



**ALBANY MEDICAL CENTER**

**Dennis P. McKenna, MD '92**

President and Chief Executive Officer

September 14, 2022

Dear Colleagues,

“Challenges” is a word we’ve heard a lot over the last two and a half years. Then again, none of us have ever lived through anything like what the last two and a half years have been.

Time and again, we rose above challenges. Tirelessly. Selflessly. We did everything we could to care for our community around, and inside, Albany Medical Center. Our mission asked it of us. The amount of hard and smart work done on this campus to navigate the pandemic and its aftereffects cannot truly be quantified.

Our financial losses, however, are being measured, and they present our greatest challenge yet. This is not a situation unique to us. Health care organizations throughout the U.S. remain strained by staffing levels, reliance on costly agency contracts, and rising expenses across the board.

Through it all, we have invested heavily in our workforce with special pay programs, adjustments to salaries and wages, increasing the cap on paid time off, referral bonuses, enhancing our employee health plan, and more.

We are now at a point where we must take additional steps to ensure our long-term sustainability—for the people who rely on our care.

Our leadership team has developed a financial mitigation plan focused on the most critical issues we face. It is multifaceted and measurable.

It also includes an organizational restructure, primarily in management roles.

We will provide additional resources for Hospital and Physicians Group operations. Several of our colleagues are shifting from their current roles to begin special assignments in the areas of access and recruitment. In addition, several other positions will not be refilled after retirements.

The restructure also leads to something very painful—the elimination of 37 positions on the Albany campus. These individuals have been not only our colleagues, but our friends. Each will be provided with a severance package and career placement assistance. We are grateful for their contributions to our mission and extend our best, sincere wishes as they move on.

These decisions are exceptionally difficult. They are necessary to protect our future as an independent health system with the highest quality care in our region.

We are also looking closely at how we deliver that care. Our financial mitigation plan includes strategies to maximize collaboration and efficiency at Albany Medical Center and across the Albany Med Health System.

Thank you for your dedication and compassion. We will continue to keep you informed on our path forward. Challenges remain, but we must remain focused to overcome them, as we have so many times before. As always, I admire and deeply appreciate your support of the vital role we play in our community.

Take care of yourself. Take care of each other.

A handwritten signature in black ink that reads "Dennis".

Dennis P. McKenna, MD '92  
President and CEO