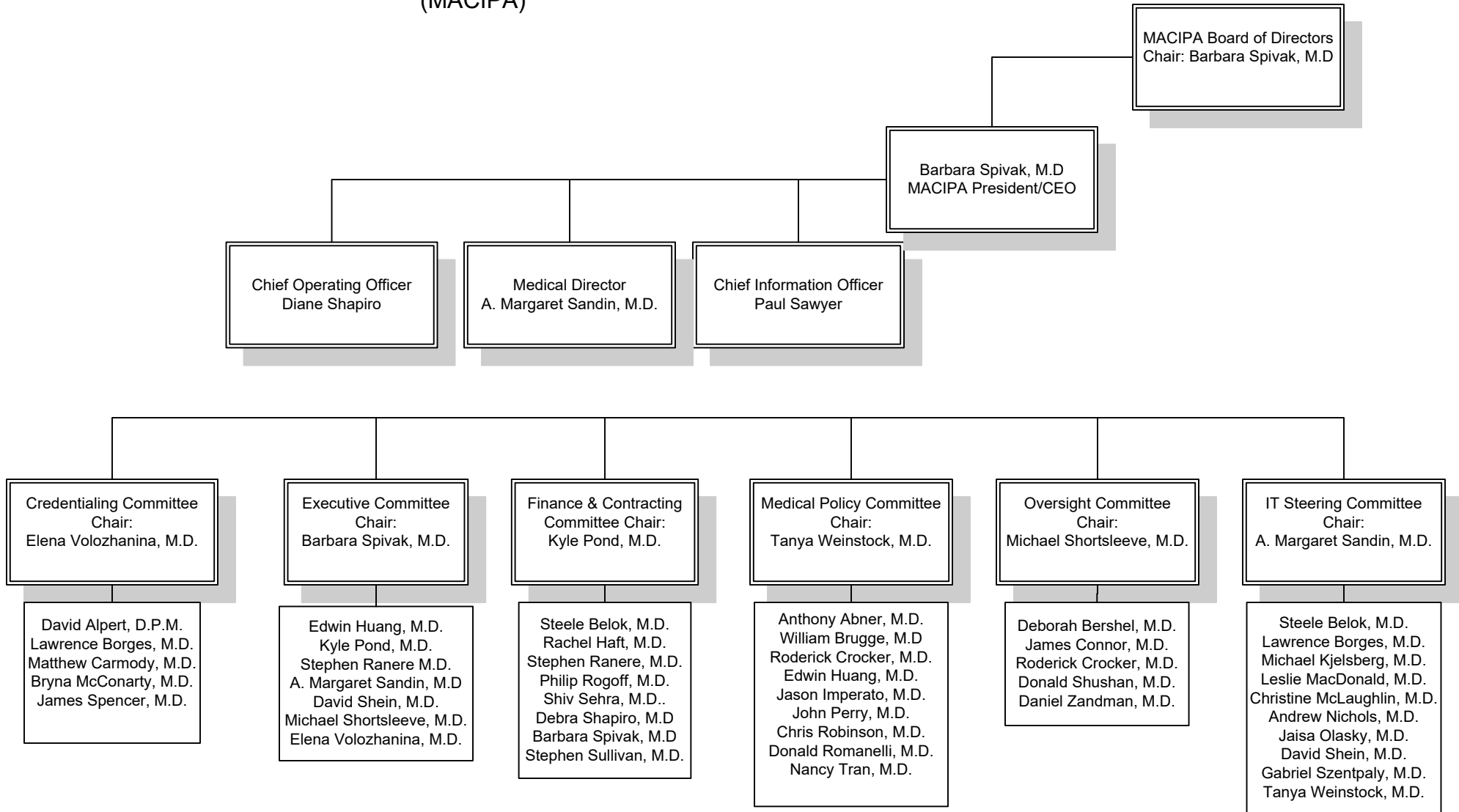


Key: Governance 

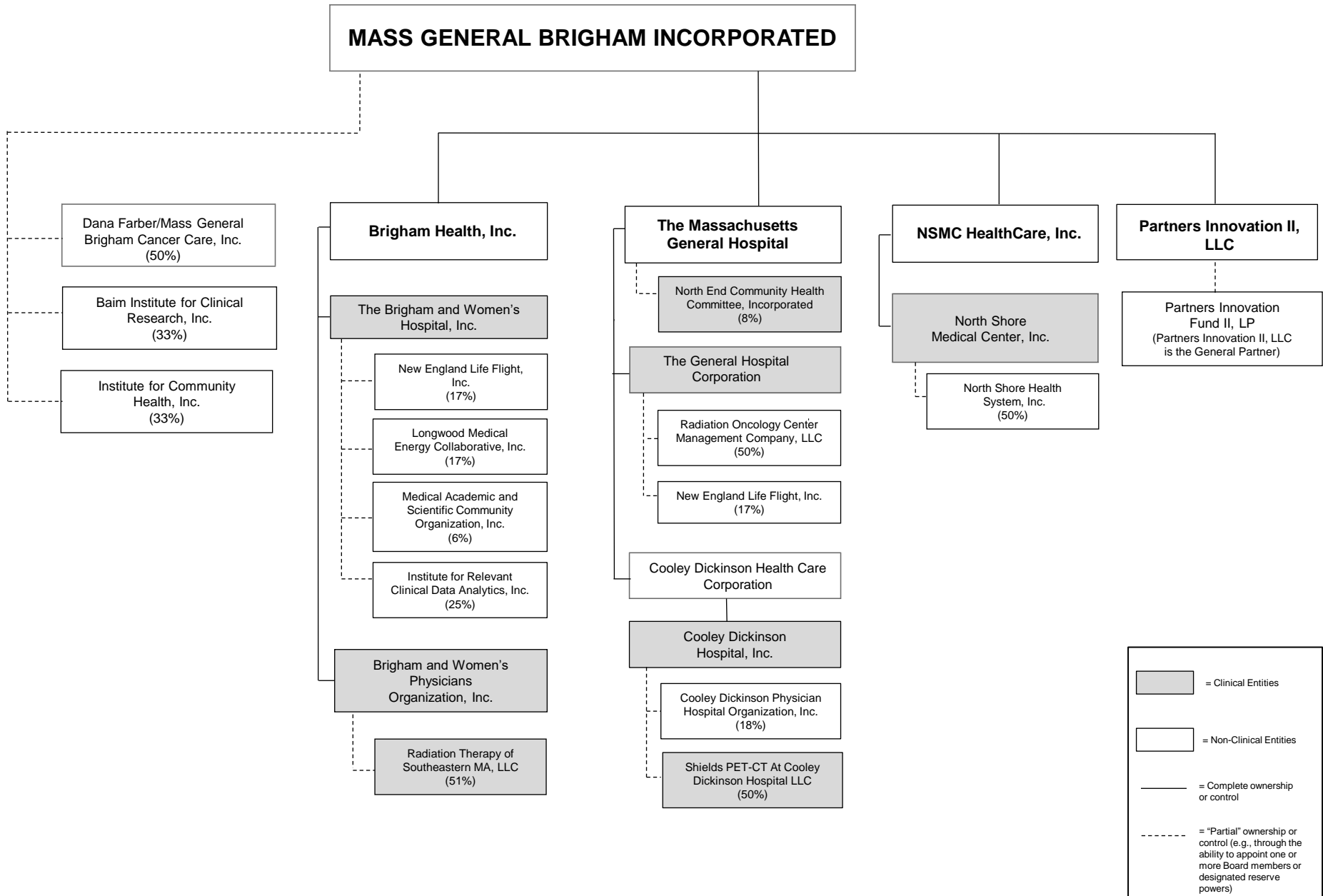


Organization that provides or arranges for healthcare services and negotiates contracts on behalf of providers with third-party carriers

A3235-Mount Auburn Cambridge Independent Practice Association  
(MACIPA)

