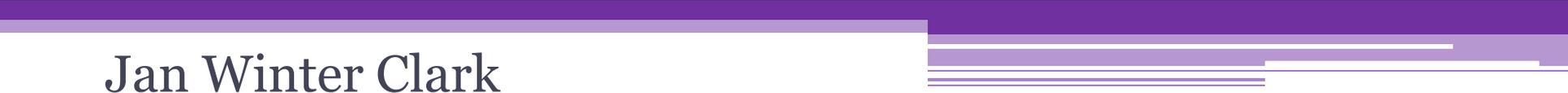


Interim Study

November 4, 2015

Jan Winter Clark
CEO, Bristow Medical Center



Who we serve

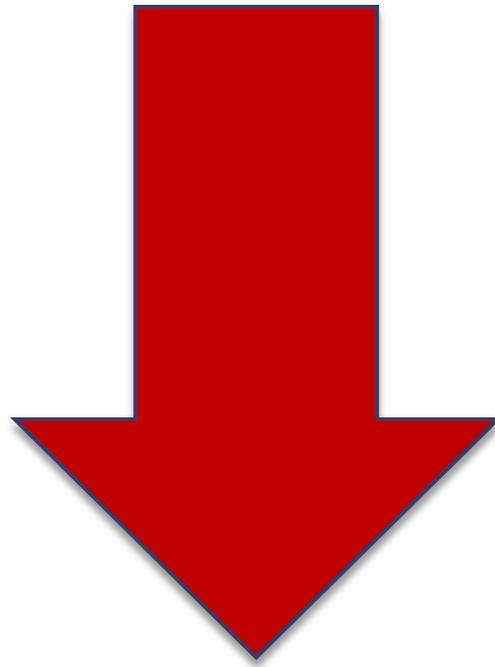


Bristow Medical Center

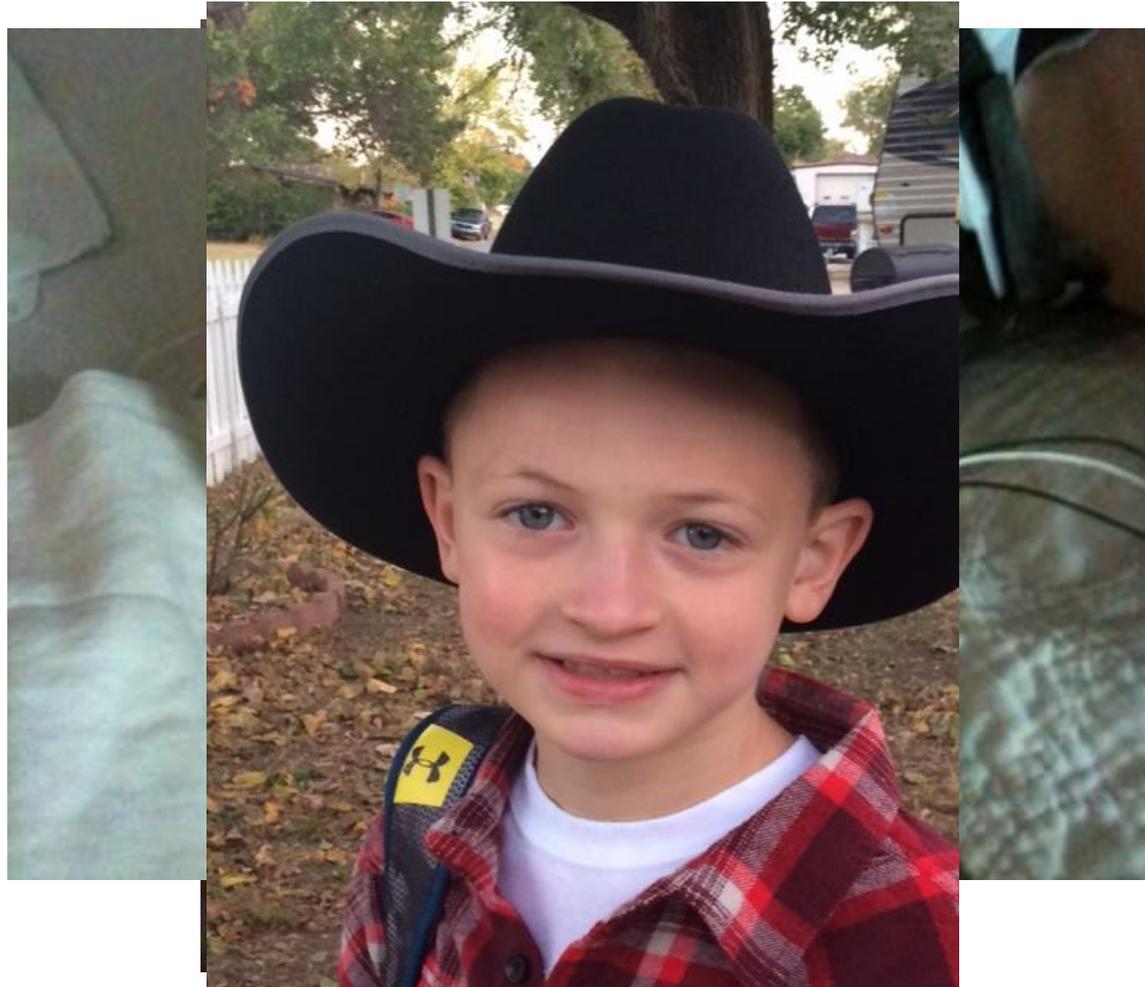
- Population of Bristow: 4,222
- Open since 1954
- Joined in 2009
- Every day is a struggle



