

# Exhibit O

# Exhibit O-1

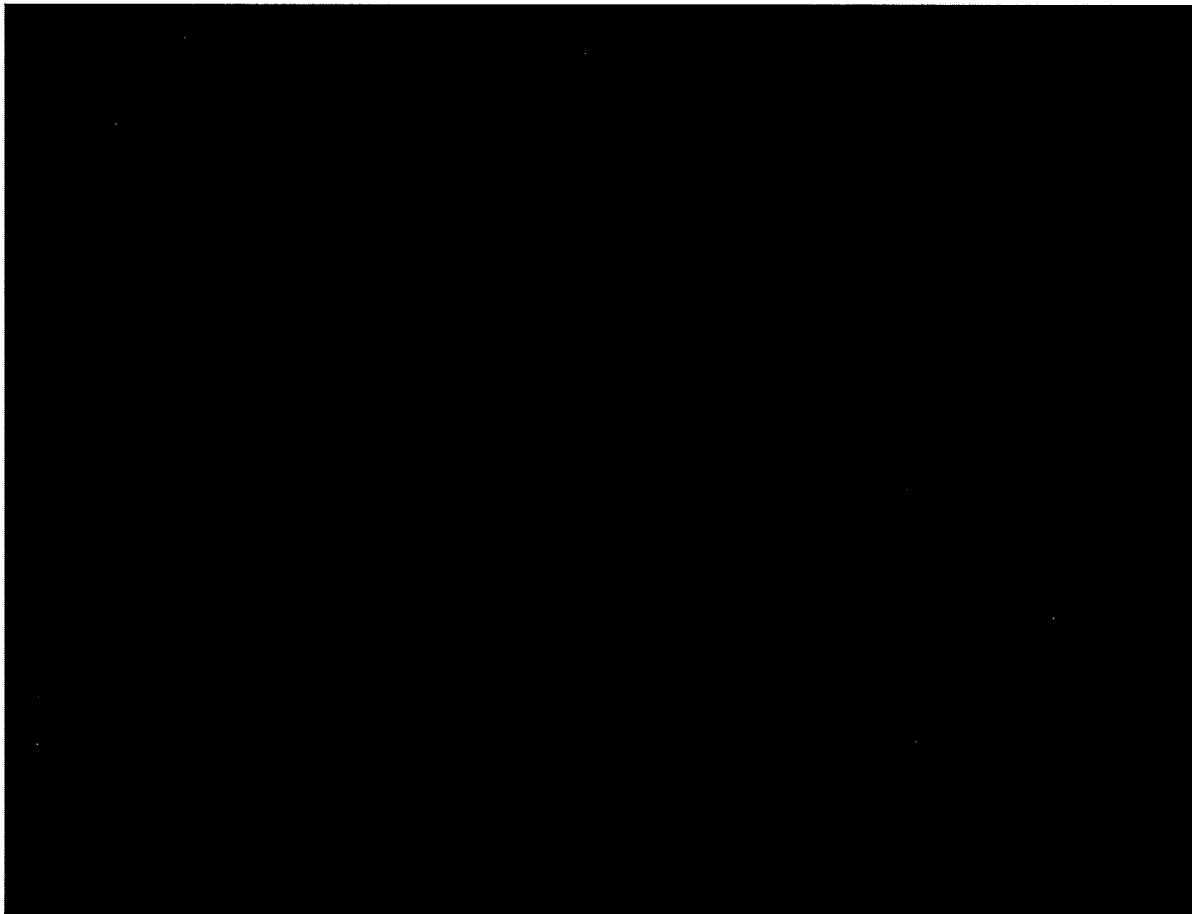
# Agenda

- Outpatient perspective
- Current and planned actions to grow our business
- Discussion

Continue our conversation about market share.

I've mentioned before in this meeting and in board reports that market share information isn't available for outpatient services. However, 55% of our business comes from outpatient, so we want to share with you the most complete information we have on outpatient, even if it lacks the market share piece.

I'll then share detail (more than in the report) on actions underway to grow our business, and discuss what's coming down the road also.



One way to grow is to expand the geographical referral base.

We implemented a satellite strategy several years ago and are expanding on that strategy. (such as acquiring the Mason practice last year and adding mid-level providers, co-locating other services)

The thought behind the strategy was to establish a perimeter of primary care physicians who can direct referrals to Foote and prevent continued creep of competitive business into our market..

# Exhibit O-2

## Message

**From:** Gardner, Anthony [anthony.gardner@allegiancehealth.org]  
**Sent:** 3/6/2009 9:53:01 PM  
**To:** Turpel, Suzette [Turpels]  
**Subject:** FW: Urgent

**Importance:** High  
**Sensitivity:** Company Confidential

Suz,

Let's jump on this right away. I'm assuming Theresa generated the list. Let's find out her screening criteria. Thanks .

---

**From:** Fojtasek, Georgia <Georgia.Fojtasek@allegiancehealth.org>  
**Sent:** Friday, March 06, 2009 2:45 PM  
**To:** O'Dell, Jeanne <Jeanne.O'Dell@allegiancehealth.org>; Grannan, Gerald <Gerald.Grannan@allegiancehealth.org>; Houttekier, Michael <Michael.Houttekier@allegiancehealth.org>; Gardner, Anthony <Anthony.Gardner@allegiancehealth.org>; Barnaby, Eric <Eric.Barnaby@allegiancehealth.org>  
**Cc:** Bishop, Diane <Diane.Bishop@allegiancehealth.org>  
**Subject:** RE: Urgent

Duke Anderson the CEO at Hillsdale also called me today on this. I told him that we specifically agreed to screen out Hillsdale zip codes, that we would find out what happened and be sure the appropriate apologies are send. Anthony, can you find out please and quickly and get w/ Duke and then determine service recovery w/ Dr Collins. I also think we need a review of our processes so that this doesn't recur. The glitches cause distrust. Thanks. Ga.

PS Jeanne Thank you also for your urgent email and also handling of this. Nice job.

We lead our community to better health and well being at every stage of life.

Georgia Fojtasek  
 President & CEO  
 Tel: (517) 788-4942  
 Fax: (517) 788-4829  
[georgia.fojtasek@AllegianceHealth.org](mailto:georgia.fojtasek@AllegianceHealth.org)




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**From:** O'Dell, Jeanne  
**Sent:** Friday, March 06, 2009 3:41 PM  
**To:** Fojtasek, Georgia; Grannan, Gerald; Houttekier, Michael; Gardner, Anthony; Barnaby, Eric  
**Cc:** Bishop, Diane  
**Subject:** Urgent  
**Importance:** High  
**Sensitivity:** Confidential

During rounding today with Diane Bishop, Orthopedic Manager I visited the office of Barry Collins Orthopedic Surgeon in Hillsdale. Upon my arrival Sherry, Office Manager handed me a letter asking why Allegiance would send this letter to the Hillsdale area.

This letter is from Allegiance Marketing Department, it is an announcement for Dr. Medlar and Tompkins on joint replacement. The event takes place on March 5 and March 12 at the Ella Sharp Museum. Sherry said they were under the assumption that we had a gentleman's agreement. That Hillsdale will not market in the Jackson area and Allegiance agrees to do the same. This letter was received by Dr. Collins receptionist and biller, both of which have Hillsdale

addresses. I have a copy of the letter if needed; it is signed by Anthony Gardner. Dr. Collins office contacted Duke Anderson to inform him of this letter from Allegiance. I told Sherry this has to be an misunderstanding and that we are in contact with Duke and never make a visit without his consent.

While talking with Sherry about referrals, Dr. Collins came by the room. I expressed our apologies on behalf of Allegiance Health and told him I would check into the letter. Dr. Collins was visibly upset and in his words "I will not be dicked around; I will send my referrals south, he said this is not the first time Allegiance has marketed in the area, that we have ran ads in the Hillsdale Daily News."

I told Dr. Collins it was not necessary to pull his referrals that I assured him there had been a mistake and that our intentions are not to pull business from the area. I let Dr. Collins know we would be in touch as soon as I had answers. Dr. Collins left saying, "Let's hope so."

In our defense I explained to Sherry, Allegiance could have been advertising for specialists in the Daily News that Hillsdale does offer, but told her we would check into it. Sherry is going to try and get a copy of the ad and about the letter, told her I would get an answer on why it was sent to the Hillsdale area.

I assured Sherry our intention is not to take business away from Dr. Collins and if she could please express our deepest apologies to him. That Allegiance appreciates every referral sent our way and have no intention of ruining our relationship with him or the Hillsdale area.

Looking for guidance on how you would like this to be handled.

Sincerely,

Jeanne O'Dell

cell

# Exhibit O-3



Message

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**From:** Houttekier, Michael [michael.houttekier@allegiancehealth.org]  
**on behalf of** Houttekier, Michael [/O=WAFOTE/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=HOUTTEKM]  
**Sent:** 2/25/2013 3:20:48 PM  
**To:** List, Michael [Listm]  
**Subject:** FW: Marketing of Pain Management in Hillsdale

Mike I will discuss this with Jerry because HCHC really doesnt offer this level of service and we should be able to market/promote it. More to come.

--  
Mike Houttekier  
Manager, Physician Recruitment & Liaison  
Tel: (517) 788-4748  
Fax: (517) 841-6935  
[AllegianceHealth.org](http://AllegianceHealth.org)



2010 Foster G. McGaw Award Recipient

• We lead our community to better health and well-being at every stage of life •

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**From:** Turpel, Suzette  
**Sent:** Monday, February 25, 2013 10:18 AM  
**To:** Houttekier, Michael  
**Subject:** RE: Marketing of Pain Management in Hillsdale

☺ We are only allowed to market open-heart per our agreement with Duke. This has been the case for the entire 6+ years I have worked here.

--  
Suzy Turpel  
Director of Marketing  
Tel: (517) 841-7440 / Ext. 3658  
Fax: (517) 789-5966  
[AllegianceHealth.org](http://AllegianceHealth.org)



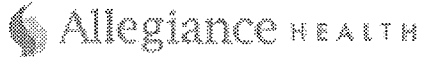
2010 Foster G. McGaw Award Recipient

• We lead our community to better health and well-being at every stage of life •

**From:** Houttekier, Michael  
**Sent:** Monday, February 25, 2013 10:17 AM  
**To:** Turpel, Suzette; Anderson-Meier, Dawn  
**Subject:** RE: Marketing of Pain Management in Hillsdale

Come on, you know that I am going to ask why

--  
Mike Houttekier  
Manager, Physician Recruitment & Liaison  
Tel: (517) 788-4748  
Fax: (517) 841-6935  
[AllegianceHealth.org](http://AllegianceHealth.org)



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**From:** Turpel, Suzette  
**Sent:** Monday, February 25, 2013 10:13 AM  
**To:** Houttekier, Michael; Anderson-Meier, Dawn  
**Subject:** RE: Marketing of Pain Management in Hillsdale

no

--  
Suzy Turpel  
Director of Marketing  
Tel: (517) 841-7440 / Ext. 3658  
Fax: (517) 789-5966  
[AllegianceHealth.org](http://AllegianceHealth.org)



2010 Foster G. McGaw Award Recipient

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**From:** Houttekier, Michael  
**Sent:** Monday, February 25, 2013 9:59 AM  
**To:** Turpel, Suzette; Anderson-Meier, Dawn  
**Subject:** Marketing of Pain Management in Hillsdale

Suzy and Dawn,

Are we able to market our Pain Management Clinic/Services in Hillsdale?

--  
Mike Houttekier  
Manager, Physician Recruitment & Liaison  
Tel: (517) 788-4748  
Fax: (517) 841-6935  
[AllegianceHealth.org](http://AllegianceHealth.org)



2010 Foster G. McGaw Award Recipient

• We lead our community to better health and well-being at every stage of life •



# Exhibit O-4

Message

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**From:** Houttekier, Michael [michael.houttekier@allegiancehealth.org]  
**Sent:** 4/30/2013 4:21:55 PM  
**To:** Grannan, Gerald [Grannanj]; Crews, Keith [Crewsg]; Keys, Terrance [Keyst]; Turpel, Suzette [Turpels]  
**Subject:** Marketing Dr. Ekpo in Hillsdale County

All,

Mike List and I were talking this morning about marketing Dr. Walper in Coldwater and Hillsdale and marketing Dr. Ekpo came up. One key point came up: 1) since Dr. Ekpo is total joint, will we market his skill set in Hillsdale because all of Hillsdales Orthos do hip and knee replacement and that would not be in-line with our gentlemen's agreement with Duke. Will we just market Dr. Ekpos revision work in Hillsdale?