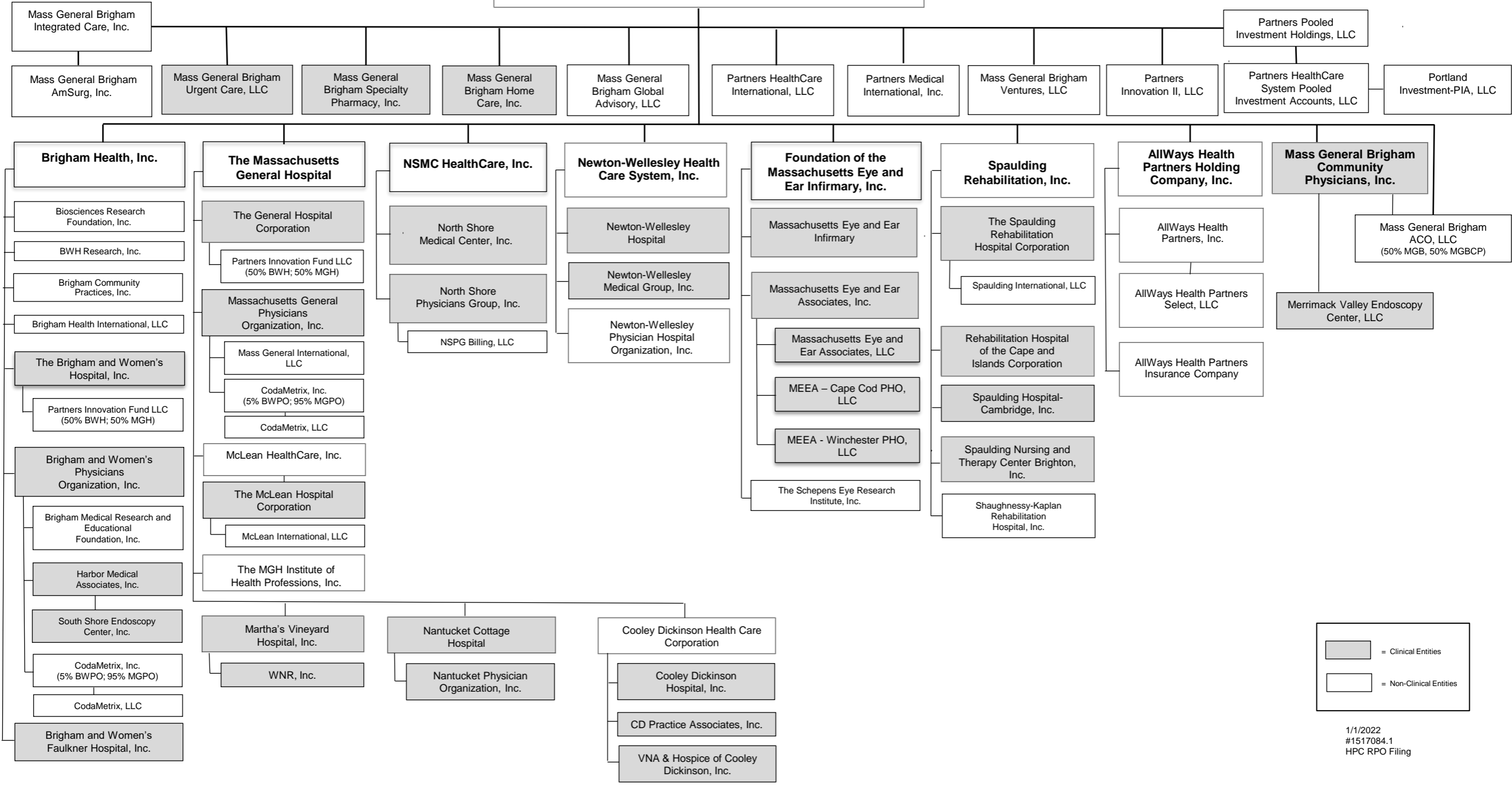


# Corporate Organizational Chart – “Partial” Ownership or Control



# Corporate Organizational Chart – Complete Ownership or Control

## MASS GENERAL BRIGHAM INCORPORATED



= Clinical Entities  
 = Non-Clinical Entities



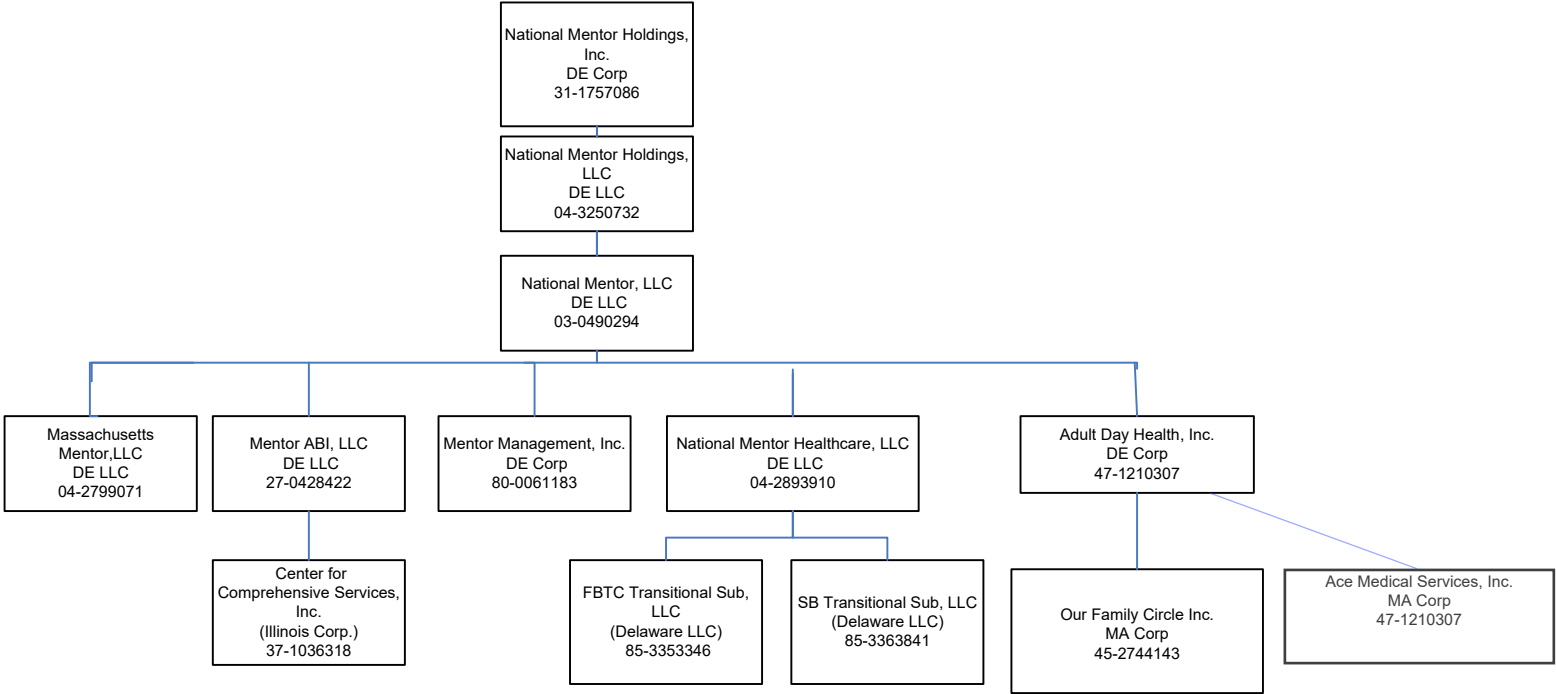
Milford Regional  
Medical Center, Inc.  
(Clinical Community  
Hospital)

Milford Regional  
Physician Group, Inc.  
(Clinical Physician  
Practice)

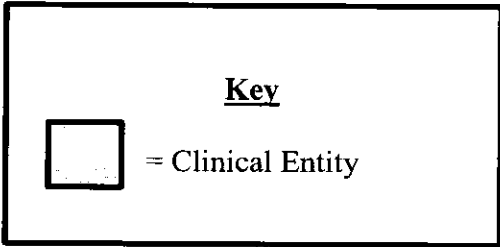
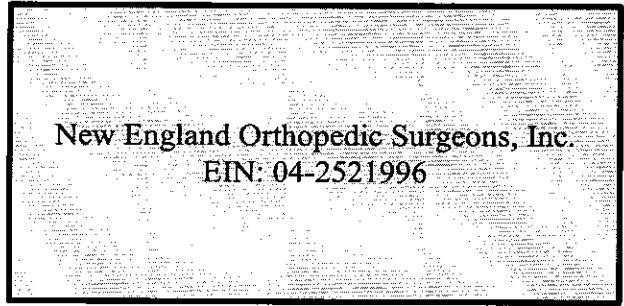
Milford Regional  
Healthcare  
Foundation, Inc.  
(Non Clinical  
Entity)

MWRH  
Management  
Services, Inc.  
(Non Clinical  
Entity)

Massachusetts Organizational Chart (Oct. 2022)



**New England Orthopedic Surgeons, Inc.**  
**Corporate Organizational Chart**  
1/6/2015



**QUEST DIAGNOSTICS INCORPORATED (DE) – Clinical<sup>4</sup>**  
 (INCORPORATED ON DECEMBER 12, 1990 IN DELAWARE; EIN: 16-1387862)  
**CORPORATE AFFILIATES<sup>1</sup>**

COMPANY		REGISTERED ALTERNATE NAME	US EIN
100% Quest Diagnostics Holdings Incorporated (DE) – Non-Clinical <sup>2</sup>			23-2324658
	100% Quest Diagnostics Clinical Laboratories, Inc. (DE) – Clinical	Advanced Toxicology Network Smithkline Beecham Clinical Laboratories	38-2084239
	100% LabOne, LLC (MO) – Non-Clinical <sup>2</sup>	Quest Diagnostics LabOne, LLC of Kansas	43-1039532
	100% ExamOne World Wide, Inc. (PA) – Non-Clinical <sup>3</sup>		23-2057350
100% Quest Diagnostics LLC (MA) – Clinical		Quest Diagnostics LLC Quest Diagnostics of Connecticut LLC	04-3248020
	81.1% Quest Diagnostics Massachusetts LLC (MA) – Clinical		46-1491586
100% Quest Diagnostics TB, LLC (DE) – Clinical			20-8528566
100% Athena Diagnostics, Inc. (DE) – Clinical			54-2082656
100% Cleveland HeartLab, Inc. (DE) – Clinical <sup>3</sup>		Cleveland Heartlab Services, Inc.	27-1117058
100% Med Fusion, LLC (TX) – Clinical <sup>5</sup>			
100% Nomad Massachusetts, Inc. (MA) – Non-Clinical <sup>3</sup>			04-2704542
100% Reprosorce Fertility Diagnostics, Inc. (MA) – Clinical			26-2679473
100% AmeriPath, Inc. (DE) – Non-Clinical <sup>2</sup>			20-3746016
	100% AmeriPath New York, LLC (DE) – Clinical	AmeriPath East AmeriPath Gastrointestinal Diagnostics AmeriPath Northeast Dermpath Diagnostics Dermpath Diagnostics NE-Braintree Ackerman Academy of Dermatopathology Dermpath Diagnostics New York Dermpath Diagnostics New England	65-0819138
	100% Specialty Laboratories, Inc. (CA) – Non-Clinical <sup>3</sup>	Quest Diagnostics Nichols Institute of Valencia, Inc.	95-2961036

<sup>1</sup> Subsidiaries listed all the way over to the left are directly owned by Quest Diagnostics Incorporated. Indented subsidiaries are owned by the organization directly above it.

<sup>2</sup> Not registered in Massachusetts, shown only for ownership structure purposes.

<sup>3</sup> Registered in Massachusetts, no physical locations.

<sup>4</sup> Provider Entity, no physical locations in Massachusetts.

<sup>5</sup> Not registered in Massachusetts, no physical locations, contracting entity.

