



Dear Colleagues,

Two months ago, we engaged an independent consulting firm to assess the UMMS Board of Directors and provide recommendations related to membership, governance and policies.

Today, I am pleased to announce that firm – Nygren Consulting – has completed its review and delivered a comprehensive report to our Board of Directors, which we have shared with Governor Hogan and other legislative leaders, and will be sharing with members of the news media.

We have already made several changes based on the findings outlined in the report – including adopting a new, comprehensive [Conflict of Interest Policy](#) – and will be taking steps to address additional recommendations in the coming weeks, including:

- Chartering a permanent Board Governance Committee, designed to oversee all Board practices, policies and relationships.
- Adopting a research-based “competency” model. This means the make-up of the Board is determined based on two levels of competencies: those required of each individual member, and those required by the Board as a whole. This will ensure our Board is representative of the communities we serve and has the wide range of experience and skills necessary to advance our strategic direction and mission.
- Redesigning the education process related to disclosures and conflicts, and issuing an official “Code of Conduct” to ensure all Board members and senior leaders are acutely aware of compliance requirements moving forward.
- Restructuring Board committees so chair positions of the Finance Committee and the Audit and Compliance Committee are held by separate individuals, and the chair of the latter maintains no financial or contractual relationship with the organization.

While we have made significant progress in responding to the findings outlined in this report, there is still more work to be done. This report will serve as the basis for ongoing improvement among our Board of Directors and leadership team and is just one more important step on a journey toward our broader, cultural reform.

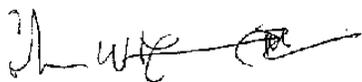
Also, in keeping with previously set term limits, the Board today unanimously elected James C. DiPaula, Jr. Chairman, and The Honorable Judge Williams, Jr. Vice Chairman. Both will serve until the next Board leadership election. This will not be the last time you hear from me on this matter. Per the legislation passed this spring, we will be reconstituting the Board of Directors throughout the year and are expecting Governor Hogan’s first set of appointments very soon. I will continue to share updates related to the Board transition as I am able.

I share all of this with you because they are important developments as we continue to set our path forward. But let me be clear: these developments – while important – are not what define us as an

organization. We have not wavered from our mission to deliver high-quality, compassionate care to the people of Maryland. Beyond that, you have continued to innovate and push the boundaries of what that care looks like, as the needs of our patients expand and evolve.

As representatives of this organization, I know you may receive questions from patients or other members of our community. That's why I'm including a few messages below for you to use, as needed. I am so proud of the work we do and the role this organization plays in our communities. Thank you for your commitment and I look forward to seeing what we accomplish next.

Sincerely,

A handwritten signature in black ink, appearing to read "John W. Ashworth III". The signature is fluid and cursive, with a long horizontal stroke extending to the right.

John W. Ashworth III  
Interim President and CEO  
University of Maryland Medical System

***For use when interacting with patients and members of the community, as needed:***

- The changes being announced as a result of this Board assessment are designed to ensure we are operating with the absolute best practices and policies at every level within the organization.
- Throughout this process, we have worked hard to remain focused on our people and our patients. We believe these changes will allow us to sharpen that focus and will position our Board to provide even greater support for our mission.
- The system takes its reputation and relationship with this community very seriously and is committed to pursuing a transparent improvement process. We have made significant progress, but expect more changes will be made as new appointees are named by the Governor and the Board continues to enhance its governance.
- Above all else, we are staying focused on our mission and commitment: To provide exceptional, safe care to the people of Maryland and beyond.