Thanks,

--

Mike Houttekier  
Manager, Physician Recruitment & Liaison  
Tel: (517) 788-4748  
Fax: (517) 841-6935  
[AllegianceHealth.org](http://AllegianceHealth.org)



2010 Foster G. McGaw Award Recipient

• We lead our community to better health and well-being at every stage of life •

# Exhibit O-5

Message

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**From:** Vollink, Sarah [sarah.vollink@allegiancehealth.org]  
**on behalf of** Vollink, Sarah [/O=WAFOOTE/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=VOLLINKS]  
**Sent:** 1/21/2011 2:16:01 PM  
**To:** Jank, Julie [Jankj]  
**Subject:** FW: Heart Expo 4x10 Hillsdale Ad v3  
**Attachments:** Heart Expo 4x10 Hillsdale Ad v3.pdf

For your files.

Still a hole in Jackson Cardiology . . . but hoping that will be cleared up on Monday. Approved by ST . . . and everyone, except for in Hillsdale (barred from using full agenda there due to competing services like behavioral health, cardiology and diabetes).

Thank you.

Sarah

--

Sarah J. Vollink  
Marketing Specialist  
Tel: (517) 841-7428  
Fax: (517) 780-7308  
Web: [www.AllegianceHealth.org](http://www.AllegianceHealth.org)



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**From:** Dowley, May E  
**Sent:** Friday, January 21, 2011 9:11 AM  
**To:** Vollink, Sarah  
**Subject:** Heart Expo 4x10 Hillsdale Ad v3<

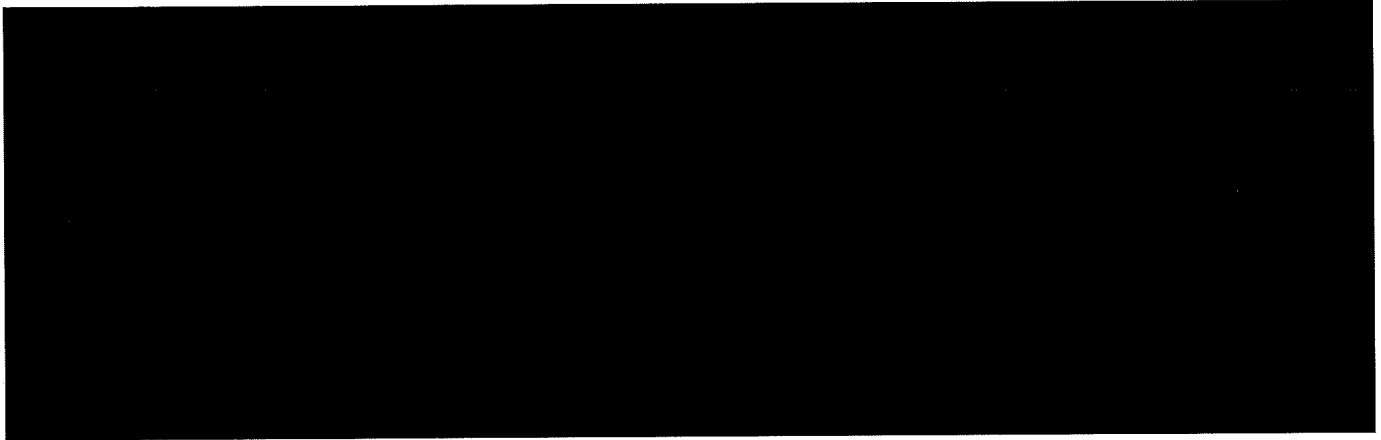
# Exhibit O-6



Message

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**From:** Gardner, Anthony [anthony.gardner@allegiancehealth.org]  
**on behalf of** Gardner, Anthony [/o=wafote/ou=Exchange Administrative Group  
(FYDIBOHF23SPDLT)/cn=Recipients/cn=gardnera]  
**Sent:** 7/6/2010 11:56:01 PM  
**To:** Scholten, Shannon [Scholtens]  
**CC:** Turpel, Suzette [Turpels]  
**Subject:** Healthy Hearts Mailing  
**Attachments:** 070610\_CRM criteria\_Heart Healthy Newsletter.doc



**Campaign Name:** Summer 2010 Heart Healthy Newsletter

**Date Requested:** Need immediately

**Allegiance Health Contact:** Anthony Gardner

**Distribution List Criteria**

**Geography**

- [REDACTED]

**Exclude:**

- [REDACTED]
- Hillsdale zips (Tracy and Alisha -- do you have these specific zips?)
- [REDACTED]
- [REDACTED]

**Include:**

- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]

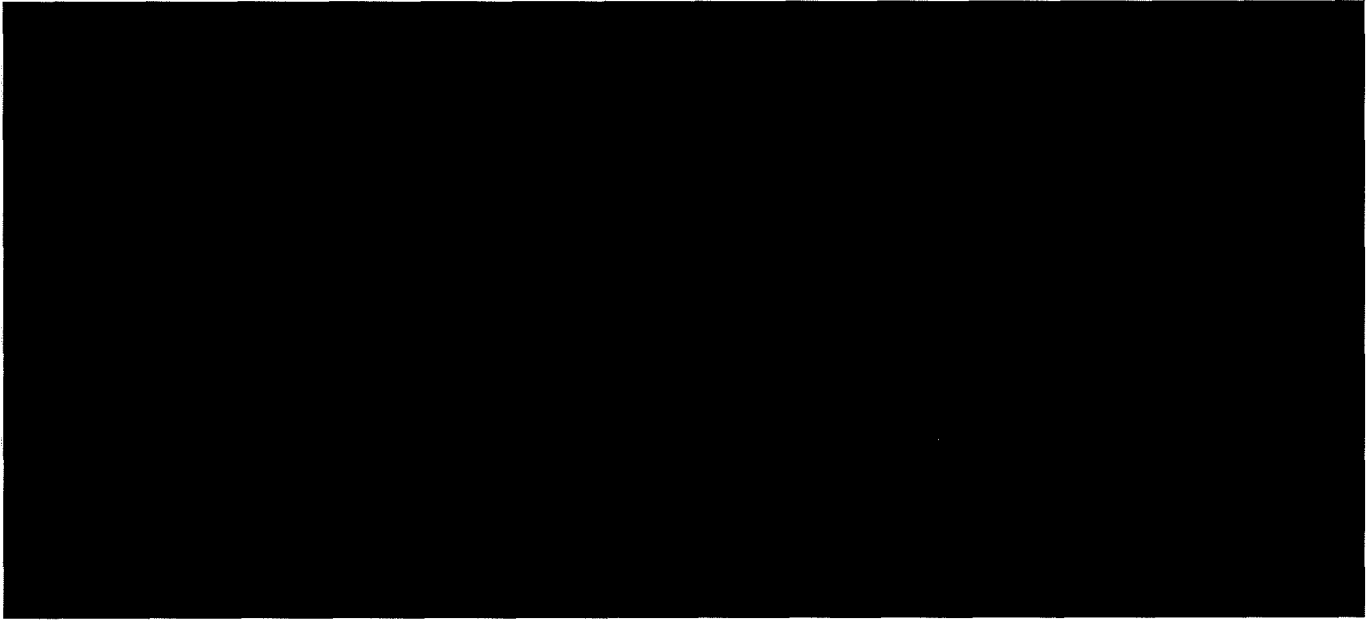
Be sure de-duping is done. No household should receive more than one issue.

# Exhibit O-7

Message

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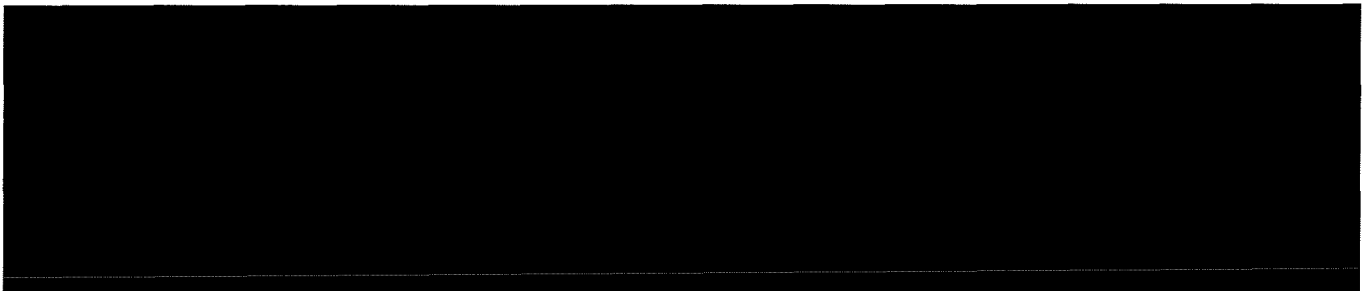
**From:** May, Peter [may, peter]  
**Sent:** 3/6/2014 6:52:24 PM  
**To:** Cochran, Jennifer [Schmudej]  
**Subject:** RE: Mailing List Help  
**Attachments:** Direct Mail Campaign Log - FY2013-2014.xlsx