**QUEST DIAGNOSTICS INCORPORATED (DE)<sup>1</sup>**  
 (INCORPORATED ON DECEMBER 12, 1990 IN DELAWARE; EIN: 16-1387862)  
**SUBSIDIARIES, JOINT VENTURES AND AFFILIATES**

COMPANY	REGISTERED ALTERNATE NAME	US EIN	FOREIGN EIN
100% Quest Diagnostics Holdings Incorporated (DE)		23-2324658	
100% Quest Diagnostics International Holdings Limited (UK)		98-1406655	42173 13460
100% Quest Diagnostics Holdings Ltd. (UK)		98-1222145	37190 27357
100% ExamOne Canada, Inc. (New Brunswick)			862342102
100% Quest Diagnostics Brasil Holdings Ltd. (UK)		98-1338221	60752 22465
99.9% Quest Diagnostics HTAS India Private Limited (India) (0.1% Quest Diagnostics International Holdings Limited (UK)			AAACQ4965F
100% Quest Diagnostics of Puerto Rico, Inc. (PR)		66-0605229	
100% Quest Diagnostics Ireland Limited (Ireland)			9703871G
100% Quest Diagnostics (Shanghai) Co., Ltd. (China)			91310000MA1FROM18E
100% Quest Diagnostics Subsidiary Holdings Ltd. (UK)		98-1242811	89502 22044
100% Quest Diagnostics Clinical Laboratories, Inc. (DE)	Advanced Toxicology Network Labtech Diagnostics Quest Diagnostics Solstas Lab Partners Group Solstas Lab Partners Smithkline Beecham Clinical Laboratories	38-2084239	
100% LabOne, LLC (MO)	Quest Diagnostics LabOne, LLC of Kansas	43-1039532	
100% ExamOne World Wide, Inc. (PA)		23-2057350	
100% ExamOne LLC (DE)		30-0704506	
100% ExamOne World Wide of NJ, Inc. (NJ)		22-2127674	
51% DGXWMT JV, LLC (DE)	Health Check by Quest Diagnostics	82-3125576	
100% Quest HealthConnect, LLC (CA)		33-0423631	
100% Quest Diagnostics Health & Wellness, LLC (DE)		20-1908041	
100% LabOne of Ohio, Inc. (DE)	Quest Diagnostics LabOne	20-0310967	
51% Diagnostic Laboratory of Oklahoma LLC (OK)		73-1560760	
100% Mid America Clinical Laboratories, LLC (IN)		35-2014838	
49% Sonora Quest Laboratories LLC (AZ)		86-0872873	

<sup>1</sup> Registered Alternate Name: QDI Delaware Incorporated

COMPANY		REGISTERED ALTERNATE NAME	US EIN	FOREIGN EIN
100% Quest Diagnostics do Brasil Ltda. (Brazil)			83-3000959	02.213.366/0001-74
100% Quest Diagnostics Incorporated (MD)			52-0890739	
100% Quest Diagnostics India Private Limited (India)			20-8698020	AAACQ1468R
100% Quest Diagnostics Infectious Disease, Inc. (DE)			52-1604494	
100% Quest Diagnostics International LLC (DE)			46-2084961	
100% Quest Diagnostics Investments LLC (DE)			51-0314231	
100% Quest Diagnostics LLC (IL)		Quest Diagnostics LLC	36-4257926	
100% Quest Diagnostics LLC (MA)		Quest Diagnostics LLC Quest Diagnostics of Connecticut LLC	04-3248020	
81.1%	Quest Diagnostics Massachusetts LLC (MA)		46-1491586	
100% Quest Diagnostics LLC (CT)			06-1460613	
99.9% Quest Diagnostics Mexico, S de RL de CV (Mexico) (0.1% Nomad Massachusetts, Inc. (MA))			98-1197453	QDM-521124S17
100% Quest Diagnostics Nichols Institute (CA)		Nichols Institute	95-2701802	
100% Quest Diagnostics of Pennsylvania Inc. (DE)			22-3137283	
51%	Quest Diagnostics Venture LLC (PA)		23-2933949	
53.5%	Associated Clinical Laboratories of Pennsylvania, L.L.C. (PA)		45-3688292	
1%	Associated Clinical Laboratories, L.P. (PA)		25-1533746	
52.97%	Associated Clinical Laboratories, L.P. (PA)		25-1533746	
100% Quest Diagnostics Receivables Inc. (DE)			22-3695703	
100% Quest Diagnostics TB, LLC (DE)			20-8528566	

COMPANY		REGISTERED ALTERNATE NAME	US EIN	FOREIGN EIN
100 % Quest Diagnostics Ventures LLC (DE)			22-3695707	
100% Athena Diagnostics, Inc. (DE)			54-2082656	
100% American Medical Laboratories, Incorporated (DE)			54-1983356	
	100% Quest Diagnostics Nichols Institute, Inc. (VA)	Nichols Institute	54-0854787	
	100% Quest Diagnostics Incorporated (NV)	Quest Diagnostics Incorporated of Nevada Quest Diagnostics	88-0099333	
100% Blueprint Genetics Inc. (DE)			37-1768269	
100% Blueprint Genetics Oy (Finland)			98-1290925	2230790-0
	100% Blueprint Genetics FZ-LLC (UAE)			
100% Cleveland HeartLab, Inc. (DE)		Cleveland Heartlab Services, Inc.	27-1117058	
100% Isabella Street Urban Renewal, LLC (NJ)			83-0998167	
100% Med Fusion, LLC (TX)		med fusion med fusion clin-trials med fusion clin-labs	27-0720545	
100% Nomad Massachusetts, Inc. (MA)			04-2704542	
100% Reprosource Fertility Diagnostics, Inc. (MA)			26-2679473	
100% Unilab Corporation (DE)		Quest Diagnostics	71-0897031	
100% AmeriPath, Inc. (DE)			65-0642485	
	100% AmeriPath Cincinnati, Inc. (OH)	Richfield Laboratory of Dermatopathology	31-0744468	
	100% AmeriPath Cleveland, Inc. (OH)	AmeriPath GI Institute Dermpath Diagnostics	34-1194233	

COMPANY		REGISTERED ALTERNATE NAME	US EIN	FOREIGN EIN
	100% AmeriPath Consolidated Labs, Inc. (FL)		26-0003506	
	100% AmeriPath Florida, LLC (DE)	AmeriPath Central Florida AmeriPath Southwest Florida Bay Area Dermatopathology Dermpath Diagnostics Institute for Immunofluorescence Institute for Podiatric Pathology	65-0641688	
	100% AmeriPath Hospital Services Florida, LLC (DE)		16-1702356	
	100% AmeriPath Kentucky, Inc. (KY)		62-1373947	
	100% AmeriPath Lubbock 5.01(A) Corporation (TX)	Arlington Pathology Associates Dermpath Diagnostics Texas North Arlington Pathology Associates Pathology Associates of Texas	75-2773490	
	100% AmeriPath New York, LLC (DE)	AmeriPath East AmeriPath Gastrointestinal Diagnostics AmeriPath Northeast Dermpath Diagnostics Dermpath Diagnostics NE-Braintree Ackerman Academy of Dermatopathology Dermpath Diagnostics New York	65-0819138	
	100% AmeriPath Texas Inc. (DE)		75-2530066	
	100% AmeriPath Tucson, Inc. (AZ)	AmeriPath Arizona	86-1004153	
	100% Consolidated DermPath, Inc. (DE)		46-2322827	
	100% DFW 5.01(a) Corporation (TX)	AmeriPath North Texas AmeriPath Dallas AmeriPath DFW 5.01(a) Corporation	75-2722708	
	100% Diagnostic Pathology Services, Inc. (OK)	AmeriPath Oklahoma	73-1193626	
	100% Kailash B. Sharma, M.D., Inc. (GA)		58-1416059	
	100% Nuclear Medicine and Pathology Associates (GA)		58-1446543	
	100% Institute for Dermatopathology, Inc. (PA)	AmeriPath Mid Atlantic Dermpath Diagnostics The Dermatopathology Laboratory	23-2893988	



COMPANY		REGISTERED ALTERNATE NAME	US EIN	FOREIGN EIN
	100% Ocmulgee Medical Pathology Association, Inc. (GA)	AmeriPath Georgia Gastrointestinal Diagnostics Dermath Diagnostics	58-1267100	
	100% Specialty Laboratories, Inc. (CA)	Quest Diagnostics Nichols Institute of Valencia, Inc.	95-2961036	
ADDITIONAL ENTITIES CONSOLIDATED FOR ACCOUNTING PURPOSES				
	AmeriPath Indianapolis, PC (IN)	AmeriPath Indianapolis, PSC Dermath Diagnostics	35-2037910	
	Colorado Pathology Consultants, P.C. (CO)	AmeriPath Colorado Dermath Diagnostics	84-1331556	
	Dermatopathology of Wisconsin, S.C. (WI)	AmeriPath Great Lakes	39-1650425	
	Hoffman, M.D., Associated Pathologists, Chartered (NV)	Associated Pathologists, Chartered AmeriPath Nevada	88-0103554	
	Kilpatrick Pathology, P.A. (NC)		56-2160482	
	PhenoPath Laboratories, PLLC (WA)		91-1862536	



**SIGNATURE  
HEALTHCARE**

**Organization Chart**

**Signature Healthcare Corporation**  
 d/b/a Signature Healthcare  
 d/b/a Signature ACO  
 d/b/a Signature Accountable Care Organization

**\*\*\*Mass Value Alliance**

**\*Bridgewater Goddard Park Medical Associates, Inc.**  
 (C-Corp)

**Brockton Hospital, Inc.**  
 d/b/a Signature Healthcare Brockton Hospital  
 501(c)(3)

**Signature Healthcare Medical Group, Inc.**  
 d/b/a Signature Medical Group  
 501(c)(3)

**\*\*110 Liberty Street Realty Company, LLC**

**Brockton Physician-Hospital Organization, Inc.**  
 50% BH Ownership  
 50% Member MD Ownership

**Brockton Radiation Oncology, LLC**  
 35% BH Ownership  
 35% Vantage Oncology Treatment Centers Ownership  
 17.5% Brockton Radiation Oncology Associates, Inc. (MDs) Ownership  
 12.5% Harvard Medical Faculty Physicians Ownership

