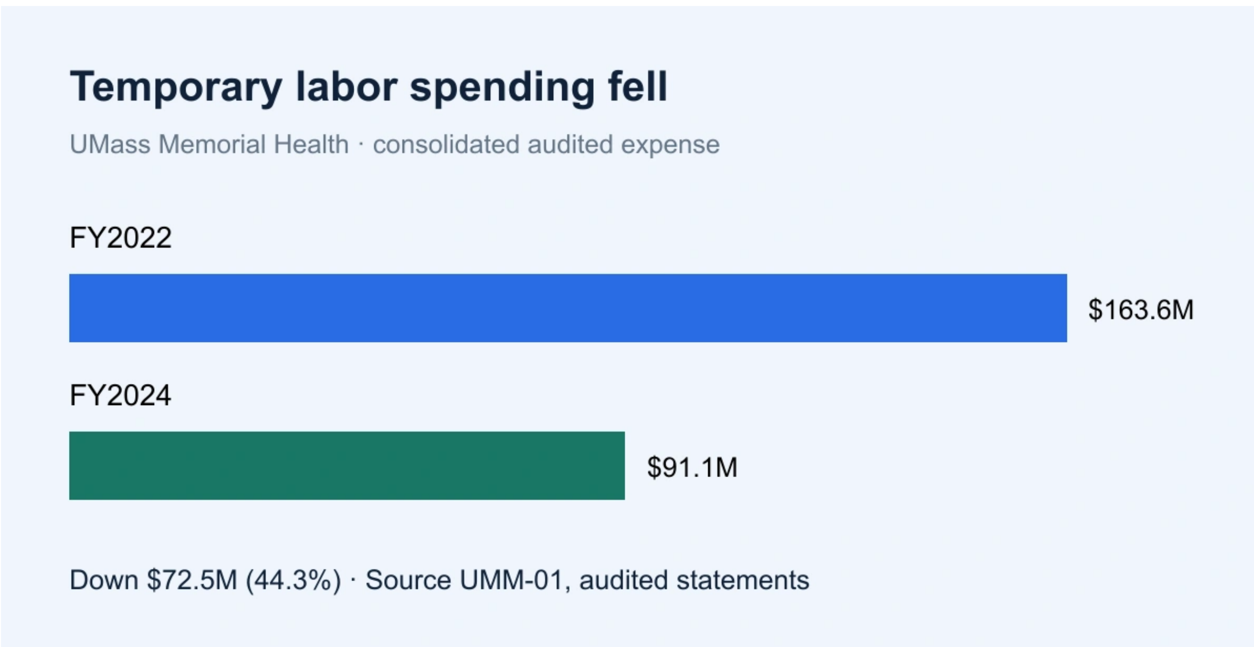
INDIVIDUAL HOSPITAL EDITION / AUGUST 2026

UMass Memorial Medical Center Investigation

Worcester, MA · Nonprofit academic system

High occupancy, falling agency expense and thin operating margins coexist. The useful question is where recurring savings go and whether they improve permanent staffing.



Temporary-labor spending, FY2022-FY2024

OWNER → MONEY → WORKFORCE → CONTRACTS → PUBLIC IMPACT

A visual guide to this investigation, with a full research edition and original records one click away.

Open this hospital's online record and downloads

UMass Memorial Medical Center

Worcester, Massachusetts | Nonprofit academic system

Evidence through July 14, 2026

High occupancy, falling agency expense and thin operating margins coexist. The useful question is where recurring savings go and whether they improve permanent staffing.

$4.301B
FY2024 operating revenue
consolidated

$25.2M
operating income
0.6% margin

$1.423B
available within one year
broad liquidity

$1.734B
net assets
FY2024

816
staffed beds
Worcester FY2024

93.9%
occupancy
Worcester FY2024

WHO CONTROLS WHAT

Parent
UMass Memorial Health Care, Inc. - nonprofit

Hospital
UMass Memorial Medical Center, Inc.

Campuses
University / Memorial / Hahnemann

Separate academic affiliate
UMass Chan Medical School

Follow the money

Labels identify entity and year; $M unless shown.