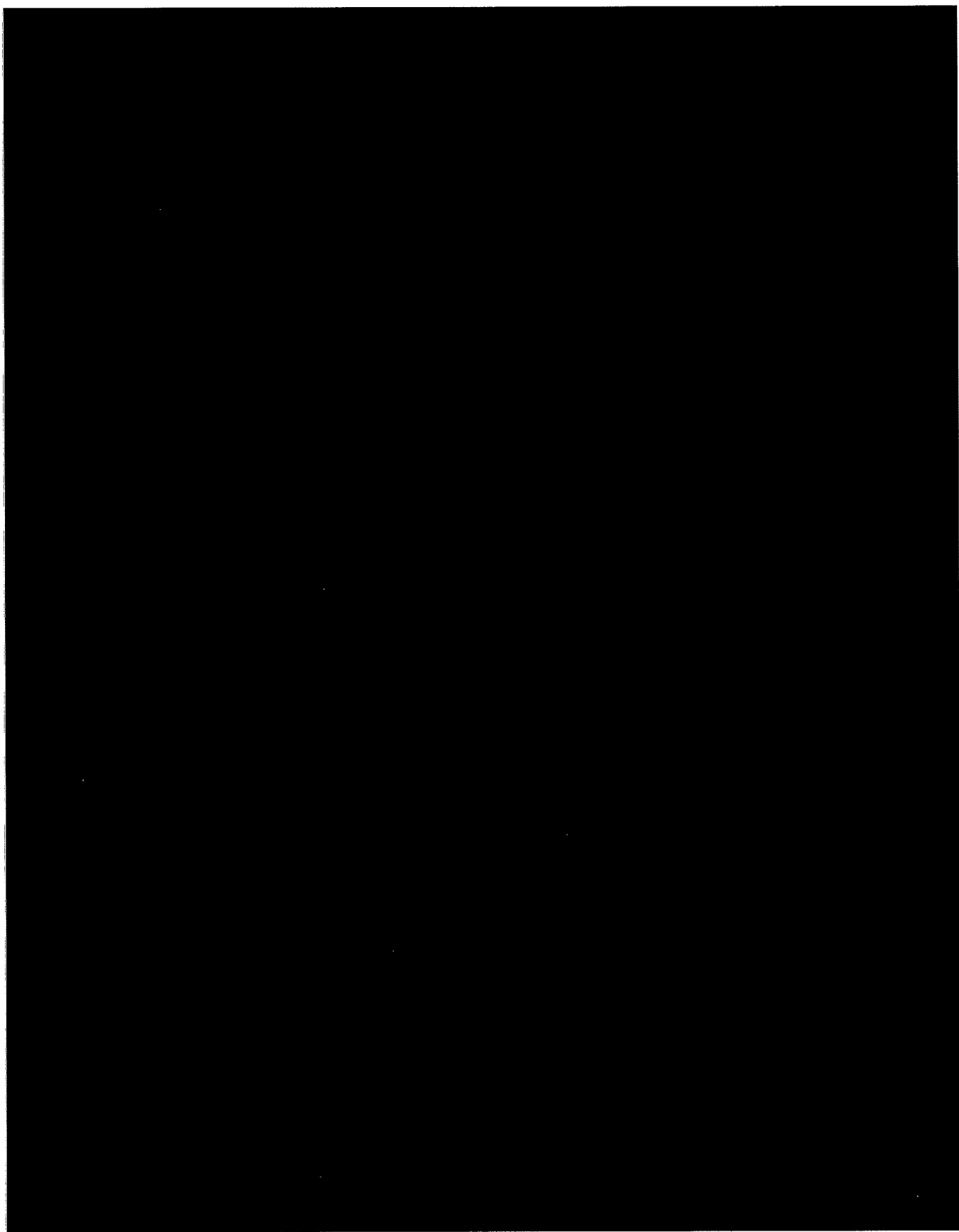


*Partners in Health*

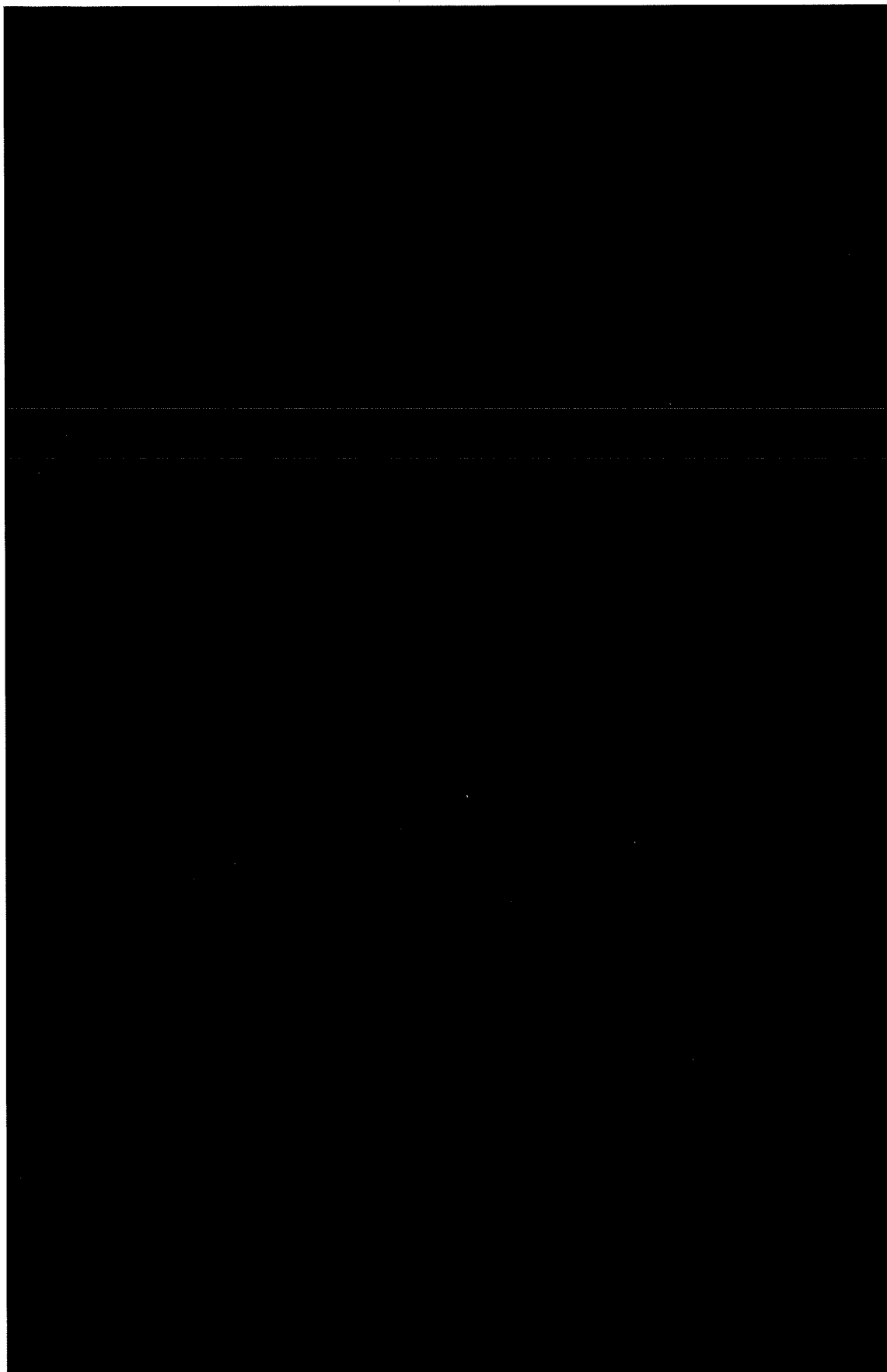


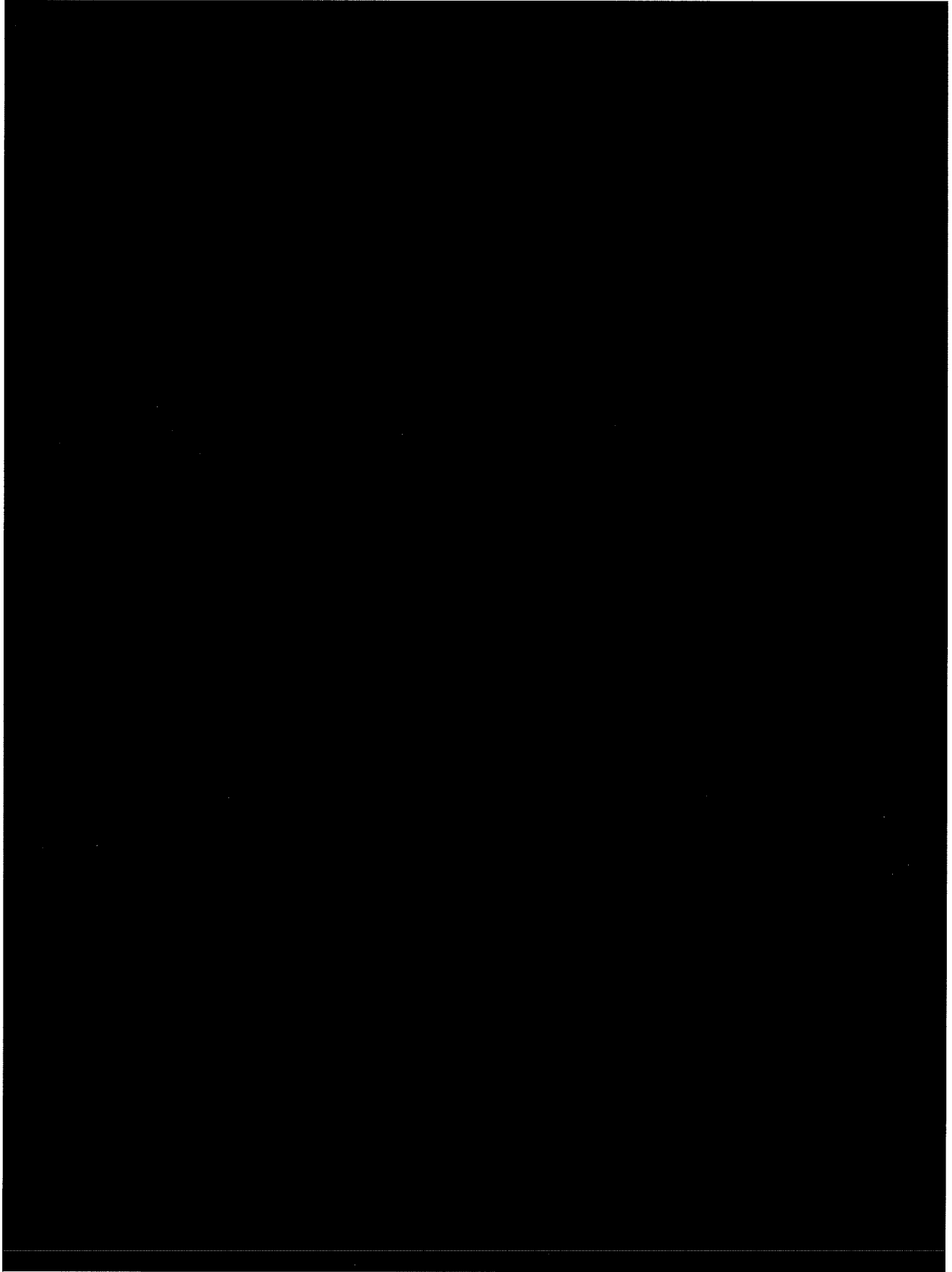
- Entire Planning Region (minus Hillsdale)



