

**CMH/AMC**  
**WEB Questions and Answers**

**Q. What does this announcement mean?**

A. The two organizations have been discussing potential affiliation strategies in recent months. This agreement means that the organizations' governing Boards have formally agreed to proceed to the next step of developing a potential strategic affiliation agreement. The ultimate goal of any such potential agreement would be to broaden access to care and improve the efficiency of the region's care delivery system.

**Q. Does this mean that you are now officially linked as partners?**

A. This agreement advances the goal of developing a potential strategic affiliation by allowing the sharing of information between the two organizations so they can better determine the parameters of such a potential affiliation. Moreover, in any envisioned affiliation each organization would:

- Maintain its own corporate identity
- Maintain its own Board of Trustees
- Maintain its own management structure, executives, directors, managers and supervisors
- Maintain its own medical staff leadership, medical staff, and medical staff bylaws
- Maintain its own individual employees, continue to determine their own salary and benefit structure and maintain their own employment policies

**Q. Does this mean that Albany Med is planning to buy/acquire/subsume Columbia Memorial?**

A. No. There will be no acquisition or merger. Any likely outcome would be a strategic affiliation that would broaden access to care and improve the efficiency of the region's care delivery system.

**Q. Why are you doing this?**

A. The nation's health care system is in rapid transition due in large part to the reforms associated with the Affordable Care Act. Providers are now more responsible for keeping their communities healthy (a concept called "population health management") and they are committed to delivering higher quality services to more people while also controlling costs. Therefore, unique solutions, partnerships and efficiencies have become essential across the entire system. Dozens of provider organizations in New York State have affiliated in the last few years alone, and each agreement is unique, including in the Capital Region and Hudson Valley. Moreover, virtually every other provider of every size and type is exploring potential linkages and affiliations with other providers due to these system-wide dynamics.

**Q. What impact will this agreement have on jobs?**

A. We do not anticipate any significant impact on jobs at either organization.

**Q. What impact will this have on services?**

A. The ultimate purpose of this agreement is to improve access to care and improve the efficiency of health care delivery in the region.

**Q. What does this mean for the Governing Boards of the two organizations?**

A. Both organizations will retain their corporate identities and each will maintain distinct governing Boards. It is anticipated that cooperation between the two governing bodies would result from any potential affiliation.

**Q. What does this mean for the Foundations/fundraising arms of both organizations?**

A. This agreement will not effect in any way the Foundation/fundraising structures or practices associated with either organization. All such entities will continue to raise and distribute funds for their respective organizations as they have in the past.

**Q. Does this mean that Columbia Memorial needs to be supported by another organization?**

A. No. In fact, Columbia Memorial is presently operating at a net positive margin. System wide dynamics have made collaboration and efficiency improvements essential for all providers, regardless of their current financial condition.