FY2024 operating income	+$25.2M
FY2024 total excess	+$183.5M
FY2022 temp labor	$163.6M
FY2024 temp labor	$91.1M

Sources: UMM-01, UMM-02, UMM-03. Amounts are separate measures, not an addition.

What matters - and why

MIXED / MONEY

Large liquidity, real operating pressure

FY2024 produced $25.2M operating income and $183.5M total excess. In the six months through March 2026, the system lost $37.2M from operations but ended with a $53.5M total surplus after nonoperating results.

Sources: UMM-01, UMM-02

DOCUMENTED / STAFFING

Agency spending fell sharply

Temporary labor fell from $163.6M in FY2022 to $91.1M in FY2024, consistent with conversion to permanent hiring. That saving may already support wages or inflation; an allocation bridge is missing.

Sources: UMM-01

DOCUMENTED / CONTRACTS

Vaya is a large intermediary exposure

The FY2024 group filing listed $102.349M to Vaya Workforce Solutions. That amount can include pass-through clinician pay and a different reporting perimeter; it is not the same measure as the audited temporary-labor expense.

Sources: UMM-03

DOCUMENTED / QUALITY

Worcester runs near capacity

The medical center reported 816 staffed beds, 93.9% occupancy, 137,108 ED visits, and 45,067 discharges in FY2024. CMS rated the CCN 3 of 5 stars.

Sources: UMM-02, UMM-05

DOCUMENTED / GOVERNANCE

A $6.2M grant-documentation dispute

The State Auditor said $6.201M of EOHHS grant spending could not be traced through accounting records. UMass Memorial disputed the interpretation; EOHHS said it found no evidence of inappropriate use.

Sources: UMM-04

DOCUMENTED / PAY

Executive incentives are a board choice

CEO Eric Dickson's FY2024 total compensation was $3.915M, up 61.1% from 2019. The public-interest question is which financial, staffing and safety results the board rewarded.

Sources: UMM-03

THE INSTITUTIONAL EXPLANATION

Operating margins are thin; temporary-labor reductions accompanied permanent recruitment.

THE PUBLIC-INTEREST QUESTION

Publish the savings allocation and vendor rate cards so workers can see what changed at the bedside.

Full investigation, supporting records and historical context: open the research edition.

See the pattern

Agency spending fell by $72.5M

Audited consolidated temporary-labor expense. Source: UMM-01.

That is a 44.3% reduction. The missing piece is how those savings were allocated among permanent recruitment, wage increases, inflation and other costs.

Academic relationship

$494.6M in FY2024 transactions with the University; services, formulas and settlement timing matter.

Pharmacy / 340B

$107.2M drug-cost savings, $36.7M contract/retail pharmacy net income and $51.4M specialty-pharmacy net income were reported as separate measures.