**Shields Signature Imaging, LLC**  
 50% BH Ownership  
 50% Shields Imaging Services, LLC Ownership

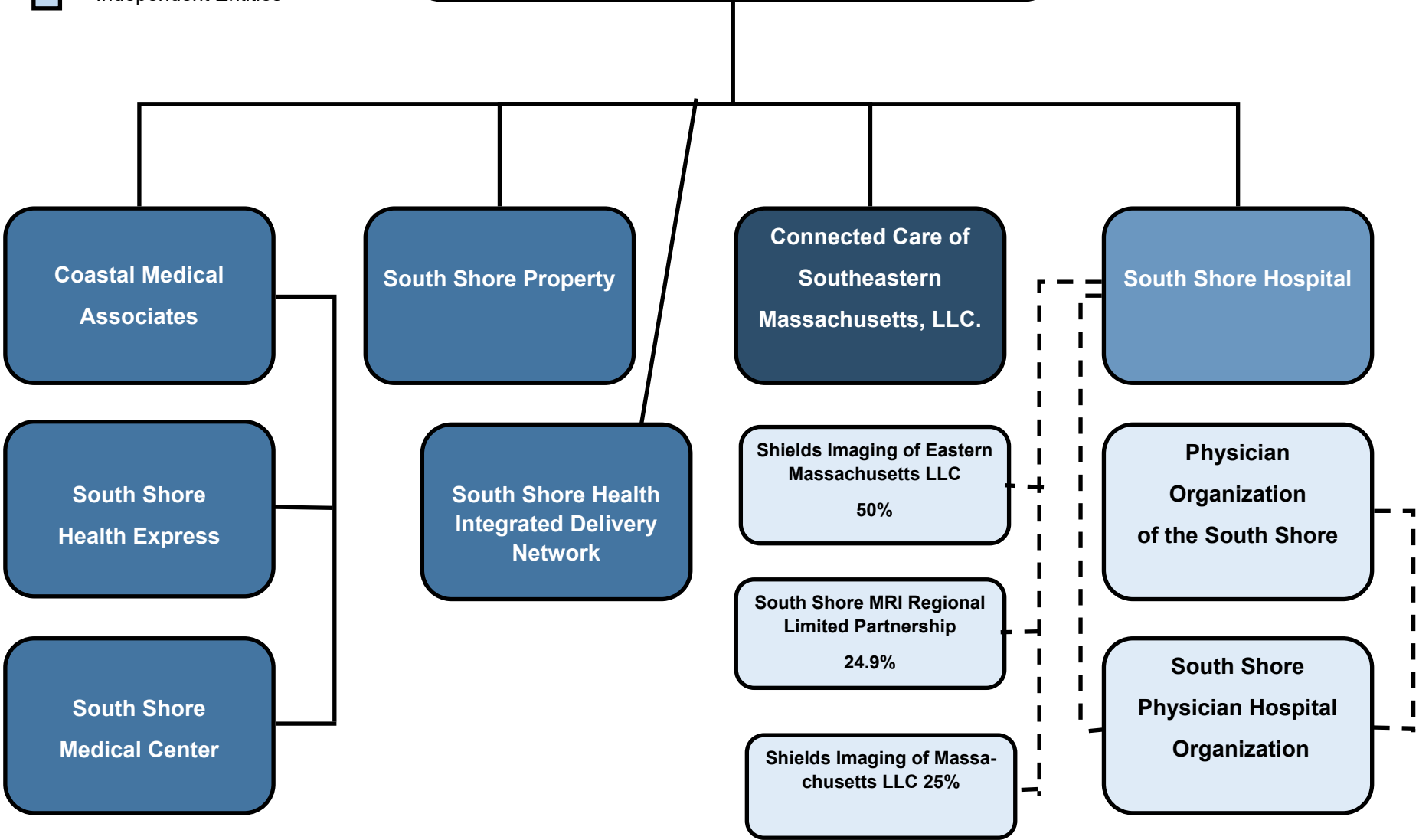
\*Assets of Bridgewater Goddard Park Medical Assoc. merged into Signature Medical Group 1/1/14. It is now an inactive corp. slated for dissolution.

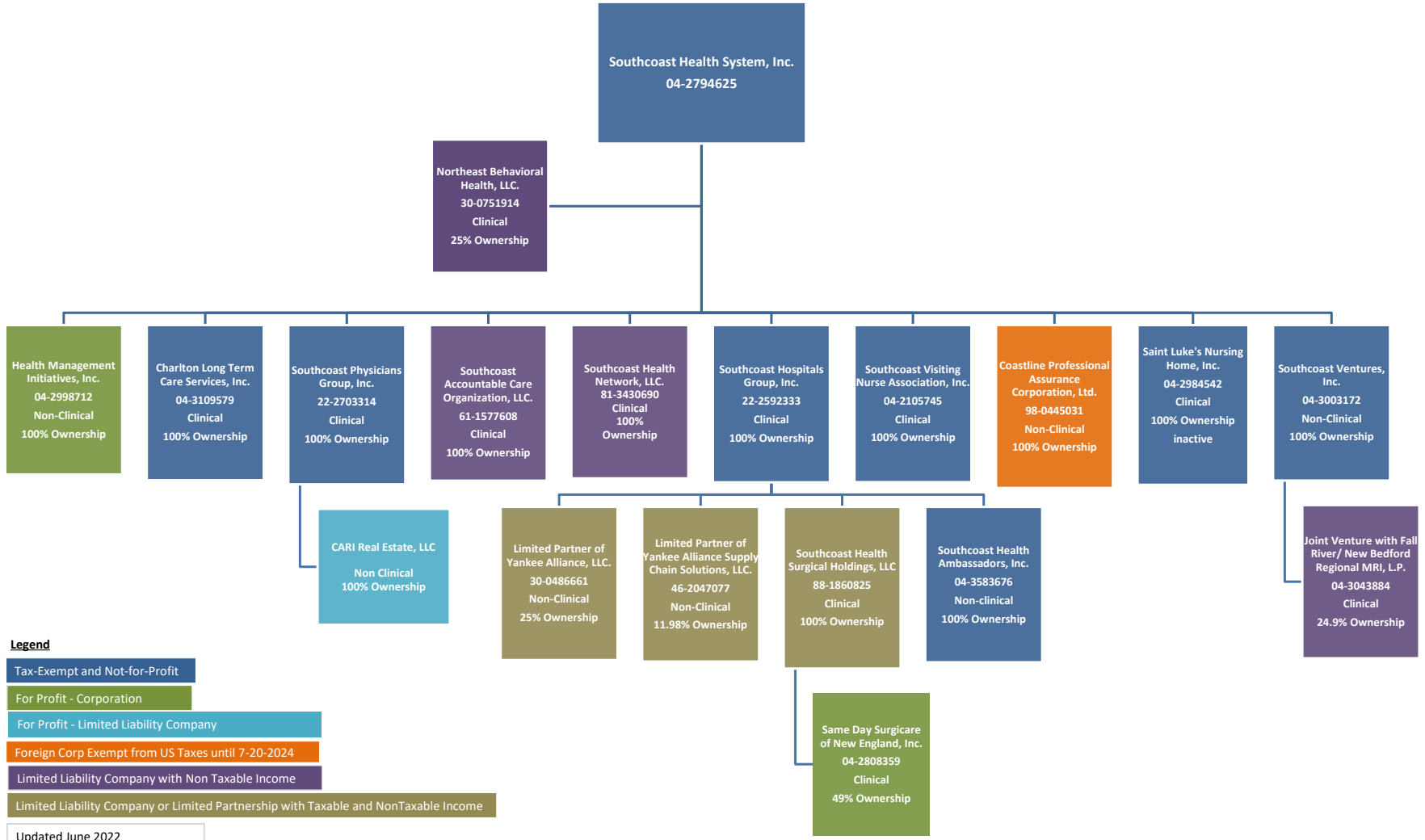
\*\*Assets of 110 Liberty Street Realty Company, LLC transferred to Brockton Hospital, Inc. as of 10/1/14

\*\*\*SHC is a member of managed organization with approx. 14% ownership as of June, 2019