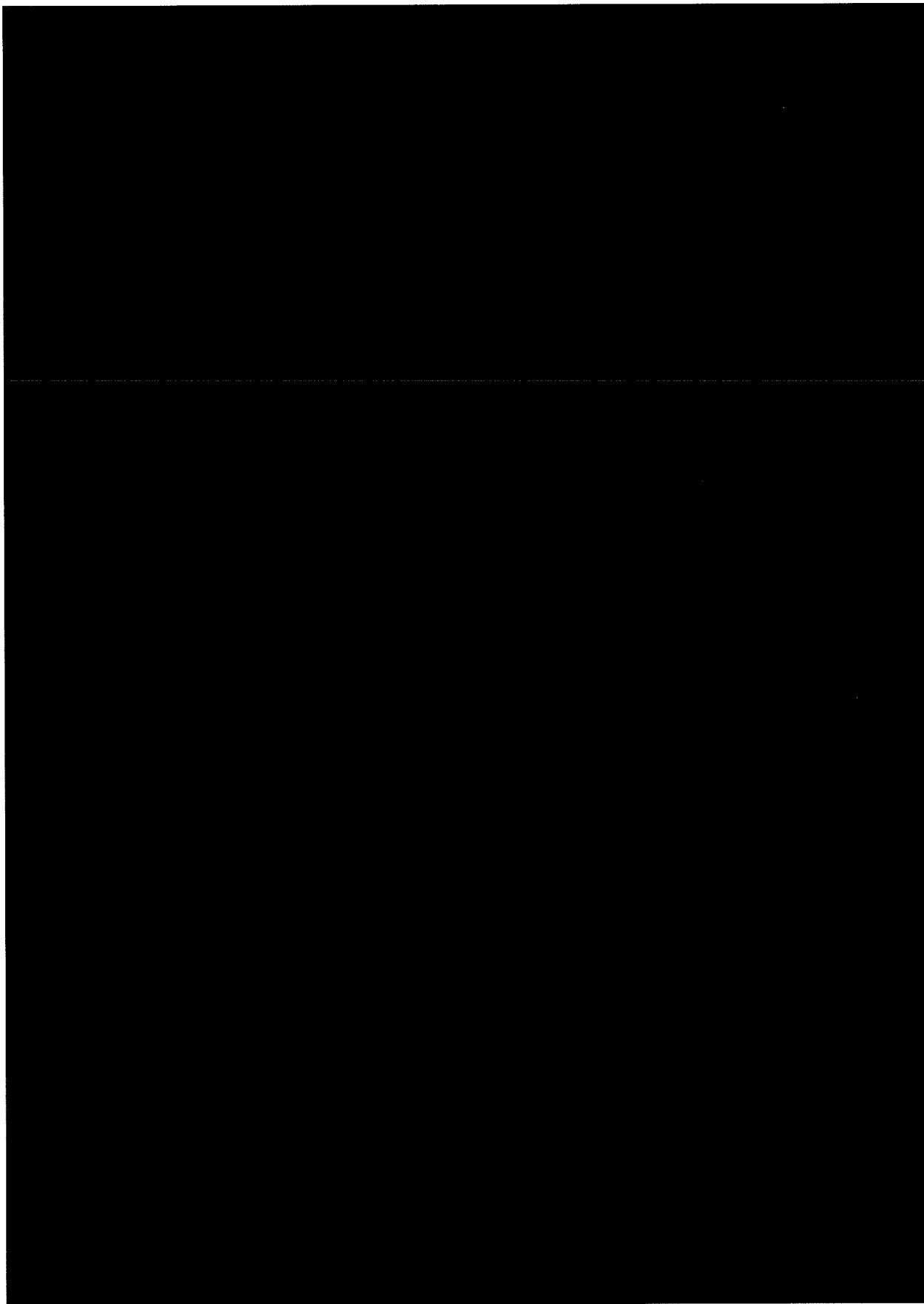


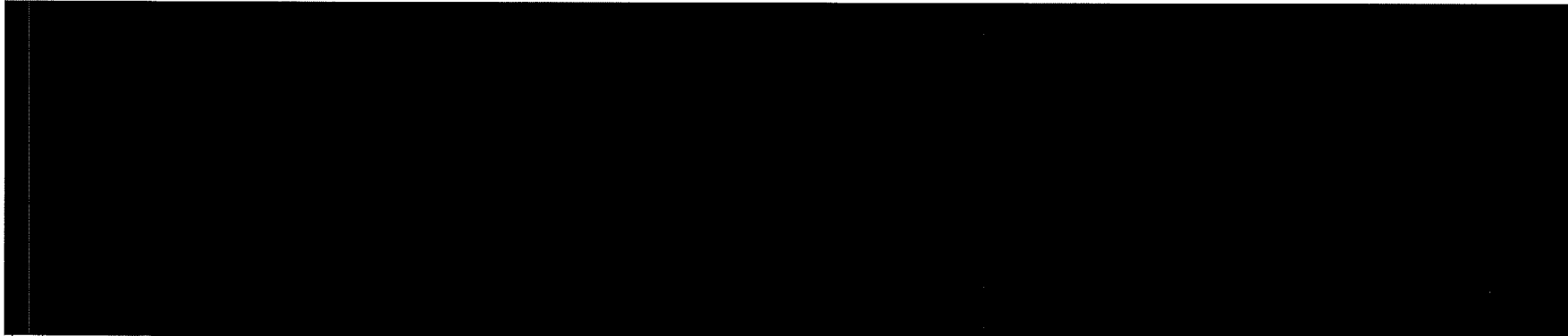




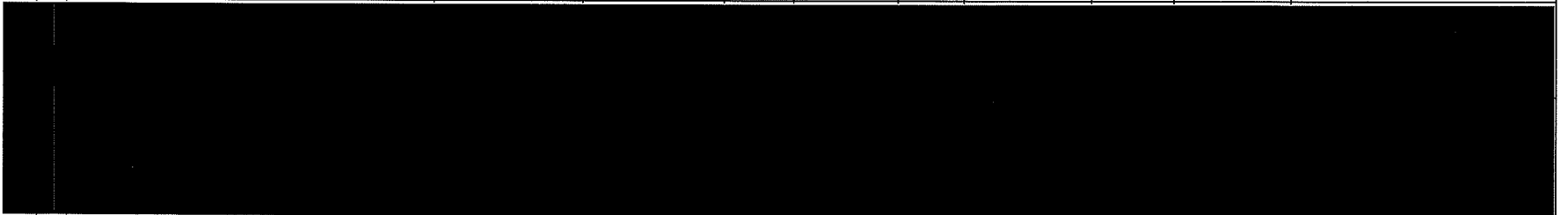




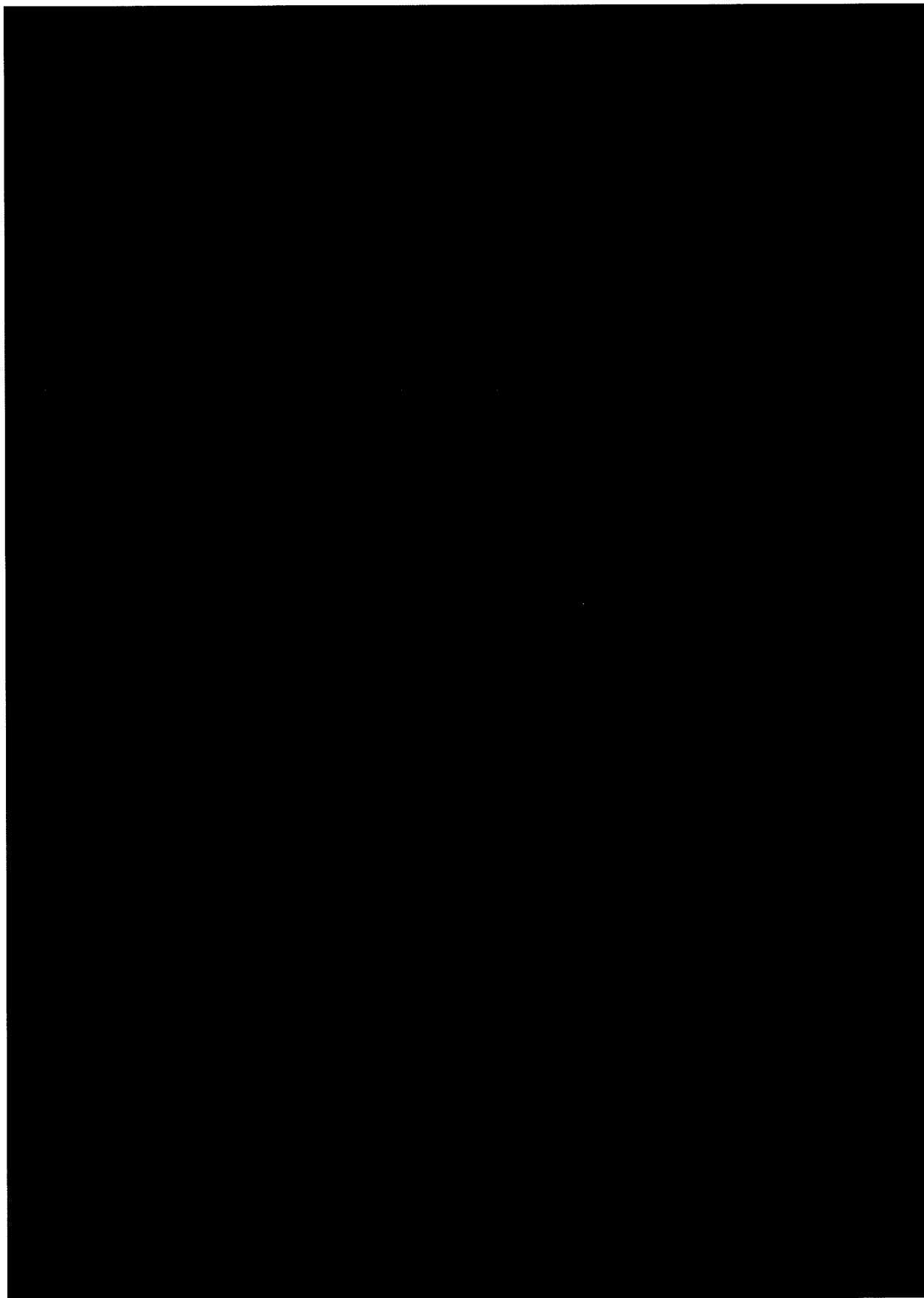


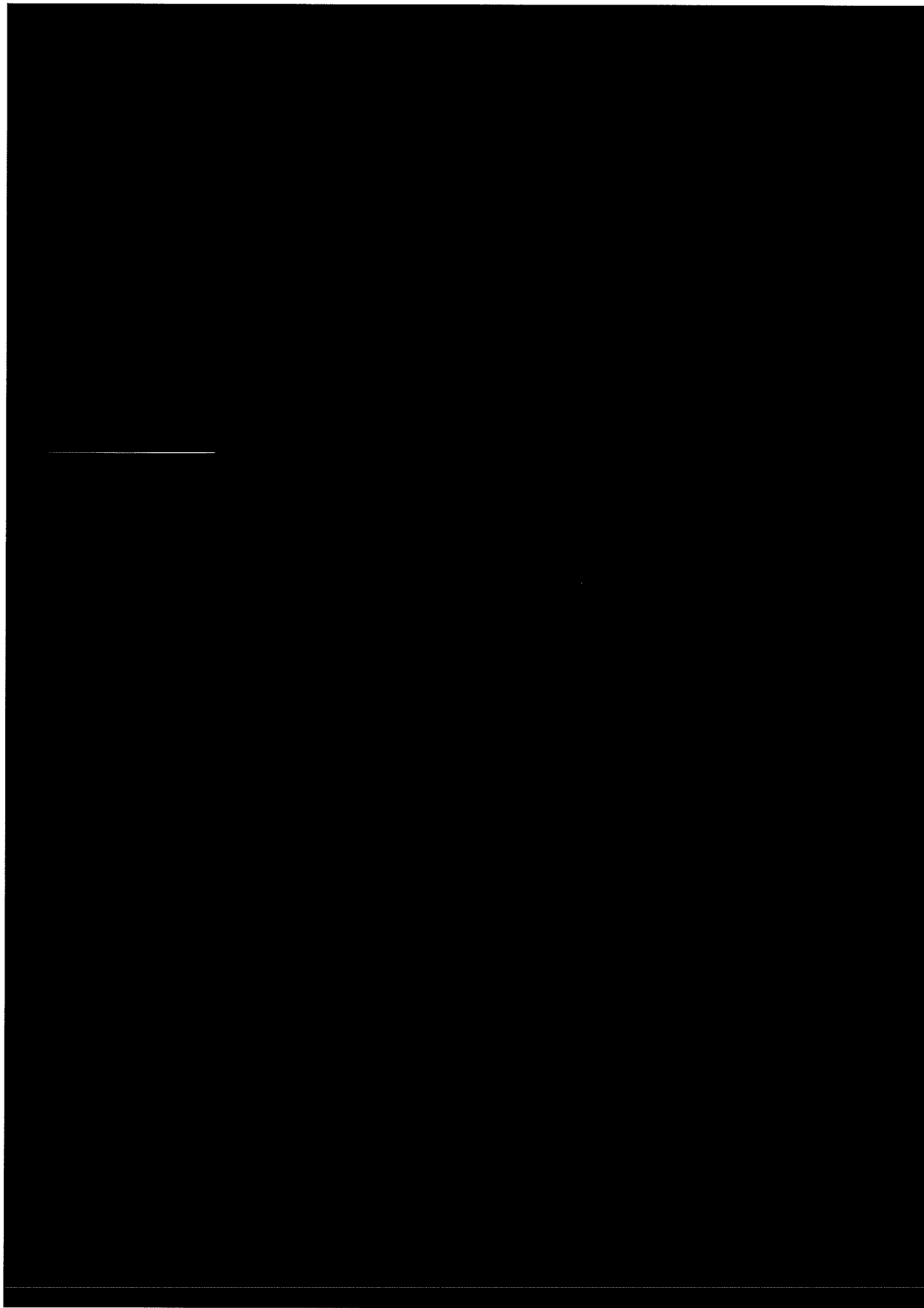


27	Partners in Health - Fall 2013	General	PRQ000876			104861		P. May	N/A	Entire Planning Region (minus Hillsdale); Profitable + Medicare; Seed Lists: Allegiance Executives, Allegiance Board of Trustees, Board Quality Members, Board Finance Committee, Joint Conf Committee, Board Executive Committee, Board Compliance Committee, Board Comp Committee, AH Foundation Board, AH Staff,
28	CV Healthy Hearts Newsletter - Fall 2013	CV	PRQ000891			36439	8.5" x 11"; 4 Pages	P. May	N/A	Male/female; Patients and non-patients; Ages 35-99; Payer = Profitable + Medicare; 2/3 patient to 1/3 prospect ratio; Entire planning region; Include Heart HRA users and heart/vascular patients seen in the past 2 years; Exclude Hillsdale (49242);



