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To Our Valued Community Members,

We understand there are questions and concerns about the future of our hospitals. Let us reassure everyone: our hospitals are not closing.

What we are undertaking is a **master planning process**—a forward-looking initiative that helps us evaluate how we can continue delivering high-quality care in a sustainable and effective way for years to come. This process is about planning *for the future*, not stepping away from it.

Why master planning?

Healthcare needs are changing, technology is advancing, and our community is growing. Through master planning, we can assess how our facilities, services, and infrastructure must evolve to keep pace. This includes exploring things like modernizing our buildings, enhancing access to care, recruiting and retaining health professionals, and improving patient experiences. This process can take over 10 years or more. During this time, our hospitals will continue to operate 24/7.

Benefits of master planning include:

- Ensuring our facilities support modern healthcare delivery.
- Expanding services where needed most.
- Making our hospitals more resilient and sustainable.
- Engaging our communities to help shape the future of care.

This thoughtful, deliberate process includes input from medical staff, patients, community leaders, and residents like you. We aim to build a stronger, more responsive healthcare system—right here at home.

Thank you for your continued trust and support.

Sincerely,

Glen McNeil
HHS Board Chair

Jimmy Trieu
HHS President & CEO