- System Affiliates
- ACO
- Independent Entities

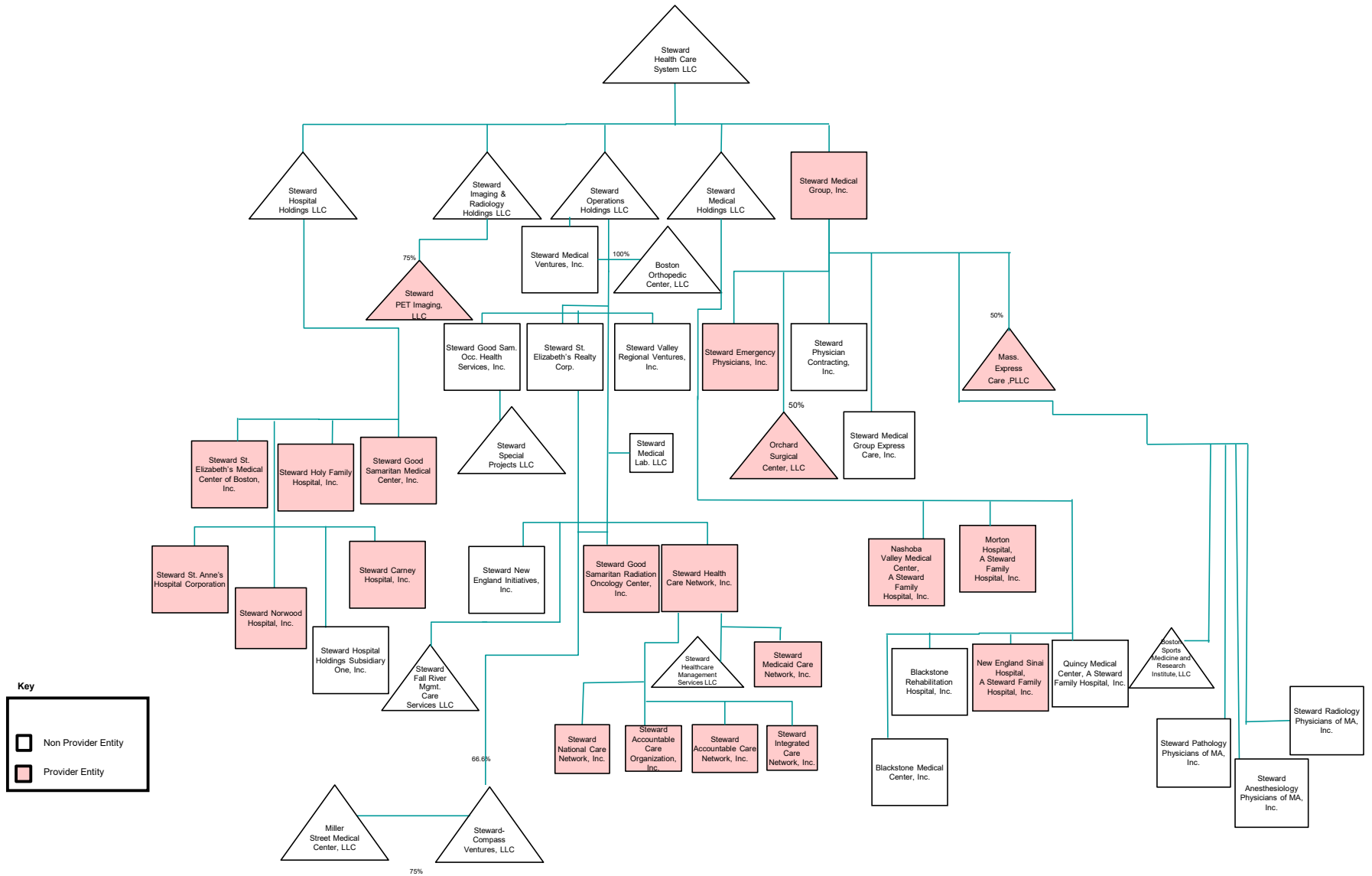
# South Shore Health



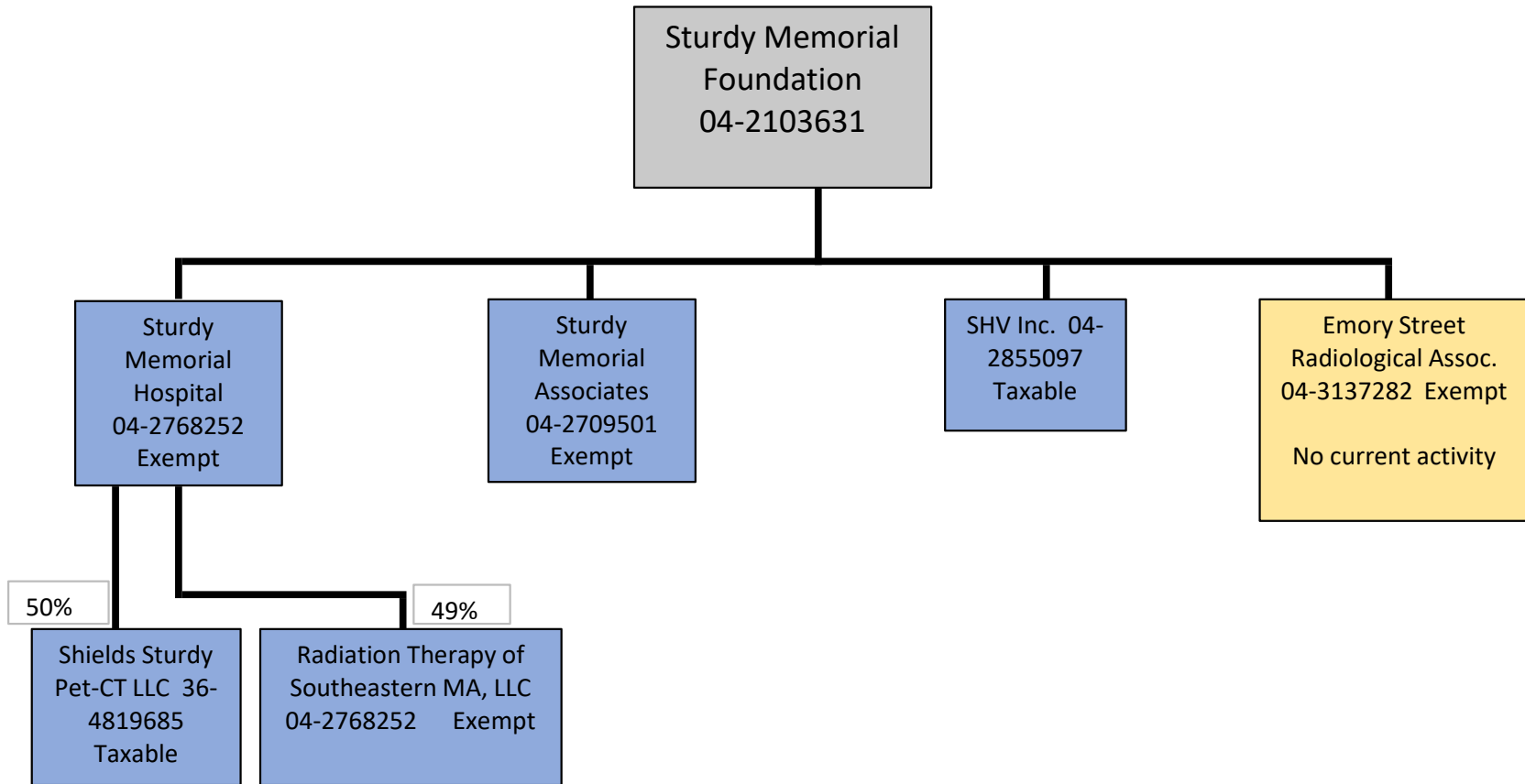


**Corporate Organizational Structure  
Steward Health Care System LLC**

**Confidential**



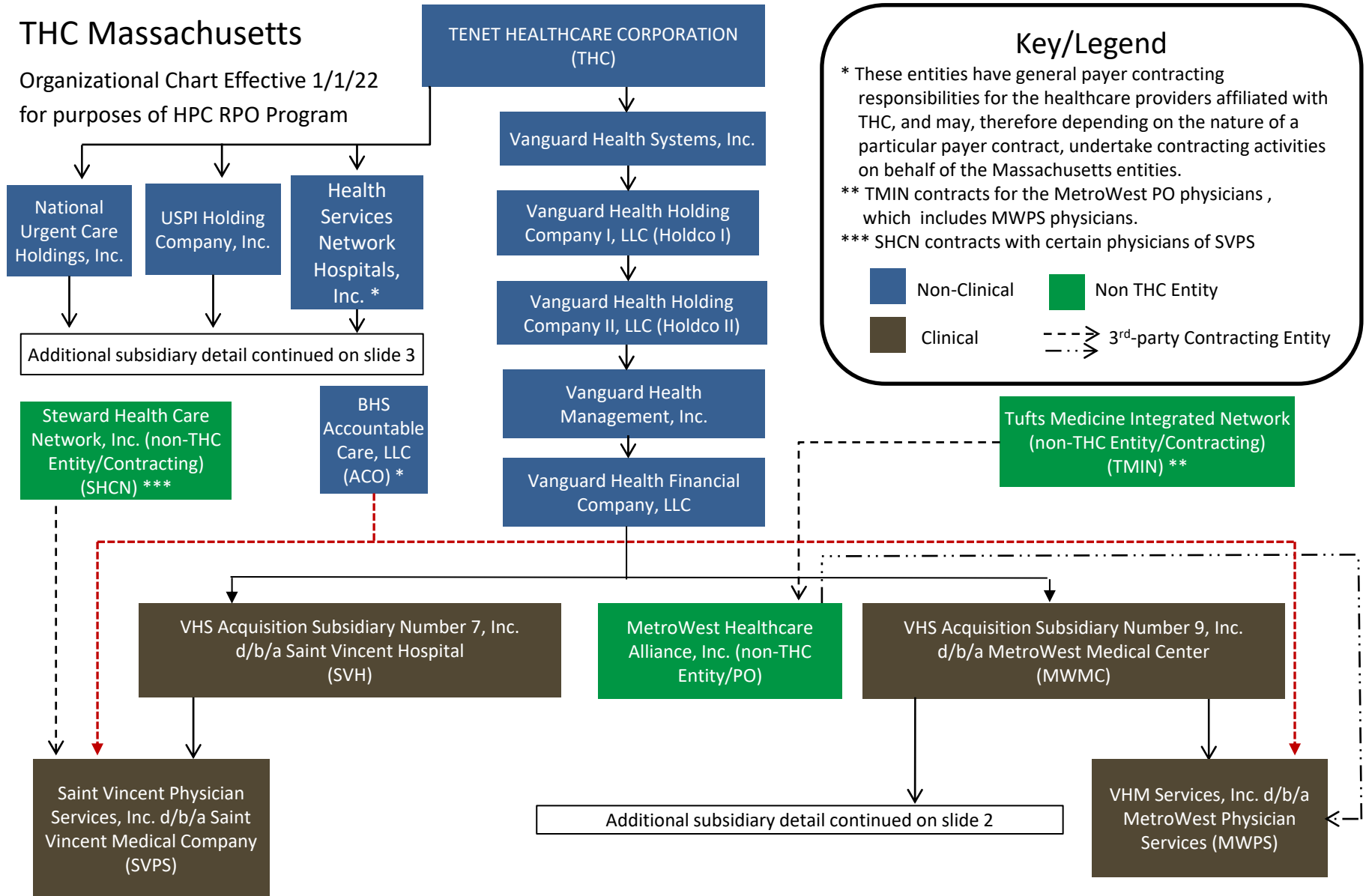
# Sturdy Memorial Organization Chart



Non Patient Care  
Patient Care  
Currently Inactive

# THC Massachusetts

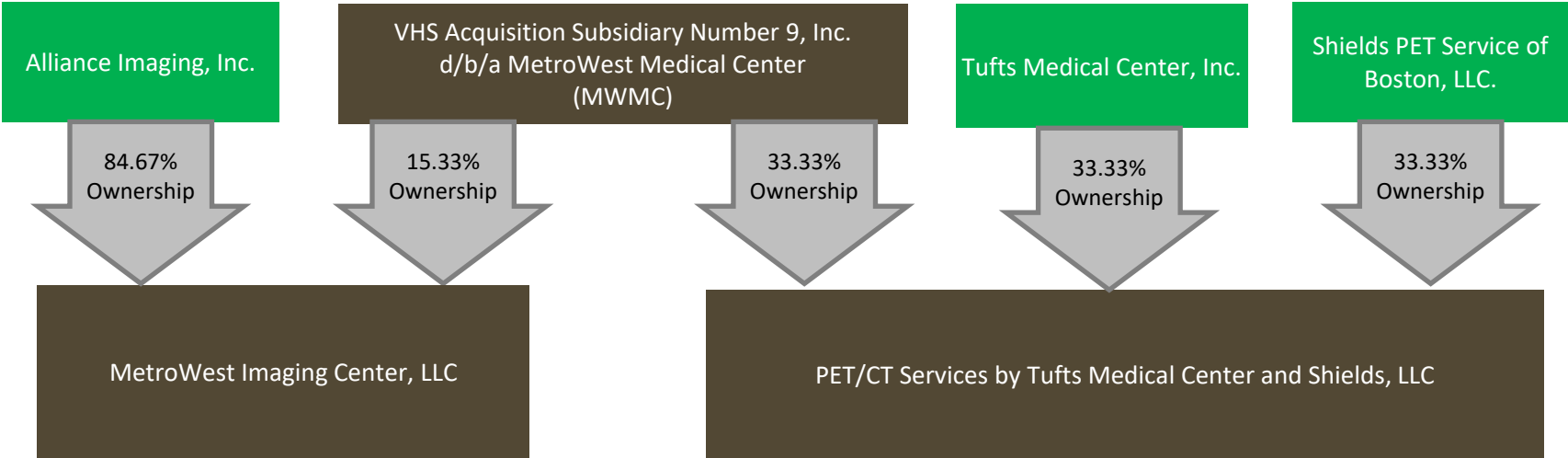
Organizational Chart Effective 1/1/22  
for purposes of HPC RPO Program



**Note:** The Hospitals and Physician Services entities consolidate their reporting to CHIA and the HPC for purposes of the annual cost hearings and submit the information under the name of Tenet Healthcare Northeast Region (TNR). TNR is not a legal entity but merely facilitates the submission of the information on behalf of the reporting entities.