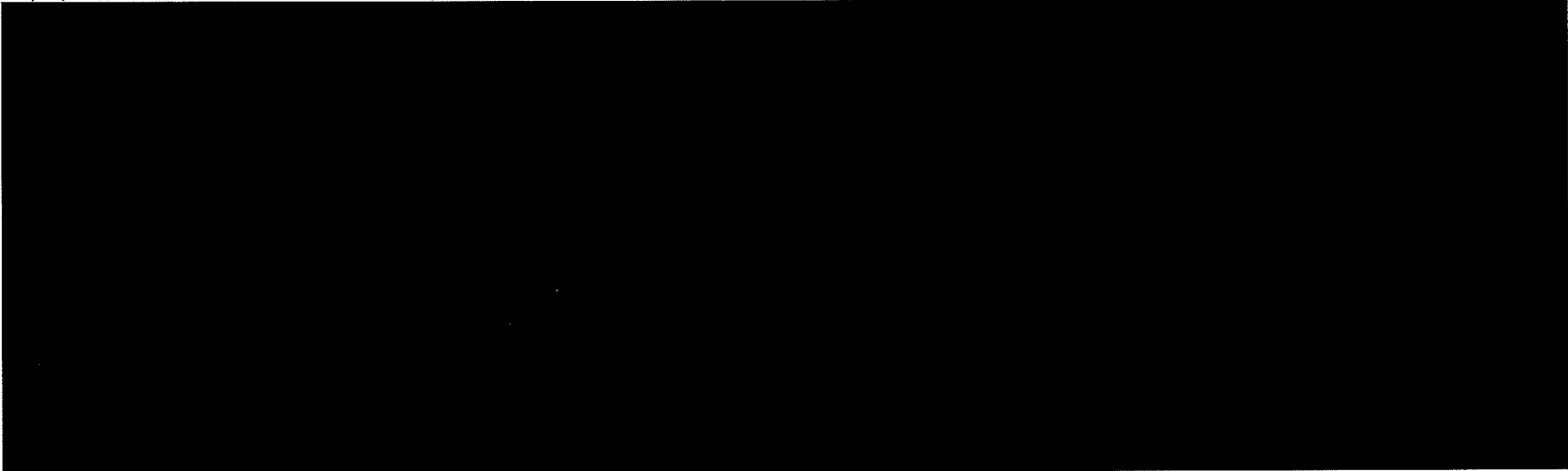
30	Free Vascular Screening - Hillsdale Dr. Bidny	CV	PRQ000954	133-8414	10/1/2013	456	8.5" x 11" letter	A. Neuman	N/A	Male/female; Patients and non-patients; Ages 50-99; Payer = Profitable + Medicare; 49242 + 2 Mile radius around 100 Reading Ave., Hillsdale, MI 49242; Vascular Screening recipe;
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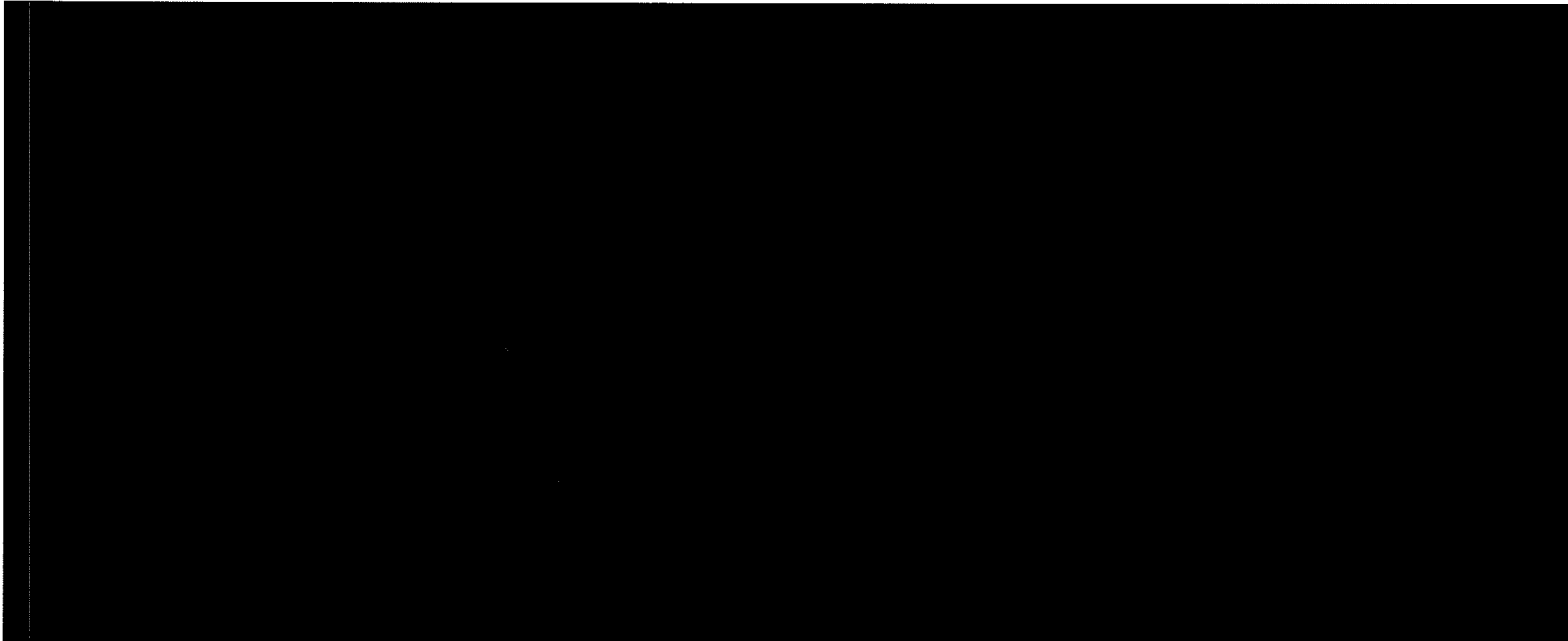




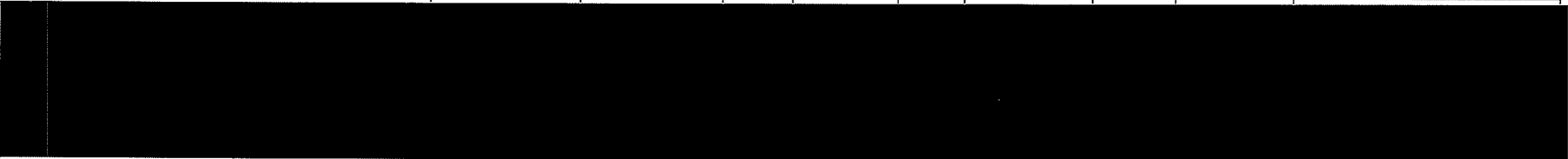


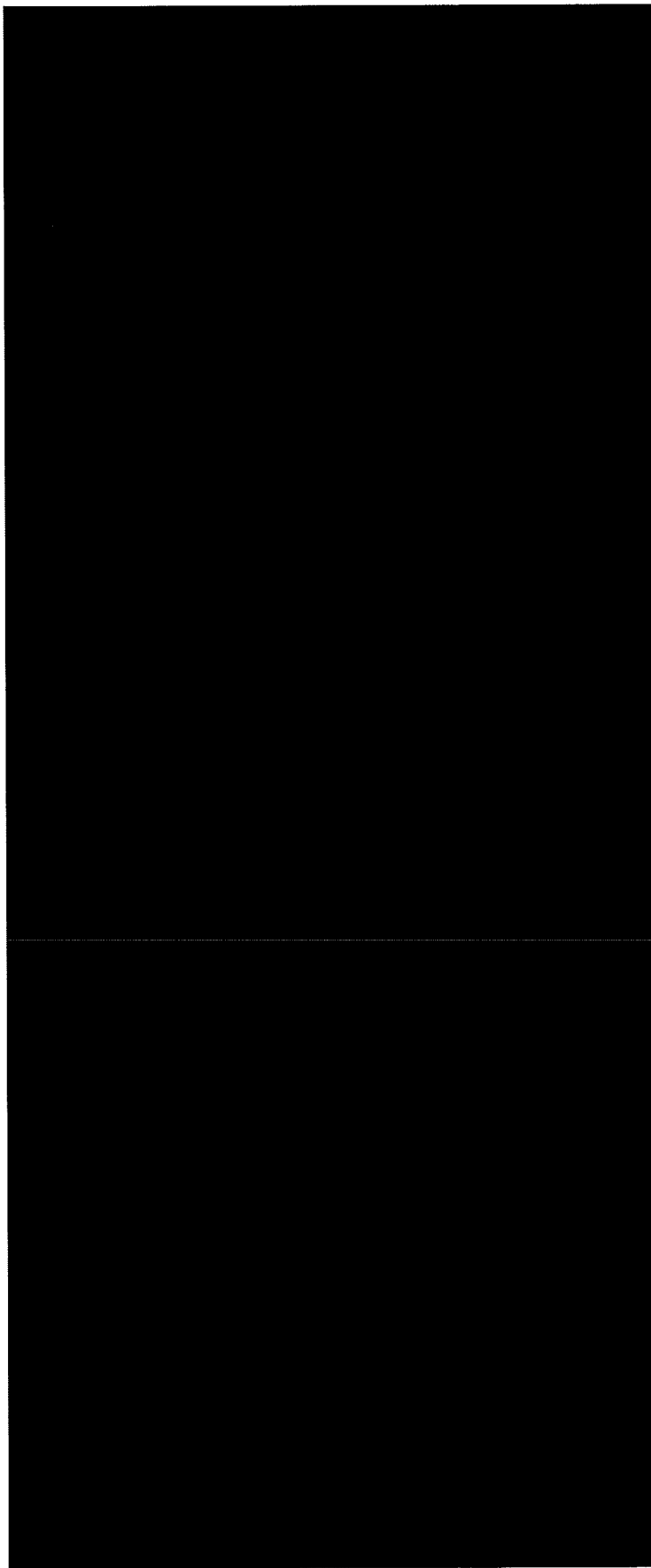
46	Healthy Hearts - Winter 2014	CV	PRQ001140	179-8414	1/24/2014	36007	8.5" x 11"; 4 Pages	A. Neuman	N/A	Male/female; Patients and non-patients; Ages 35-99; Payer = Profitable + Medicare; Entire planning region; Exclude households in Hillsdale (49242); 2/3 patient to 1/3 prospect ratio; Include HRA completions from Evalia; Include existing AH heart patients seen in the last 2 years; Backfill based on propensity;
47	Vascular Screening - Adrian 20140115	CV	PRQ001156	187-8414	1/8/2014	2378	8.5" x 11" letter	A. Neuman	N/A	Male/female; Non-patients, Ages 50-99; Payer = Profitable + Medicare; Exclude households in Hillsdale (49242); 12 Mile radius around Hudson (401 W. Main, Hudson, MI 49247);





55	Allegiance Health Directory 2014	General	PRQ001262			144681	8.5" x 11" book	A. Chipman	N/A	Male/female; Patients and non-patients; Ages 18-99; All payers; Exclude households in Hillsdale zip code (49242); No hold-outs;
56	Doctors' Day Mailing 2014	General	PRQ001265			TBD	8.5" x 11" letter	P. May	N/A	Male/female; Patients and non-patients; Ages 18-99; Payer = Profitable + Medicare; Entire planning region; Exclude households in Hillsdale (49242); No hold-outs;





# Exhibit O-8



Message

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**From:** Gardner, Anthony [gardnera]  
**on behalf of** Gardner, Anthony [/O=WAF00TE/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=GARDNERA]  
**Sent:** 11/4/2009 5:22:21 PM  
**To:** 'kristi.harris@thomsonreuters.com' [kristi.harris@thomsonreuters.com]; 'tracy.brockmeier@thomsonreuters.com' [tracy.brockmeier@thomsonreuters.com]; 'alisha.hart@thomsonreuters.com' [alisha.hart@thomsonreuters.com]  
**CC:** Scholten, Shannon [Scholtens]  
**Subject:** Hillsdale zip codes

Alisha,

Here are the zip codes that moving forward we will use to define Hillsdale. As we discussed today, you'll re-run our Report to the Community list excluding these zips, unless there are employees or VIPs living in these zips, in which case it is OK to include them on the list. (FYI these are the same zips Shannon sent to you in his email of 3/23/09 for Partners in Health. However, the email we received this week regarding Hillsdale only included four of the ten listed below.)

49232  
49239  
49227  
49242  
49250  
49262  
49266  
49271  
49274  
49288

We'll look for the revised list this evening. And I'll chat with all of you next Tuesday. Thanks for working with us to smooth things out.

--  
**Anthony Gardner**  
Vice President, Marketing and Communications  
Phone: 517-788-4944  
Fax : 517-789-5966  
Web: AllegianceHealth.org



# Exhibit O-9

Message

---

**From:** Turpel Suzette [Turpel Suzette]  
**Sent:** 1/6/2014 8:11:45 PM  
**To:** Grannan, Gerald [Gerald.Grannan@allegiancehealth.org]  
**Subject:** RE: response requested - speaking opportunity  
**Attachments:** image001.jpg; image002.gif

ï»¿

Yes, thanks

**From:** Grannan, Gerald  
**Sent:** Monday, January 06, 2014 1:38 PM  
**To:** Turpel, Suzette  
**Subject:** RE: response requested - speaking opportunity

I can chat w/ him if youâ€™re ok w/ that.