We average \$75,000 per
month in the red



But, it's worth it



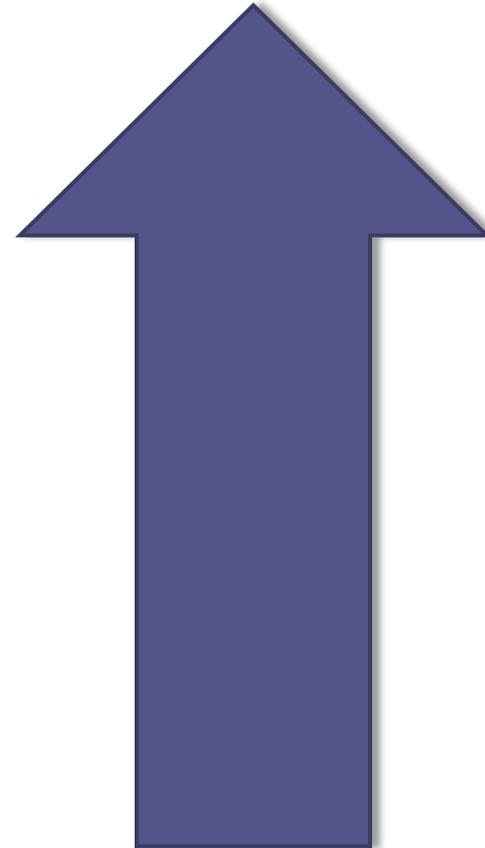
Challenge # 1

- Bristow residents seek care in urban areas
 - Perception of quality health care
 - Physician to physician referrals
 - Can't recruit specialists