# MetroWest Medical Center Ownership Structure

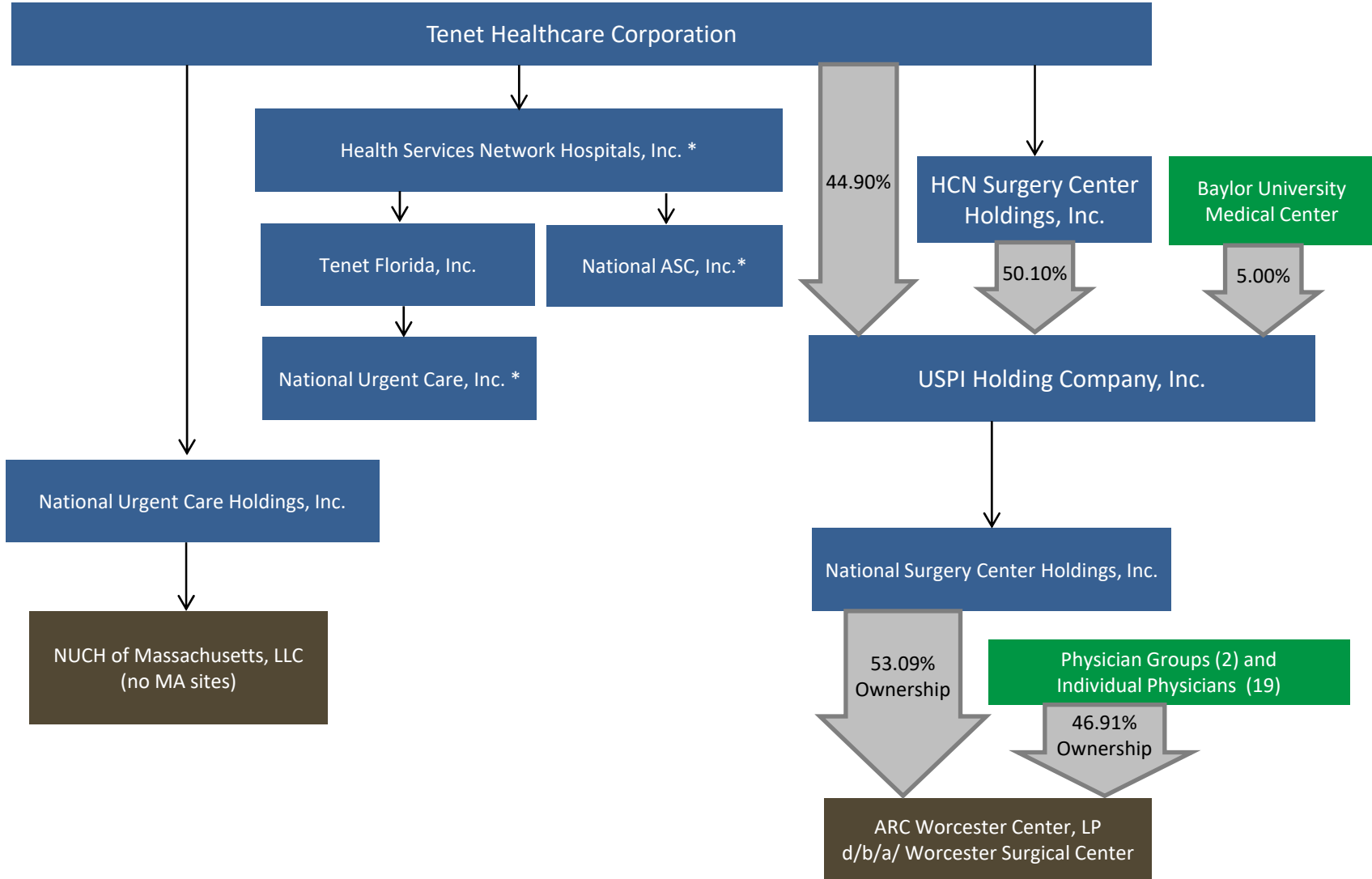
## Additional Subsidiary Detail continued from Page 1





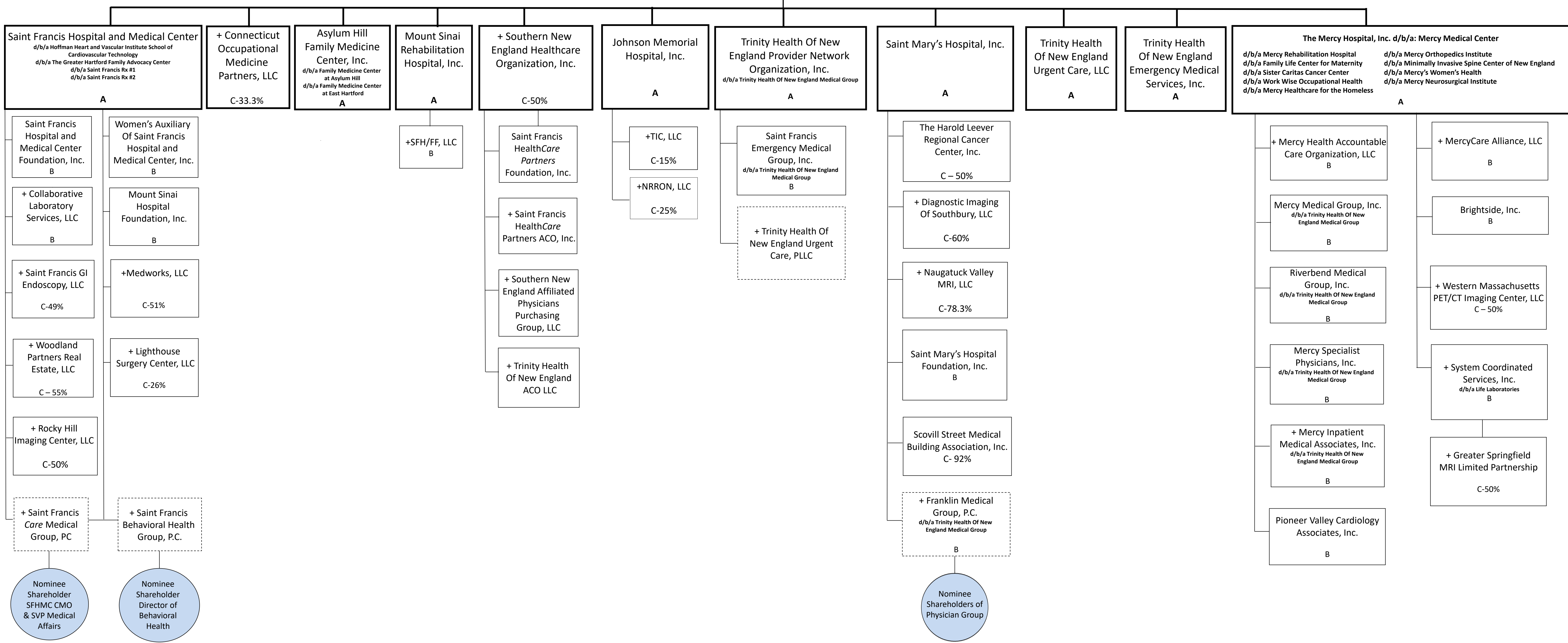
# Tenet Healthcare Corporation

## Additional Subsidiary Detail continued from Page 1



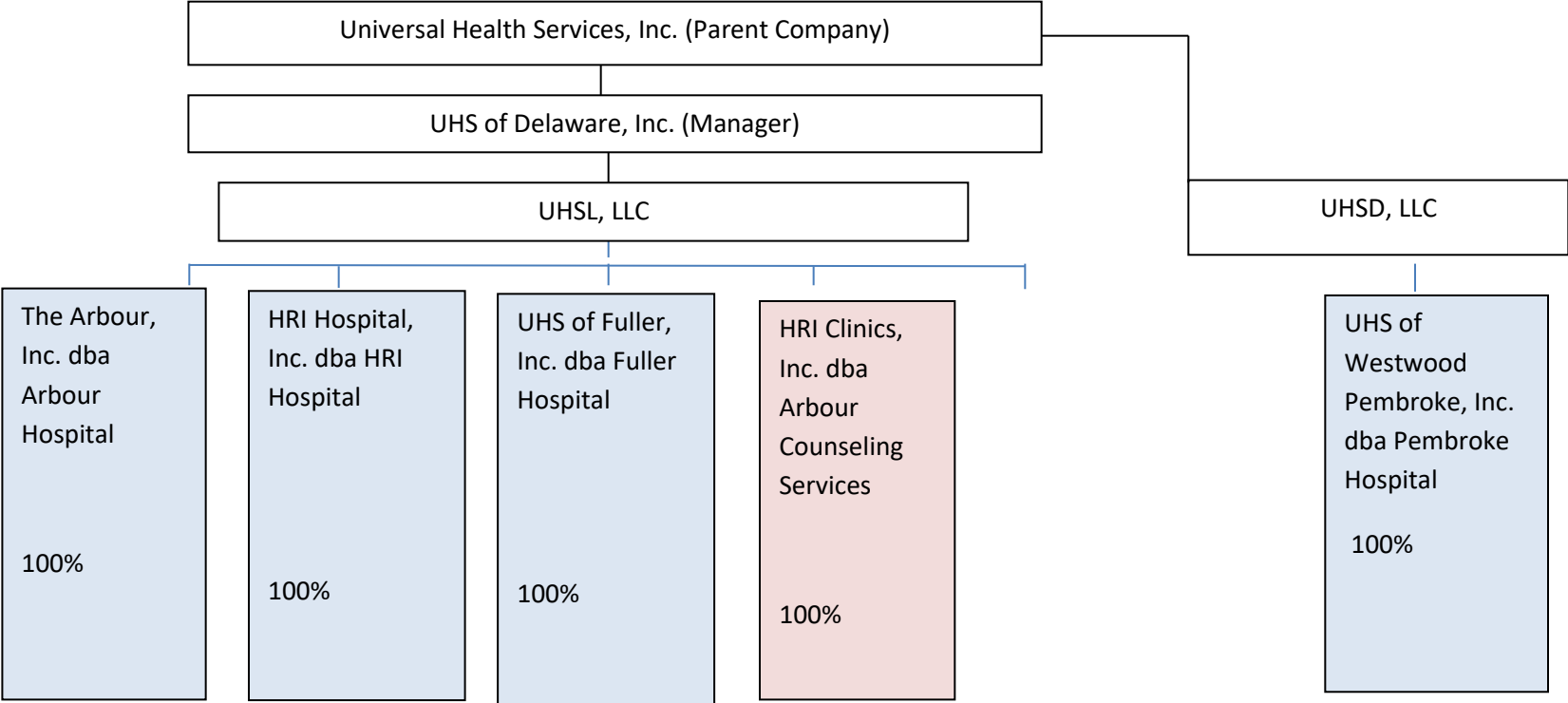
CATHOLIC HEALTH MINISTRIES      TRINITY HEALTH CORPORATION

TRINITY HEALTH OF NEW ENGLAND CORPORATION, INC.