Jerry Grannan  
Vice President, Physician Integration & Business Development  
Tel: (517) 768-7787/ Ext. 7787  
Fax: (517) 841-6935  
[AllegianceHealth.org](http://AllegianceHealth.org)

**From:** Turpel, Suzette  
**Sent:** Monday, January 06, 2014 1:27 PM  
**To:** Grannan, Gerald  
**Subject:** Fwd: response requested - speaking opportunity

Hi Jerry,

Who do you think is the best person to explain to Dr. Ekpo our restrictions in Hillsdale? We're happy to do so but often our docs find it hard to believe and want a higher authority to confirm.

Thanks~

Suzy Turpel  
Sent from my iPad

**From:** Jank, Julie  
**Sent:** Monday, January 06, 2014 10:45 AM

**To:** Ekpo, Timothy  
**Subject:** RE: response requested - speaking opportunity

Thanks for getting back to me about this. I am happy to hear that business is picking up!

I will talk to my team about the best location to have you do another evening presentation. I know we are only allowed to promote specific things in the Hillsdale area - what I don't know is if orthopaedics is one of them. I will investigate and get back with you.

Julie

---

Julie Jank

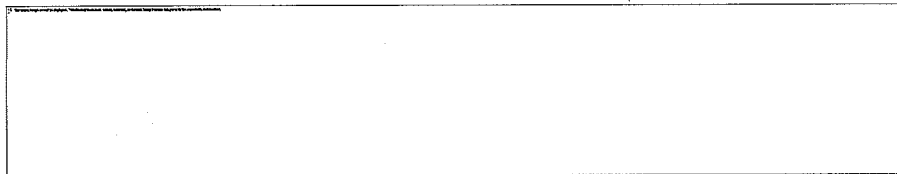
Event Specialist

Marketing & Communications

Tel: (517) 841-7455 / Ext. 7455

Fax: (517) 789-5966

[AllianceHealth.org](http://AllianceHealth.org)



**From:** Ekpo, Timothy  
**Sent:** Thursday, December 19, 2013 11:02 PM  
**To:** Jank, Julie  
**Subject:** Re: response requested - speaking opportunity

Wednesday is a busy operative day for me and 12 noon does not work. I could do an evening presentation after cases that day?

Sorry for not being more available Julie, business is really picking up and I want to do more cases and meet expectations of myself. I would be more than happy to give another evening talk. Hillsdale would be SUPPERRRRRRR IDEAL! :)

Tim

Sent from my iPhone

On Dec 17, 2013, at 2:44 PM, "Jank, Julie" <[Julie.Jank@allegiancehealth.org](mailto:Julie.Jank@allegiancehealth.org)> wrote:

Dr. Ekpo,

This would be from noon to 1 p.m.

Please let me know.

Thanks,

Julie

--

Julie Jank

Event Specialist

Marketing & Communications

Tel: (517) 841-7455 / Ext. 7455

Fax: (517) 789-5966

[AllegianceHealth.org](http://AllegianceHealth.org)

<image001.gif>

**From:** Ekpo, Timothy  
**Sent:** Thursday, December 12, 2013 7:06 PM  
**To:** Jank, Julie  
**Subject:** Re: response requested - speaking opportunity

Hi Julie I need to know what time this would be?

Sent from my iPhone

On Dec 12, 2013, at 3:33 PM, "Jank, Julie" <[Julie.Jank@allegiancehealth.org](mailto:Julie.Jank@allegiancehealth.org)> wrote:

Dr. Walper and Dr. Ekpo,

Are you available and/or interested in this opportunity? We need to let them know so the Rotarians can put you on the calendar.

Thanks!

Julie

--

Julie Jank

Event Specialist

Marketing & Communications

Tel: (517) 841-7455 / Ext. 7455

Fax: (517) 789-5966

[AllegianceHealth.org](http://AllegianceHealth.org)

<image001.gif>

**From:** Jank, Julie  
**Sent:** Monday, November 25, 2013 9:22 AM  
**To:** Walper, John; Ekpo, Timothy  
**Cc:** Owen-Tousley, Kathryn  
**Subject:** response requested - speaking opportunity

Dr. Ekpo and Dr. Walper,

Marketing would like to offer you the opportunity to speak at the **Rotary Club of Jackson**. Rotarians are leaders in the community and would be great people to meet. There would be approximately 15 minutes where you could talk about yourselves and your practice. You wouldn't have to do a powerpoint (unless that is what you wanted), but could do a presentation like you do for the White Coat Tours.

**The dates available are: March 12 or April 30**

Please let me know as soon as possible so we can lock the date in on their calendar.

Thanks!

Julie

I have attached a link to their website in case you would like to learn more about the Rotary Club

<http://www.rotaryjacksonmi.org/therotaryclubofjackson/Home.aspx>

Julie Jank

Event Specialist

Marketing & Communications

Tel: (517) 841-7455 / Ext. 7455

Fax: (517) 789-5966

[AllianceHealth.org](http://AllianceHealth.org)

<image001.gif>



# Exhibit O-10

Message

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**From:** Grannan Gerald [Grannan Gerald]  
**Sent:** 1/28/2014 2:46:57 PM  
**To:** Fojtasek, Georgia [Georgia.Fojtasek@allegiancehealth.org]; Wickens, Jeanne'  
[Jeanne'.Wickens@allegiancehealth.org]  
**Subject:** RE: Ortho and Marshall

Our new ortho manager lives in Marshall and suggested there are some vulnerabilities in Marshall. I'll get more detail as I can't recall specifics off the top of my head. Dr. Ekpo is enthusiastic about doing presentations and wanted to do something in Hillsdale. I explained the situation there. [REDACTED]

Jerry Grannan  
Vice President, Physician Integration & Business Development  
Tel: (517) 768-7787/ Ext. 7787  
Fax: (517) 841-6935  
AllegianceHealth.org

-----Original Message-----

**From:** Fojtasek, Georgia  
**Sent:** Monday, January 27, 2014 5:18 PM  
**To:** Wickens, Jeanne'; Grannan, Gerald  
**Subject:** Ortho and Marshall

I think I understand that we will discuss at Growth Team. I am very hesitant for several reasons and want to be sure that we all agree on this. I see other ways for pts who are interested such as doing in Albion. There is a lot of unknown and I am not sure the juice is worth the squeeze or possible negatives.

[REDACTED]

Ga.

Georgia Fojtasek, RN  
President & CEO  
Allegiance Health  
Tel: (517) 788-4942  
Fax: (517) 788-4829  
georgia.fojtasek@AllegianceHealth.org

Sent from my iPad

# Exhibit O-11

Message

---

**From:** Jank, Julie [jank, julie]  
**on behalf of** Jank, Julie [/O=WAFOOTE/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=JANKJ]  
**Sent:** 2/20/2014 7:15:49 PM  
**To:** 'cindykulkarni@aol.com' [cindykulkarni@aol.com]  
**Subject:** community presentations

Good Afternoon,

Dr. Kulkarni called me last week to let me know he would like to start doing community presentations again and would like to present outside of Jackson, possibly Hillsdale, Lansing and Adrian.

I wanted to let you know that our team is discussing the best plan. Our thought is to do presentations in both Jackson and Adrian. Unfortunately, we are very restricted to what we are allowed to promote in Hillsdale so we would not be able to do a presentation there.

I have also shared with our physician liaisons, Dr. Kulkarnis idea of doing a presentation to the physicians in the large GI center in Lansing. That is being evaluated as well.

I will reconnect with you as soon as we are ready to move forward. I just wanted to let you know we were working on things on our end. ☺

Thanks!

--

Julie Jank  
Event Specialist  
Marketing & Communications  
Tel: (517) 841-7455 / Ext. 7455  
Fax: (517) 789-5966  
[AllegianceHealth.org](http://AllegianceHealth.org)



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# Exhibit O-12

Message

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**From:** anthony.gardner@allegiancehealth.org [anthony.gardner@allegiancehealth.org]  
**on behalf of** anthony.gardner@allegiancehealth.org [/O=WAFOOTE/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=GARDNERA]  
**Sent:** 11/30/2011 11:34:07 AM  
**To:** Gardner Anthony [anthonygardner@mac.com]  
**Subject:** Fwd: Hillsdale Hospital Summary for Tomorrow's Meeting Attached eom  
**Attachments:** HCHC Summary 112811.doc; ATT00001..htm

Anthony Gardner  
Vice President, Marketing and Communications  
Tel: 517-788-4944  
Fax: 517-789-5966

Begin forwarded message:

**From:** "Grannan, Gerald" <Gerald.Grannan@allegiancehealth.org>  
**Date:** November 29, 2011 9:10:06 PM EST  
**To:** "kathleen.henchey@navigant.com" <kathleen.henchey@navigant.com>, "armand.balsano@navigant.com" <armand.balsano@navigant.com>, "Wickens, Jeanne" <jeanne.wickens@allegiancehealth.org>, "Gardner, Anthony" <Anthony.Gardner@allegiancehealth.org>, "Yacobucci, Karen" <Karen.Yacobucci@allegiancehealth.org>, "Fojtasek, Georgia" <Georgia.Fojtasek@allegiancehealth.org>, "Chaprnka, Karen" <karen.chaprnka@allegiancehealth.org>, "Cox, Gloria" <Gloria.Cox@allegiancehealth.org>  
**Subject:** Hillsdale Hospital Summary for Tomorrow's Meeting Attached eom

Summary of Initiatives & Opportunities  
Hillsdale Community Health Center (HCHC)

Relationship

- Our relationship with HCHC is transactional and one of seeking “approval” to provide services in their market.
- HCHC is trying to protect their market knowing that Allegiance has formidable power given its proximity and specialty services. We also share some media outlets.

Initiatives

- **Vascular Surgery & Screenings** – Dr. Corcoran provides limited vascular services to Hillsdale; at our expense. Allegiance offers screenings in the area to identify disease.
- **Hand Clinic** – Allegiance provides hand therapy services in a local surgeons office. The service is offered because our hand surgeon sees patients in Hillsdale County and needs hand therapy services close to patients to assure compliance with therapy.
- **Community Events** – In general we are welcome to participate in community health screenings and community events but can only promote services that don’t compete with HCHC

Opportunities

- **Cardiology** – The most significant opportunity is cardiology. Dr. Owusu will be retiring in a couple of years with presents an opportunity for Allegiance to place a physician in Hillsdale.
- **Oncology** – Oncology services is another significant opportunity. They currently have an oncologist with a limited reputation. Also, Duke fears losing infusion business.

Limits

- Duke does not want us promoting oncology, heart (offend Owusu) but is ok with our CV surgery campaign.

# Exhibit O-13



Message

---

**From:** Scholten, Shannon [shannon.scholten@allegiancehealth.org]  
**Sent:** 11/23/2009 6:28:47 PM  
**To:** Keener, Timothy [Keenert]; Gardner, Anthony [Gardnera]  
**Subject:** Report to the Community - Update

Tim/Anthony,

The new Report to the Community is in the final stages of processing at the mail house and is expected to be in homes by the end of this week. As a reminder, this piece is being sent to approximately [REDACTED] homes in our service area (excluding several zips in the Hillsdale region based on our agreement to not market there).

Thanks for your help with this project--and I would especially note Susan W.s efforts in pulling this one together. It was complicated on many fronts but I am proud of her willingness to flex and persist.

s.

--  
Shannon Scholten  
Communications  
Tel: (517) 841-7438  
Page: (517) 534-7421  
Fax: (517) 789-5966  
Web: [www.AllegianceHealth.org](http://www.AllegianceHealth.org)



# Exhibit O-14

Message

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**From:** Anderson-Meier, Dawn [dawn.anderson-meier@allegiancehealth.org]  
**Sent:** 11/4/2011 8:32:14 PM  
**To:** Gardner, Anthony [Gardnera]  
**CC:** Turpel, Suzette [Turpels]  
**Subject:** onc marcom  
**Attachments:** Oncology Services MarCom FY12, FY13.doc

Anthony

Suzy asked me to send you the Oncology plan weve been working on. Wed like you to review it, as wed like to present it in the Onc quarterly meeting next Wednesday.