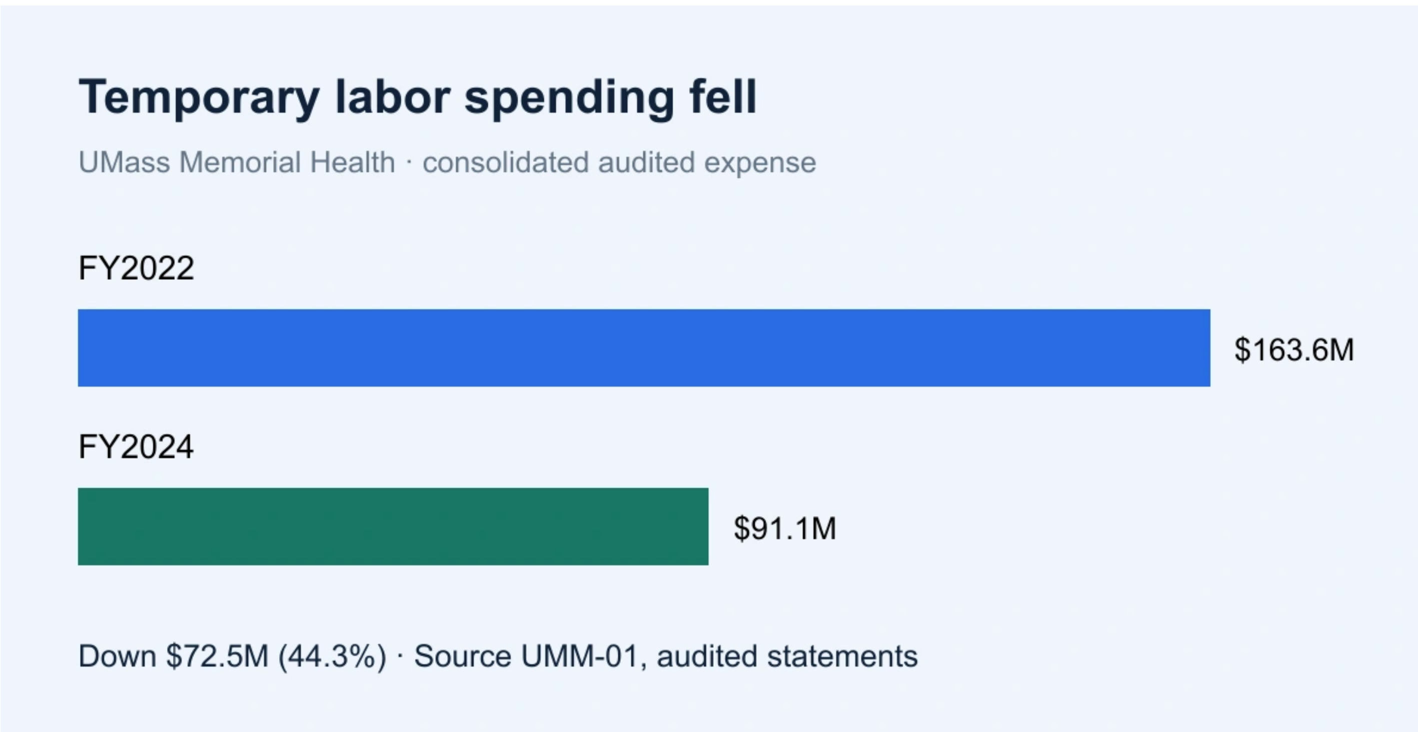
Capital expansion

The original dossier follows the 2025 bond financing, Milford control transfer and the multiyear capital plan.

Source: UMM-01 / UMM-03. Full calculations and contract questions are in the research edition.

THE VISUAL EVIDENCE

Temporary-labor spending, FY2022-FY2024



A $72.5M reduction. The research asks how those savings were allocated. Source UMM-01.

Open the full-size image · Read its source context

GO DEEPER / THIS HOSPITAL ONLY

The research behind the reader

The visual PDF is the entry point. These links preserve the detailed investigation and its supporting records. They all belong to this hospital or the system identified in this case.

Read or download the full research edition

Open the source ledger

umass not broke board

Evidence periods are stated beside the figures. Historical source documents keep their original dates. For an emergency, call 911 or use the nearest appropriate emergency department.

The timeline and the records

FY2022	Temporary labor peaked at $163.6M.
FY2024	Operating income was $25.2M; temporary labor fell to $91.1M.
Oct. 2024	Milford Regional joined through a no-consideration control transfer.
2025	A state audit disputed documentation for $6.2M of workforce-related grant spending.
Mar. 2026	Six-month system operations were negative while total results remained positive.
July 2026	University Campus nurses authorized a possible strike; authorization was not a strike date.

THE NEXT RECORDS TO ASK FOR

1. Release Vaya/Aya contracts, rate cards, invoices, worker hours, markups, and unit assignments.
2. Show how FY2022-FY2024 temporary-labor savings were allocated.
3. Publish current RN wage tables, proposals, vacancies, turnover, and safety data by campus.
4. Reconcile audited-system, IRS group-return, and CHIA entity perimeters.

VERIFY THIS CHAPTER

UMM-01 2025 bond statement with FY2024 audited statements (FY2024 / 2025 issue; Appendix A and audited statements)

UMM-02 Health-system and hospital databooks (FY2024 and six months FY2026; UMMHC/UMMMC rows)

UMM-03 UMass Memorial group Form 990 (FY2024; Parts VII/IX and Schedules H/I/J/L/R)

UMM-04 Audit of UMass Memorial Health (2025; Finding 1 and response)

UMM-05 Hospital General Information (Current reviewed release; UMass Memorial Medical Center row)

UMM-06 Financial forensics dossier (Cutoff 2026-07-14; Local file)