A Direct Subsidiaries of TH Of NE  
 B Direct Subsidiaries of A entities  
 C Shared entities- reflecting the ownership percentages of TH Of NE and/or its subsidiaries.  
 + Indicates for-profit entity  
 ----- Physician Group

**Organization Chart of Organization Affiliations 2022**



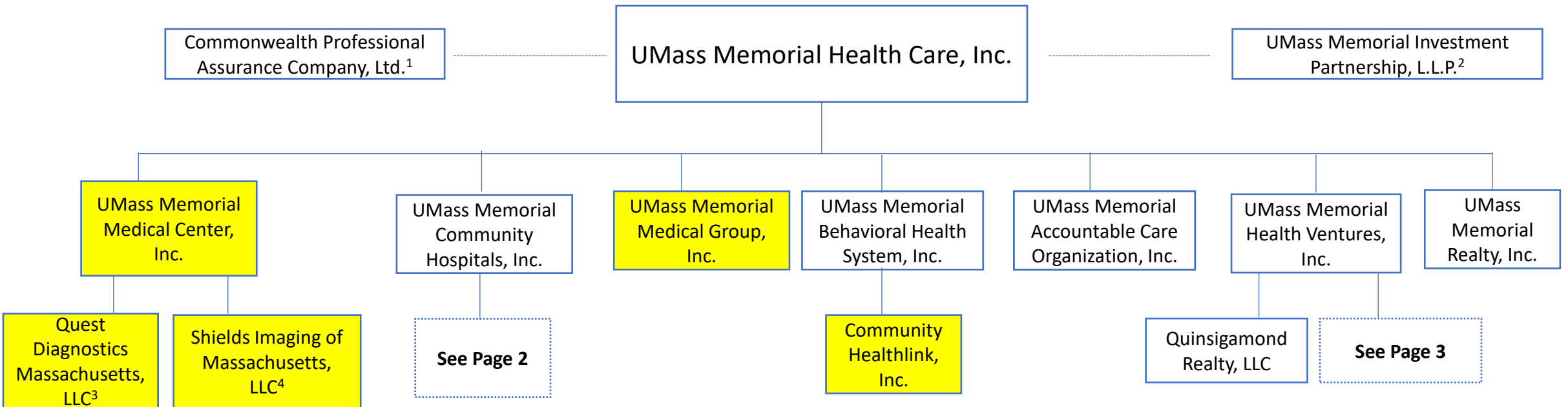
□

**Key: POs represented are wholly owned subsidiaries of applicable parent**

**Blue: Psychiatric Hospitals**

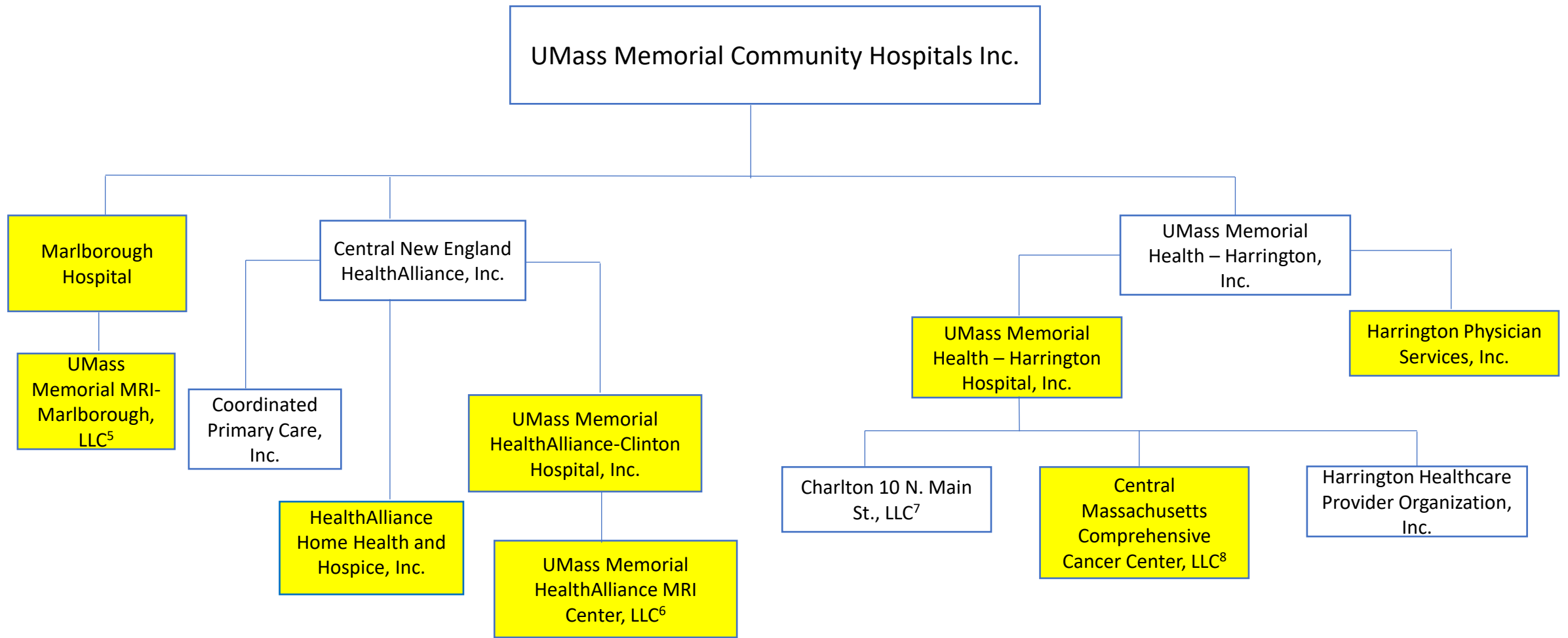
**Red: Outpatient Mental Health Clinics**

# UMass Memorial Health Care and Subsidiaries



1. Grand Cayman, BWI Corporation; UMMHC is sole shareholder
2. Partnership with several system entities; UMMHC is General Partner
3. Joint Venture-UMMMC and Quest Diagnostics, LLC (18.9/81.1)
4. Joint Venture-UMMMC, Shields Imaging of NE, LLC, Baystate Radiology & Imaging, LLC and South Shore Hospital (25/25/25/25)

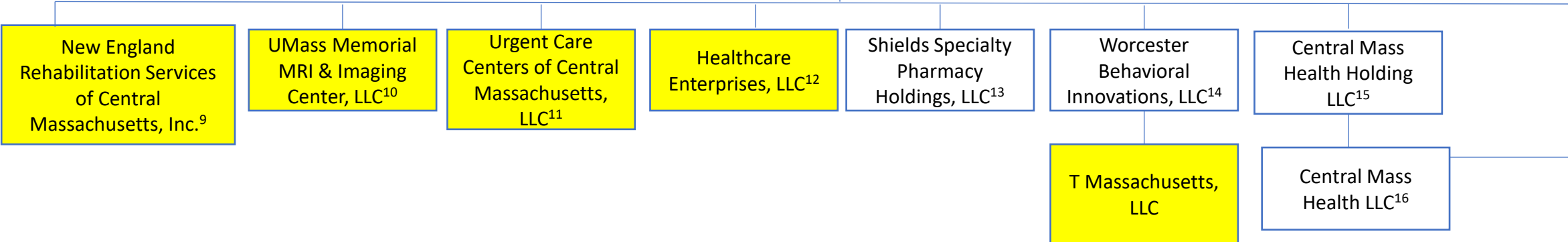
Indicates Clinical Entity



- 5. Joint Venture-Marlborough Hospital, Shields Imaging of Marlborough, UMMHV (55/40/5)
- 6. Joint Venture-HealthAlliance Hospitals, UMMHV, Shields Healthcare of Leominster (40/20/40)
- 7. Joint Venture-UMass Memorial Health – Harrington Hospital, Inc., CT Compass Development, LLC (50/50)
- 8. Joint Venture-New England Radiation Management Services, Inc., UMass Memorial Health - Harrington Hospital, Inc., UMMMV (72.5/22.5/5)