Have a great weekend, Dawn

--

Dawn Anderson-Meier  
Marketing Manager  
Marketing & Communications  
Tel: (517) 796-6452 / Ext. 6284  
Fax: (517) 780-7308  
[AllegianceHealth.org](http://AllegianceHealth.org)



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**DRAFT**



**Oncology Services MarCom Plan  
FY 2012 – FY 2013**

**Oncology Marketing and Communications Team Members**

Anthony Gardner, chair  
Suzy Turpel  
Shannon Scholten  
Karen Yacobucci  
Dawn Anderson-Meier  
Joel Maust  
Susan Wilkinson  
Vicky Lorencen  
Chris Bevolo (partner, Interval)

**Geographic Market**

Marketing strategies will focus on Allegiance Health's total service area, with three exclusions. High level discussions with potential partners in Coldwater and Marshall prohibit marketing activities in these communities. In addition, due to an agreement with the CEO of Hillsdale Community Health Center, Duke Anderson, marketing activity will not include Hillsdale County. Mr. Anderson is concerned that the Gayle M. Jacob Cancer Center may negatively impact usage rates for the Infusion and Chemotherapy/Hematology Center in Hillsdale. However, he is receptive to discussions regarding how to ensure patients continue to receive chemotherapy in Hillsdale while utilizing Allegiance Health for other components of their treatment.

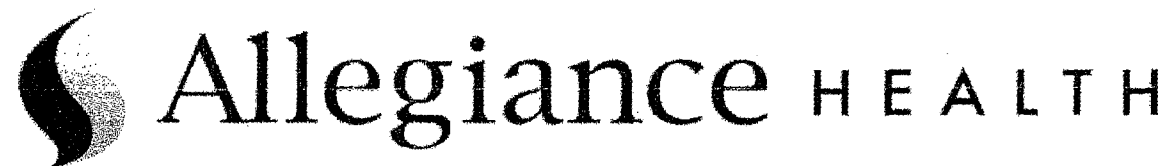
**Core Audiences**

[Redacted]

**Strategies**

[Redacted]

# Exhibit O-15



**Oncology Services MarCom Plan  
FY 2012 – FY 2013**

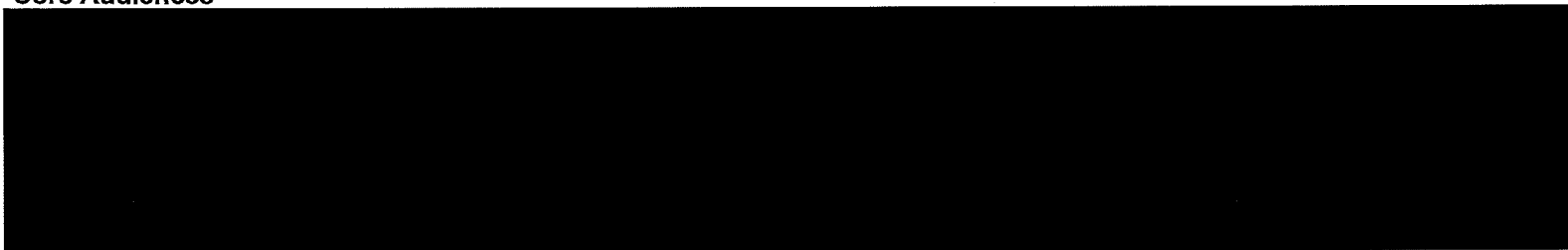
**Oncology Marketing and Communications Team Members**

Anthony Gardner, chair  
Suzy Turpel  
Shannon Scholten  
Karen Yacobucci  
Dawn Anderson-Meier  
Joel Maust  
Chris Bevolo (partner, Interval)

**Geographic Market**

Marketing strategies will focus on Allegiance Health's total service area, with two exclusions. High-level discussions with a potential partner in Coldwater prohibit marketing in this community. Likewise, an agreement exists with the CEO of Hillsdale Community Health Center, Duke Anderson, to not conduct marketing activity in Hillsdale County. A third competitor, Oaklawn Hospital, recently declined interest in collaborating on the provision of oncology services. However, evaluation of the potential for a partnership pertaining to other service lines needs to be reviewed prior to the inception of marketing in this geographical area.

**Core Audiences**



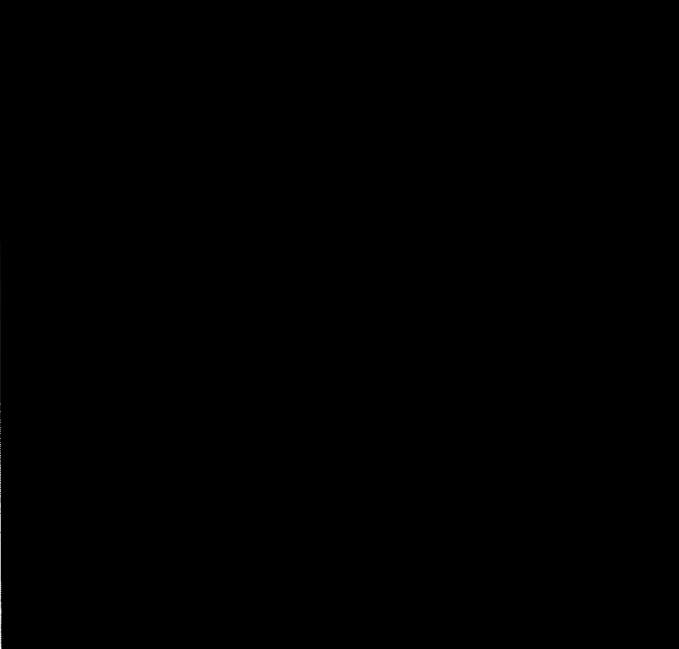


**Strategies**






# Exhibit O-16

**Anthony/Georgia Touchbase Report**  
April 13, 2012

	Status
<b>Shannon</b>	
<b>John George Home</b>	
<b>Staff Forums</b>	

Larry's request	
990	
Partners in Health	
Revisiting the consumer survey	
VHA Leadership Award for Community Benefit Excellence	
Cardiologists	<p>Dr. H called me to express concern about the surgeons "always being marketed," when "they wouldn't get any business if it weren't for us." This was followed by Karen Y inviting me impromptu to a meeting of cardiologists, surgeons, vasc surgeons because the cardiologists had concerns. Unfortunately, their meeting ran over, and I was bumped. However, I'll go back next month. I believe it was the RTC to that precipitated this recent displeasure. Or maybe it's because Dr. H is now the head of cardiology. Or maybe it's the MI Heart deal. I'm not sure. However, I'll hear them out and see where it takes us.</p> <p><b>Suzy and I met with the Cardiology Leadership Council yesterday. This was at the invitation of Karen Y. Her sense was that the docs had concerns about marketing; however, we didn't really hear that. They had comments and suggestions, but we didn't pick up</b></p>

	<p>a vibe of concern. Feedback included:</p> <ul style="list-style-type: none"><li>- They don't understand the gentleman's agreement approach to Hillsdale and believe we should try to penetrate that market more aggressively. I shared that we are partnering with Navigant to evaluate our approach for all regions.</li></ul>
<p><b>HealthGrades Awards</b></p>	
<p><b>Foundation JTV Spot</b></p>	
<p><b>BSC on IDA</b></p>	

# Exhibit O-17

Message

---

**From:** Turpel, Suzette [suzette.turpel@allegiancehealth.org]  
**on behalf of** Turpel, Suzette [/o=wafoote/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=turpels]  
**Sent:** 10/3/2013 8:03:21 PM  
**To:** Gardner, Anthony [Gardnera]  
**Subject:** Hillsdale and Marshall email string  
**Attachments:** document2013-10-02-062107.pdf

fyi

Start at the bottom.

--  
Suzy Turpel  
Director, Marketing  
Tel: (517) 841-7440 / Ext. 3658  
Fax: (517) 789-5966  
[www.AllegianceHealth.org](http://www.AllegianceHealth.org)



**From:** Turpel, Suzette  
**Sent:** Thursday, October 03, 2013 8:49 AM  
**To:** Houttekier, Michael; Maes, Sandra; Grannan, Gerald  
**Subject:** RE: I presume you already know but....

The only service marketing has a green light to promote in Hillsdale is open-heart.

--  
Suzy Turpel  
Director, Marketing  
Tel: (517) 841-7440 / Ext. 3658  
Fax: (517) 789-5966  
[www.AllegianceHealth.org](http://www.AllegianceHealth.org)



**From:** Houttekier, Michael  
**Sent:** Wednesday, October 02, 2013 4:54 PM  
**To:** Maes, Sandra; Turpel, Suzette; Grannan, Gerald  
**Subject:** RE: I presume you already know but....

We can promote services that they do not offer or a service that has been mutually agreed upon. For your service line we can promote CV, Vascular, and Neurosurgery and once Trauma is up and running we will promote that as well. Mike and Bev rounded on Bidny some time ago, which was based upon Karens request to offer FVS to select PCPs in Hillsdale (Bidny being a DPM); this was after Karen and I believe Jerry met with Terri Draper. We conducted a FVS on June 19th and since we offered another one specifically for her/Hillsdale patients on October 16<sup>th</sup> from 9 - 1. It has always been my

thought that we do FVS specifically to drive business to our Vascular service line. Hillsdale does have another Vascular surgeon, Dr. Abushmaies who holds office on Tuesday from 8 -12 and is competing with Corcoran.

I do not follow why the we need to coordinate the FVS with the Vascular office because it is the patients choice to follow up with their PCP to get referred to Vascular. Paul is free to round when he wants but if he does I and Mike would greatly appreciate it if we know who he visited during rounding. We also have dinner planned so that Paul can meet several PCPs at one time on October 24<sup>th</sup>.

Lastly, as an organization we have to come to the realization that we need to either press to directly compete or continue to tap dance.

--

Mike Houttekier  
Manager, Physician Recruitment & Liaison  
Tel: (517) 788-4748  
Fax: (517) 841-6935  
[AllegianceHealth.org](http://AllegianceHealth.org)



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---

**From:** Maes, Sandra  
**Sent:** Wednesday, October 02, 2013 1:46 PM  
**To:** Houttekier, Michael; Turpel, Suzette; Grannan, Gerald  
**Subject:** RE: I presume you already know but....

What is the current status in Hillsdale as far as what we can/cant do there? Terri Draper called our Vascular office asking about a vascular screening she is seeing advertised down there at Bidnys office for later this month and whether or not it is for Corcorans clinic down there. It is not something our Vascular office is involved with

I did ask Bev Fex about it and she stated it was not specifically for Corcoran alone but shes hopeful that it will directly feed volume to him, especially when we do a vein event down there. Apparently Bidny events were born from Bevs rounding directly her. Paul has commented that hed like to go down and do some random rounding in the area as well. Id like to see this kept somewhat coordinated before it gets out of hand if we still have some politics to navigate

Thoughts/updates?

Sandra Maes, MBA  
Project Manager  
Interim Manager Cardiovascular, Vascular, Outpatient Trauma, ENT, Neurosurgery  
Internal Extension: 1352  
Cell: (517) 414-7355  
WebX Pager: 534-0154  
[AllegianceHealth.org](http://AllegianceHealth.org)

# Exhibit O-18



Message

---

**From:** Grannan, Gerald [gerald.grannan@allegiancehealth.org]  
**Sent:** 12/12/2008 3:25:01 PM  
**To:** Houttekier, Michael [HouttekM]; Fojtasek, Georgia [Fojtasek]  
**CC:** Barnaby, Eric [Barnabye]; O'Dell, Jeanne [Odellj]; Bingman, Rebecca [Bingmanr]; O'Dell, Jeanne [Odellj]  
**Subject:** RE: Status Report - Hillsdale

Who is sending out his (Obis) letters? We need to make sure that they are not sent there until we have a better strategy. I think the Endo guy down there already knows as Darrell is a friend of his.

Jerry Grannan  
Executive Director, Physician Integration  
Phone: (517) 768-7787  
Fax: (517) 841-6935  
Web: [www.AllegianceHealth.org](http://www.AllegianceHealth.org)



---

**From:** Houttekier, Michael  
**Sent:** Friday, December 12, 2008 8:07 AM  
**To:** Grannan, Gerald; Fojtasek, Georgia  
**Cc:** Barnaby, Eric; O'Dell, Jeanne  
**Subject:** FW: Status Report - Hillsdale

Georgia and Jerry,

I continue to provide Duke a status report on my cardiology recruitment activities. In my last status report (below) I asked him about marketing minimally invasive parathyroid surgery to his primary care physicians. Duke would respectfully ask us not to do that, which I thought would be his answer. I will reply to his email and gracefully thank him for allowing us the opportunity to build an solid relationship with him based on community medicine.

