



February 19, 2018

Dear Dr. Spahlinger,

Nurses were surprised by the tone of your recent system-wide email. An operating margin of \$65.4 million or 2.9% is extremely healthy for an institution of University of Michigan Health System's size and can support a substantial level of future growth. Although management may have set even more ambitious goals last spring, to characterize such a surplus as "financial difficulties" is disingenuous at best.

As you search for "cost reductions" to help achieve even faster growth, know that we expect you to fully live up to your commitment to "reinvesting in our people." Facilities growth cannot come at the expense of bedside nursing, and we will not support cutting corners that reduce the quality of patient care.

Sincerely,

A handwritten signature in black ink, appearing to read "Katie Oppenheim".

Katie Oppenheim, RN  
Chair of the University of Michigan Professional Nurse Council