

May 16, 2025

Dear Baystate Health Team Members,

I want to take this opportunity to formally apologize to you – my 13,000 colleagues at Baystate Health – for impacting your relationship and trust with me as your President and CEO.

I understand the seriousness of the concern over my internal blog posts, and I am approaching this matter with both ownership and accountability. As your CEO, I have made it a habit to personally, sincerely, and transparently write to my co-workers on a weekly basis to shape engagement, connection, and community.

This citation issue was an error in judgment. I am embarrassed that I subjected you, the board, fellow senior leaders, the organization, and my family to the scrutiny of this most uncomfortable situation. **I sincerely ask for your forgiveness of my mistake.**

This matter was identified through our compliance hotline in January 2025. I brought this issue forward myself to Board leadership, the Board of Trustees, and the executive team for discussions since that time, including a Board Executive Session with me in the room last Friday and in a Board Executive Session without me yesterday late afternoon. The Board of Trustees is holding me accountable for my actions. I have assumed full ownership for my judgment and view this as a significant learning opportunity. I have assured the Board and the executive team that this isolated incident does not fully reflect who I am as a person, a leader, or as our CEO.

Setting the example and being a role model for psychological safety starts with me. As a leadership team, we encourage transparency and accountability and remain open to discussing and addressing any concerns that you may have. It is our hope that you will bring concerning matters to our attention for discussion and resolution.

I was asked to come to Baystate Health last June to lead us through extraordinary measures to address years of significant and consequential financial distress as well as longstanding challenges with culture, engagement, quality, safety, experience, and growth. This has required making unpopular decisions so that Baystate Health can become resilient and vibrant for our community and our caregivers. These decisions have not been made lightly, and I fully appreciate the impact they have on you, our organization, and Western Massachusetts.

I value and appreciate your continued commitment to Baystate Health during challenging times, your commitment to my leadership and to our transformation, and the work that I have been asked to lead us through. I look forward to moving forward together with you in solidarity.



Peter D. Banko
President & CEO