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For Steward CEO: jet travel, yacht adventures

As company crumbled, corporate funds covered de la Torre's luxury lifestyle

Steward Health Care CEO Ralph de la Torre and his top deputy jetted last summer to Jamaica for an escape from the scorching heat in Dallas. Among the worries they left behind: the unpaid bills that were piling up at headquarters.

They stepped off the company's private plane and onto de la Torre's personal yacht, bound for a week-long cruise through the Caribbean. They followed that trip with a few days back in the office. And then de la Torre headed to the Virgin Islands on another break.

And then another — and another. Jamaica, Antigua, St. Kitts, Bermuda, Turks and Caicos. In all, the CEO spent 34 days in the tropics — plus a long week-



This story was reported by Hanna Krueger, Yoohyun Jung, and

Brendan McCarthy. It was written by Krueger and edited by McCarthy.

end in the French Riviera — last summer as his health care company teetered on the brink of bankruptcy, according to a new Globe Spotlight Team analysis of public flight records, yacht records, internal company documents, and interviews with people close to the matter.

Nearly half of the 582 flights flown in 2022 and 2023 were to or from destinations more than 100 miles away from any official Steward location, such as hospitals or corporate offices. Passengers included de la Torre's fishing friends, a luxury yacht salesman, and high-profile horse trainers.

De la Torre flew to Massachusetts — the birthplace

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ILLUSTRATION:
ASHLEY BORG/
GLOBE STAFF

Shifting signs in Harris campaign

Visual branding has evolved since 2019

By Emma Platoff

GLOBE STAFF

The Kamala Harris running for president this year has evolved substantially from the candidate who first sought the office in 2019 — look no further than her moderated positions on fracking, single-payer health care, and gun buyback programs.

► **GOP mayor in Arizona hopes a Trump defeat could reset politics. A13**

Or you could just look at the signs. The campaign signs, specifically.

As Harris moves away from some of the progressive positions that defined her first bid, in the tried-and-true general election play of shifting toward the center, she is also communicating her political repositioning with a less obvious, but no less visible measure: her visual branding.

Harris has abandoned the punchy purple, red, and yellow color scheme she deployed in her first campaign in favor of a more traditional American palette of blues, white, and red, a visual shift that

HARRIS, Page A13



The Isabella Stewart Gardner Museum has begun restoring the Dutch Room, where six items were taken in the 1990 art heist. **N1.**

Writers of a certain age offer their insights in the Wisdom Issue of **Ideas, K1.**

A new Peace Trail was dedicated in Boston, honoring lives affected by violence. **B1.**

Stuck in 1st drear

Sunday: Showers early. High: 62-67. Low: 55-60.

Monday: Sun and clouds. High: 62-67. Low: 54-59.

Sunrise: 6:32 Sunset: 6:41

Complete report, **A26.**

Deaths, **A21-25.**

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Part of a series exploring how new migrants are reshaping Massachusetts' political, social, and economic landscape.

Ubaldo Arcaya drove through Dorchester on Sept. 5 to pick up an order to deliver for UberEats.



JESSICA RINALDI/GLOBE STAFF

Ubaldo Arcaya felt his car shudder and then slow to a stop. He had been driving through Dorchester toward Roxbury, taking his daughter to enroll in school for the fall.

But now they wouldn't make it. It had something to do with the engine, his mechanic friend later told him, and would be expensive to fix.

The car breakdown this summer derailed his life. Arcaya could no longer drive his wife, Eduviges Cedeño, to her job at a Venezuelan restaurant. And he lost his only source of income, driving for UberEats.

It was a harsh reminder: The life he had managed to assemble here was still so fragile.

It had taken the family nearly two years to settle into this taxing yet remarkably ordinary existence — especially considering the strangeness of Arcaya's arrival in Massachusetts.

He was one of the 49 migrants flown from Texas to Martha's Vineyard by Florida Governor Ron DeSantis in September 2022. That surprise airlift was designed to make northern states feel the sting of surging immigration at the

HOPE, Page A16

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Pictured: (Left to Right) Itamar Chalif, Rockland Trust; Holly Daniels Christensen, Dune Jewelry & Co.

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