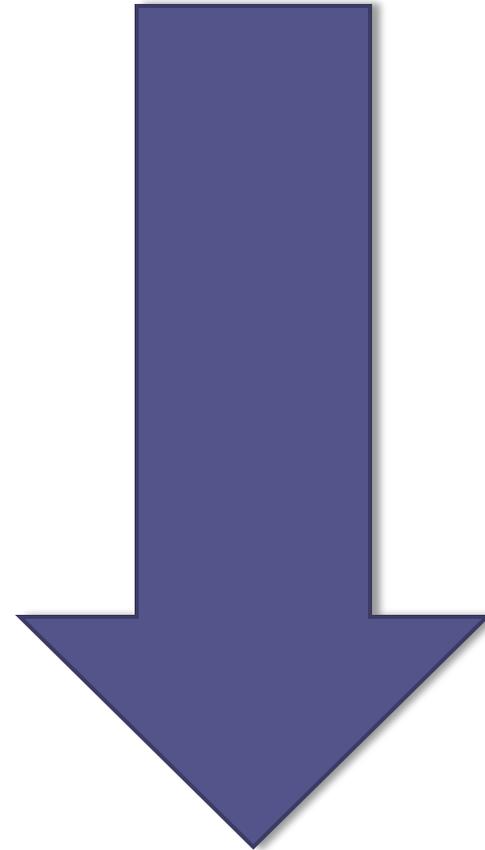
Challenge #2

- Rising healthcare costs
 - Supplies
 - Benefits



Challenge #3

- Decreased reimbursement
 - Medicaid
 - Medicare cuts
 - Managed care contracts



Challenge #4



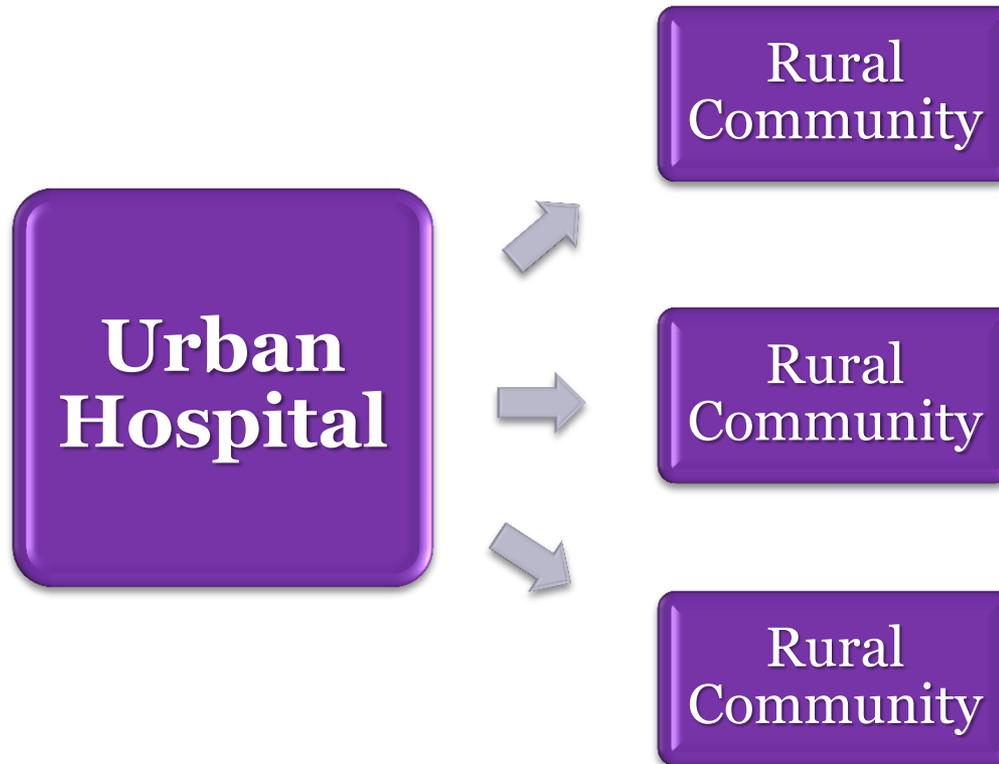
- Availability of capital for improvements
- Aging equipment
- Cost vs. risk assessment