Indicates Clinical Entity

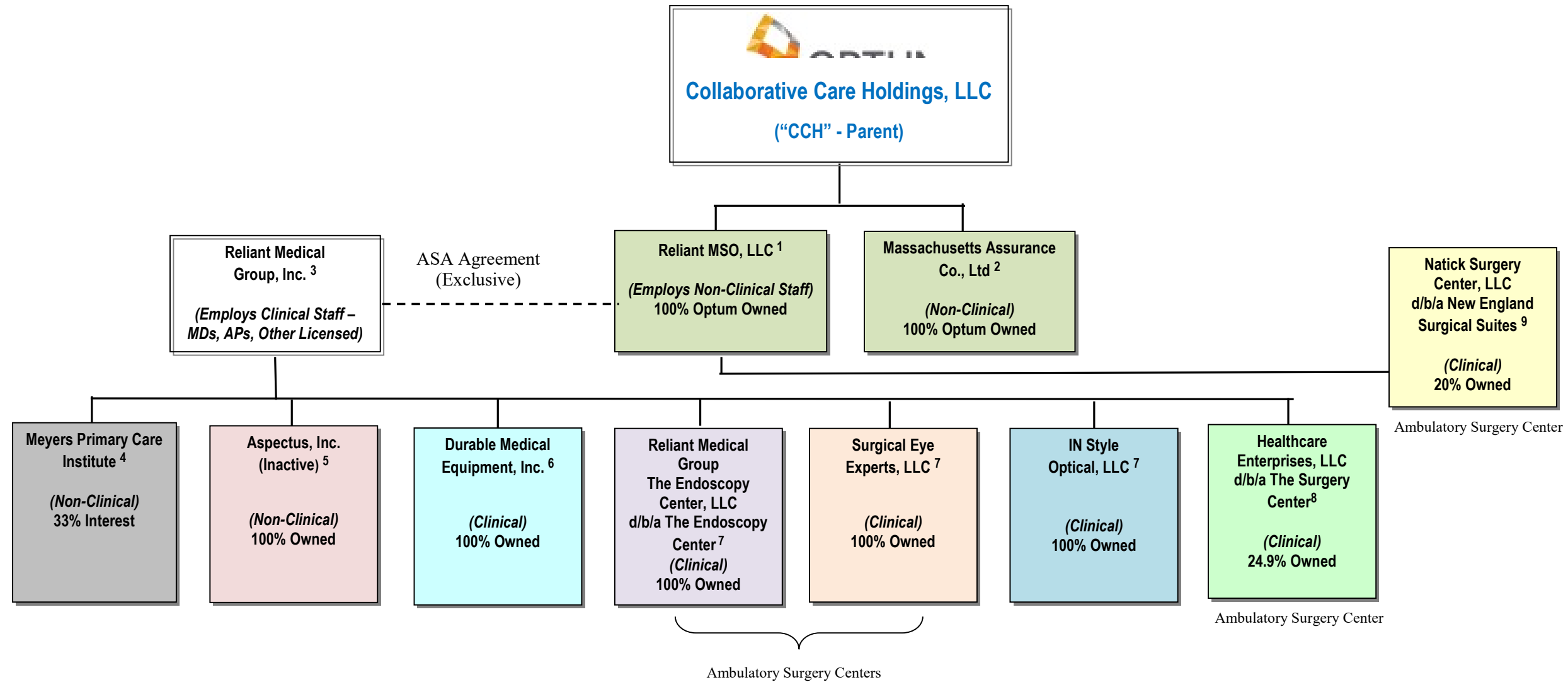
UMass Memorial Health Ventures, Inc.



- 9. Joint Venture-UMMHV, New England Rehabilitation Services of Central Massachusetts, Inc. (Fairlawn Rehabilitation Hospital) (Ventures 20/Encompass Health 80)
- 10. Joint Venture-UMMHV, Shields Healthcare Worcester (50/50)
- 11. Joint Venture-UMMHV, Urgent Care Centers of New England, Inc. (49/51)
- 12. Joint Venture-UMMHV, Reliant Medical Group, Worcester ASC, LLC (Shields) (49/24.9/26.1)
- 13. Joint Venture-UMMHV, Shields Pharmacy Equity, John Shields, Incentive Interests (43/26.35/17.48/13.7)
- 14. Joint Venture-UMMHV, Lola Development, LLC (33.33/66.67)
- 15. Joint Venture-UMMHV, Shield Managed Care Solutions, LLC, WCAS CM Holdings, LLC (33.3/33.3/33.3)
- 16. HMO Joint Venture - Central Mass Health Holding LLC, UMMHV (75/25)

Indicates Clinical Entity

# Reliant Medical Group, Inc.



<sup>1</sup> Optum-owned Delaware single-member Limited Liability Company; CCH is sole Member.

<sup>2</sup> Captive domiciled in the Caymans; provides PL/GL, PSL and Managed Care E&O insurance coverage for Reliant and subs.; licensed through Cayman Island Monetary Authority; CCH is parent organization.

<sup>3</sup> Massachusetts taxable, not-for-profit corporation; sole member is a Reliant MD; controlled by Optum through direct or indirect power to appoint a majority of the 5-member Board.

<sup>4</sup> Joint endeavor of the University of Massachusetts Medical School, Reliant Medical Group, and Fallon Community Health Plan; conducts population-based research to inform policy and practice, promoting evidence-based care.

<sup>5</sup> For-profit Massachusetts corporation; no business currently being conducted through the entity, although we continue to file taxes.

<sup>6</sup> Massachusetts taxable, not-for-profit corporation; provides medical equipment and supplies.

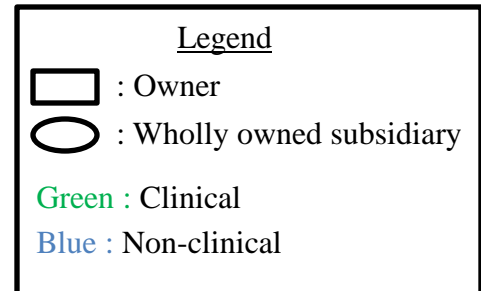
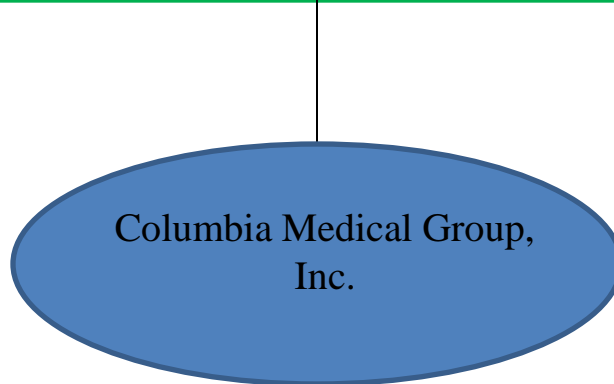
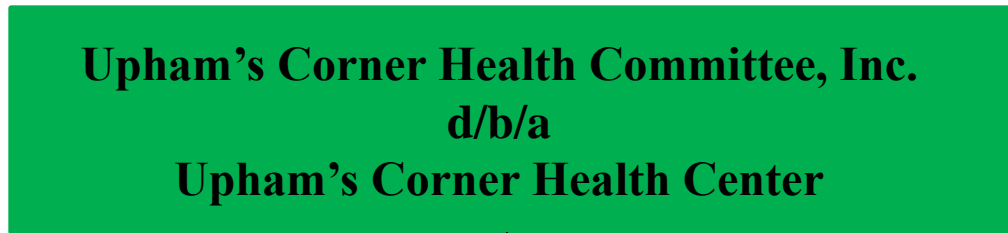
<sup>7</sup> Single-member Massachusetts Limited Liability Companies.

- "Disregarded entities" for IRS purposes
- Responsible for sales tax
- Roll up under Reliant Medical Group

<sup>8</sup> Multi-member Massachusetts Limited Liability Company; joint endeavor of Reliant Medical Group, Inc., UMass Memorial Health Ventures, Inc. and Worcester ASC, LLC

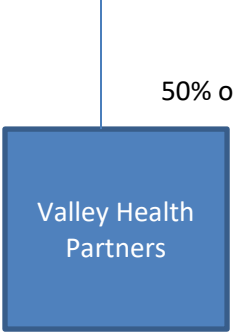
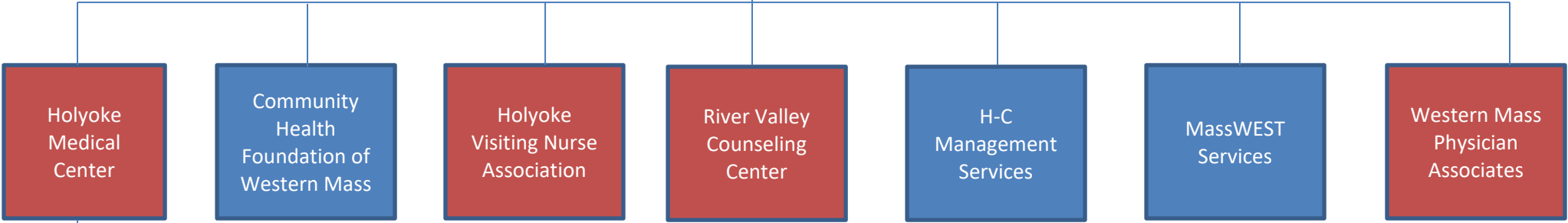
<sup>9</sup> Multi-member Massachusetts Limited Liability Company; joint endeavor of ASC HoldCo, LLC, Reliant MSO, LLC and Shields ASC, LLC

# Corporate Organizational Chart





Valley Health Systems, Inc.



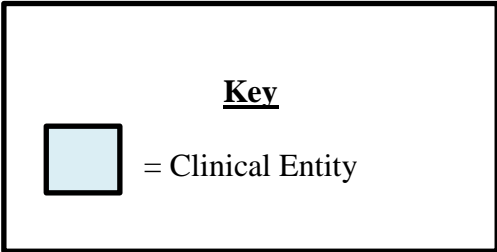
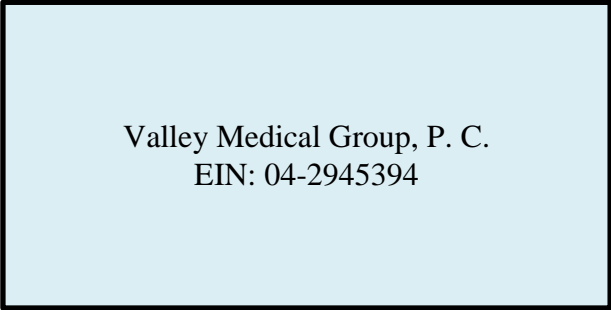
50% ownership



= Clinical Entity

**Valley Medical Group, P.C.**  
**Corporate Organizational Chart**

12/11/2014



Tufts Medical Center  
Physicians Organization,  
Inc.

New England  
Medical  
Center Group  
Practice, Inc.  
d/b/a Pratt  
Neurosurgery  
Associates,  
Inc.

Pratt  
Anesthesiology  
Associates,  
Inc.

Pratt Medical  
and Surgical  
Dermatology  
Associates,  
Inc.

Pratt Medical  
Group, Inc.

Pratt  
Neurology  
Associates,  
Inc.

Pratt OB/GYN  
Associates,  
Inc.

Pratt  
Ophthalmology  
Associates,  
Inc.

Pratt  
Orthopedic  
Associates,  
Inc.

Pratt  
Otolaryngology – Head and  
Neck Surgery  
Associates,  
Inc.

Pratt  
Pathology  
Associates,  
Inc.

Pratt Pediatric  
Associates,  
Inc.

Pratt  
Psychiatric  
Associates,  
Inc.

Pratt  
Radiation  
Oncology  
Associates,  
Inc.

Pratt  
Radiation  
Oncology  
Associates of  
Rhode Island,  
Inc.

Pratt  
Radiology  
Associates,  
Inc.

Pratt  
Rehabilitation  
Medicine  
Associates,  
Inc.

Pratt Surgical,  
Inc.

Pratt Urology  
Associates,  
Inc.

Tufts Medical  
Center  
Cardiovascular  
Center, Inc.

Tufts Medical  
Center  
Community  
Care, Inc.

