

04.02.13

I would like to take a moment to thank each member of the Hoag organization for your tireless efforts and dedication during, and in response to, the CMS survey activities these past six weeks. The organization-wide improvements we continue to make have only reinforced the commitment we all share to our mission: to provide the highest quality health care services to the communities we serve.

It is of utmost importance that we do everything we can to provide our patients and the community with the highest level of care, quality and trust possible. Hoag pride is built on this foundation, and our culture of transparency is invaluable in demonstrating our quality and value in the community.

As we collectively take a moment to reflect on the CMS survey process, there are a few key takeaways I would like you to keep in mind:

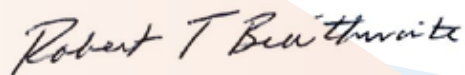
- Hoag's first priority is, and has always been, the safety and satisfaction of our patients.
- CMS surveys are routine - approximately 5% of hospitals nationwide undergo the survey each year - and findings are not uncommon.
- We swiftly and diligently addressed all of the issues that were identified.
- Our team is united and working together with renewed vigor and purpose on this journey to provide an unparalleled health care environment and experience for each and every patient.

I would like to express my personal appreciation for the considerable effort each employee has shown, and your determination to demonstrate our values of excellence and integrity every day. Thank you for all you do to support Hoag and the patients we serve.

If you have any further questions, please talk to your supervisor, email [FAQ@hoag.org](mailto:FAQ@hoag.org), or you can email me directly.

Together we continue to make Hoag a stronger organization.

Sincerely,



Robert Braithwaite  
President and Chief Executive Officer