Challenge #5

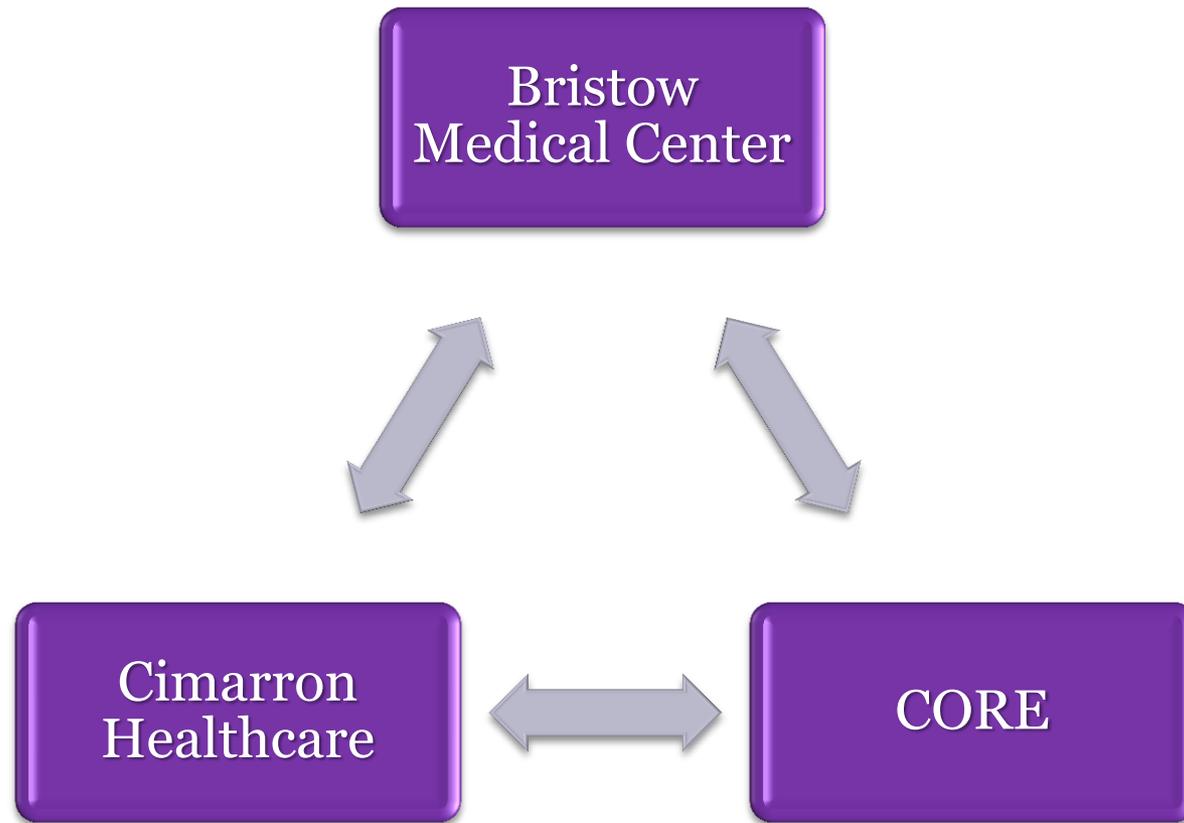
- Recruitment of family practitioners and specialists to rural Oklahoma



Traditional Approach



Our Innovative Approach

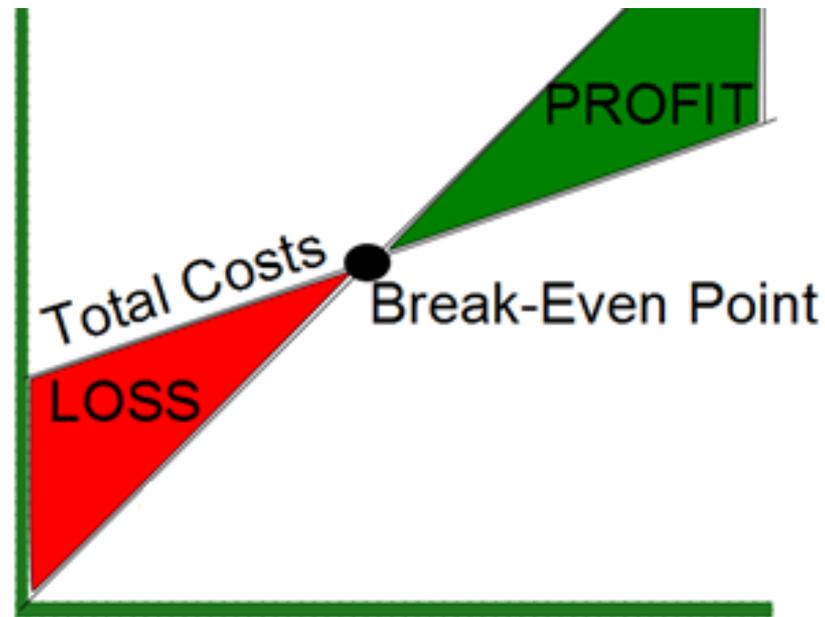


Center for Orthopaedic Reconstruction Excellence (CORE)

- \$45 million investment
- Largest and most technologically advanced operating rooms in the Tulsa metro area, designed by physicians for optimal patient comfort
- 130 high-skilled, high-paying jobs
- State-of-art medical equipment



Even with this new model,
we barely break even each
month.



We've hit a new roadblock.





BlueCross BlueShield of Oklahoma

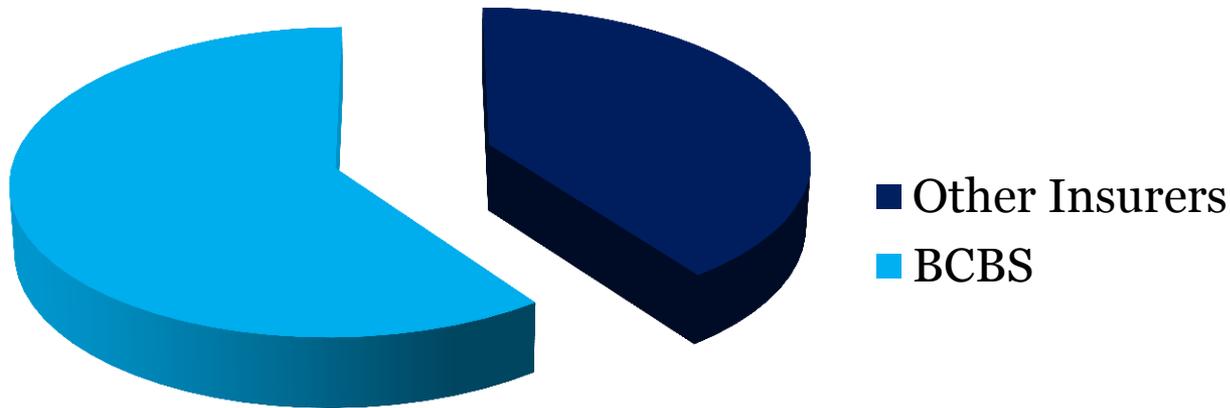


Current relationship with BCBS

- Newest facility in the Tulsa metro
- Best doctors/specialists in Oklahoma
- Most advanced medical equipment in the market
- **Contract denied at CORE**



BCBS controls nearly 60% of the insurance market



Free Market vs. Fair Market

**Who will hold BCBS
accountable?**



What's at risk?

- Access to quality health care in rural Oklahoma
- Loss of jobs: Bristow Medical Center is the single-largest employer in the region
- Will discourage other investors from pursuing innovative healthcare models

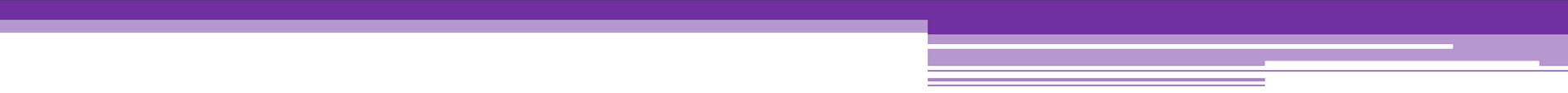


Call-To-Action

- Receive a fair market contract like our competitors
- Level the playing field - give us a chance to succeed or fail on our own
- Don't let a monopoly determine the future of rural healthcare
- Support our model which brings quality physicians to rural Oklahoma



Questions?

A decorative graphic consisting of a solid purple horizontal bar that transitions into a series of white and purple lines on the right side, creating a modern, layered effect.