Regards,  
Mike

---

**From:** Duke Anderson [danderson@hchc.com]  
**Sent:** Thursday, December 11, 2008 7:13 PM  
**To:** Houttekier, Michael  
**Subject:** RE: Status Report  
Hello Mike,

Sorry it took a bit to get back with you. I was gone last week to a conference and this week has been more busier than I like! Regarding the cardiologist issue, I am meeting with our recruiter Diane Thompson next week to discuss recruitment issues in general. I do want to discuss this with her and gain her insights before setting up a planned visit down here. Regarding the general surgery issue, I would respectfully ask that you not market the aforementioned procedure to Hillsdale docs. I have discussed this matter with our surgeons and they are confident that they are able to cover this procedure locally, granted that our volumes are not extremely high. Thank you for asking though. Ill be in touch.

Duke

**From:** Houttekier, Michael [mailto:Michael.Houttekier@allegiancehealth.org]  
**Sent:** Thursday, December 04, 2008 3:54 PM  
**To:** Duke Anderson  
**Subject:** Status Report

Duke,

I hope that this email finds you in great spirits. I did not receive any leads in November for a Cardiologist for Hillsdale. I am wondering if you are opposed to a J-1 Visa or H-1B Visa physician who communicates well. I am still working with Michigan Heart and Dr. Zandes schedule to make a visit to your facility. Lastly, one of our new General Surgeons (Shawn Obi, D.O.) is performing minimally invasive parathyroid surgery by using PTH Assay machine. I am wondering if you would oppose me letting your primary care physicians know that this technique is available to their patients. Grant it, if your physicians are performing this type of surgery I understand that you do not want me to market within the Hillsdale market, which we respect your wishes.

Holiday wishes,

Mike Houttekier  
Physician Recruiter  
Allegiance Health  
(517) 788-4748 - Office  
(517) 788-4706 - Fax  
(517) 206-2706 Cell  
[www.allegiancehealth.org](http://www.allegiancehealth.org)



# Exhibit O-19

Message

---

**From:** Grannan, Gerald [gerald.grannan@allegiancehealth.org]  
**Sent:** 10/13/2011 2:15:07 PM  
**To:** Fojtasek, Georgia [Fojtasek]; Wickens, Jeanne' [Wickensj]; Gardner, Anthony [Gardnera]; Turpel, Suzette [Turpels]; Yacobucci, Karen [Yacobuck]  
**Subject:** Hillsdale Community Health Center  
**Attachments:** Duke Anderson Meeting 100711.doc

Attached are my notes from my meeting w/ Duke. Ill be meeting be putting together a regional group to discuss strategy etc in general. Thanks.

Susie: We can meet to discuss marketing.

--

Jerry Grannan  
Executive Director, Physician Integration  
Tel: (517) 768-7787 / Ext. 7787  
Fax: (517) 841-6935  
[AllegianceHealth.org](http://AllegianceHealth.org)



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**Duke Anderson**  
**Hillsdale Community Health Center**  
**Meeting Summary**  
**10/7/11**

Overall, Duke and I spent the first 20 minutes or so getting to know each other. He was very relaxed and seemed comfortable with the conversation. We also discussed how we both have the same goal of remaining independent. I stressed Georgia's understanding that we need to work together to accomplish that goal.

From there, we went into logistics of various issues.

Vascular Screenings: There is some confusion related to marketing and the location of vascular screenings. He really does not care where or how they are done there, but my guess is his marketing person does. I will work with marketing to have conversations related to this. For detailed issues he referred me to Terri Draper, his operations person.

Related to Dr. Corcoran, he indicated that he has a good reputation in the medical community. It needs to be "nurtured" there and they need to know he is committed. He suggested Dr. Corcoran be at the general medical staff meetings held three times a year and a local annual seniors event.

Hand Clinic Signage: We want to put a hand clinic sign outside of the office. We agreed that I would send him a photo of it for his approval.

America 1 Women's Expo: He is okay with promoting vascular but not heart there. He believes it would offend Dr. Owusu. He believes Dr. Owusu is approaching retirement age (two years or so) and we should approach him again for support. I explained the Michigan Heart partnership and that it would position us to be of more service to them in the future.

Cancer Center: He does not want the marketing of the cancer center in the area yet. He has an infusion/chemo center that needs support. Our cancer center will pull from him. He has an oncologist (Dr. Shen). I believe he does not live in the community, but I cannot remember.

He would like to visit the oncology center. I will be scheduling with Karen Yacobucci for late this month or early the next.

CV Campaign: He is okay with this campaign.

Purchasing: He is interested in our purchasing program related to ProMedica's program. However, there is some confusion in the market as he has received other correspondence indicating that they can continue to work with the ProMedica vendor.

Summary:

Overall, the meeting went well. I think he is cautious related to making sure services offered in the community do not take from him the basic services he needs to survive. While he is not opposed to certain services, he is conservative on what we can market and what we cannot. Frankly, his strategy makes sense.

Assuming that we are planning to have a corporative relationship with Hillsdale, I suggest we continue to collaborate on services that make sense for both and that allow him to keep as many services local as possible. Therefore, I propose the following:

Vascular: Have Dr. Corcoran continue to provide service there and make sure he makes the necessary meetings. Offer vascular screenings there and drive basic volume to Hillsdale.

Cardiology: Re-approach Dr. Owusu about coverage support and retirement planning. Work with Michigan Heart to offer coverage for him.

Oncology: I do not know the clinical issues related to this, but if possible can we have Hillsdale citizens receive infusions at their center? This would be a great partnership, and patients could benefit from less travel.

I will send a follow-up to Duke with my understanding of our conversation.

# Exhibit O-20

Message

---

**From:** Turpel, Suzette [suzette.turpel@allegiancehealth.org]  
**Sent:** 3/24/2011 11:29:40 PM  
**To:** Gardner, Anthony [Gardnera]; Barnaby, Eric [Barnabye]  
**Subject:** regional marketing guidelines  
**Attachments:** regional guidelines.doc

Anthony, updated guidelines attached.

Eric, do you have anything to add? Anthony will be sharing this with execs.

Thanks~

--  
Suzy Turpel  
Director of Marketing  
Tel: (517) 841-7440 / Ext. 3658  
Fax: (517) 789-5966  
[AllegianceHealth.org](http://AllegianceHealth.org)



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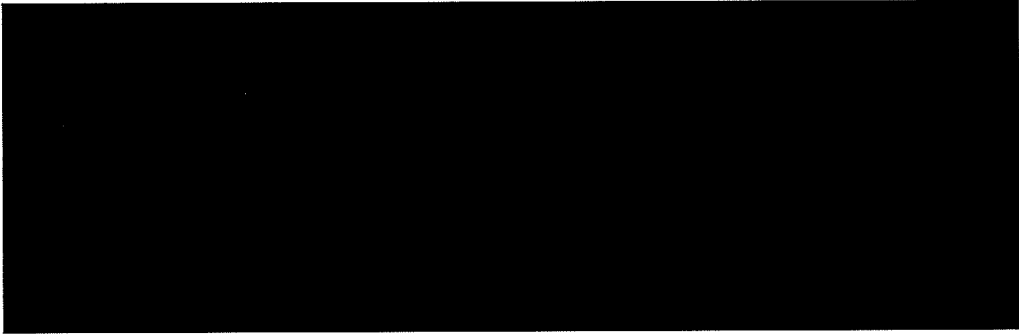
**Regional Marketing Guidelines**

<b>Region</b>	<b>Known Influencers</b>
North-Eaton	No services off limits [Redacted]
North-127	No services off limits [Redacted]
East	[Redacted]
South-Lenawee	No services off limits [Redacted]
South-Hillsdale	HCHC approval to market cardiovascular and hyperbaric only. HCHC hand surgeon advertising in Jackson

[Redacted]

turpel/growth/regional guidelines

**Regional Marketing Guidelines**

Region	Known Influencers
	Hillsdale Surgical Group at Women's Expo @ Parkside Ask about radiation oncology (education for their medical staff, leverage U of M partnership) Execution of co-branded vascular events in Hillsdale questionable, requiring AH to run b&w. Urology – Ambani only Neurology – no provider? Neurosurgery – Dr. Rawal Pulmonologist now bringing nav. bronch. to AH Vascular – Corcoran and NP Physician relations team allowed to message?
Southwest	
West	No restriction in Albion. 



turpel/growth/regional guidelines

**Regional Marketing Guidelines**

<b>Region</b>	<b>Known Influencers</b>
Central	
All markets	



turpol/growth/regional guidelines

# Exhibit O-21

**Allegiance Health**  
**Physician Alignment Representative: Michael List**  
**Weekly Tracking Tool**

**Summary for the Week of: 7/8/2011**  
*Plan Your Work...Work Your Plan*

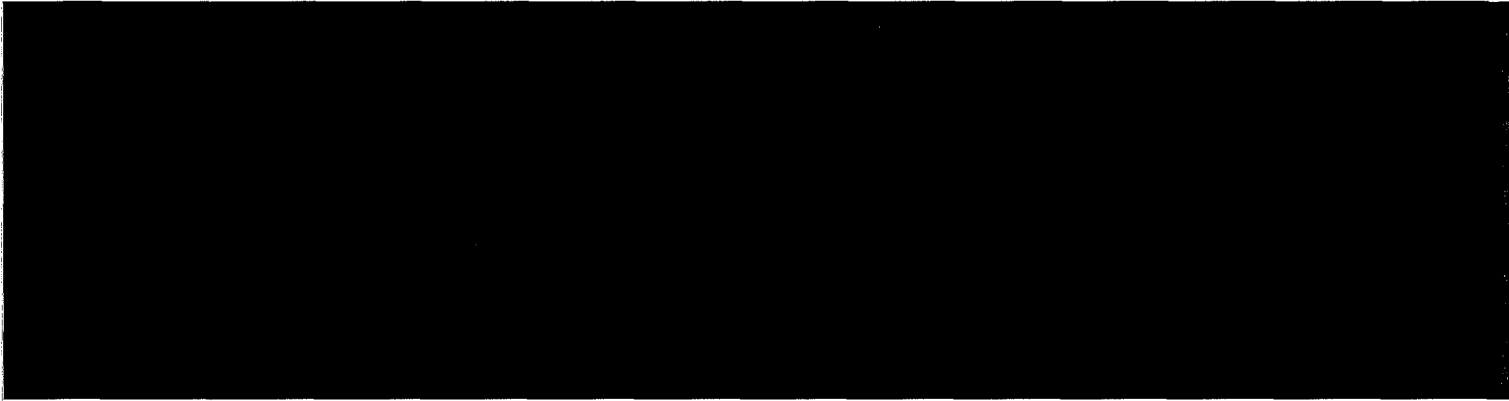
**I. In-Office Objectives Tracking:**

1. Service Line Education: Priorities

a. Meetings Completed & Follow Up Required

Individual	Meeting Purpose	Key Learnings	Follow Up
------------	-----------------	---------------	-----------





I. Other Key Activities: (list)

**Miscellaneous Questions:**

I called Dr. Corcoran on Monday, June 27, 2011 – Explained my role, who I am calling on and strategies we can use to increase his referral base in Hillsdale, Coldwater and surrounding areas. I had actually just called on Dr. Russell (Coldwater) and he gave me 2 patients with clinical issues that would be ideal for Dr. Corcoran. I asked Dr. Corcoran to call Dr. Russell to discuss the patients directly and he said he would right after we hang up. Dr. Russell was in the office until 1 pm. I gave him office contact number, and Dr. Russell's personal cell phone number. I received an unrelated call from Dr. Russell on Thursday, June 30<sup>th</sup> and asked if Dr. Corcoran has called him yet, he said he has not heard from him....I will follow up with the office TODAY – 7/1/2011. (I need additional face sheets which (Stacy) said they have them put aside for me.

In calling on Hillsdale physicians this week, several indicated that they would like to meet Dr. Corcoran for a brief face to face so they can put a face to a name. One issue raised by nearly every doctor was "Is this ok with the Hospital?" I know they have been trying to keep business local. I explained to each one that we have Duke Anderson's (CEO) approval to promote certain services in Hillsdale. IE – Vascular, CV, Oncology, NMS sub specialists etc. Here are the Doctors that would like to meet him: Henry Youga (Family Practice), Jonna Schmidt (Internal Medicine – Hudson), Ravi Yarid (Family Practice) and partners – Kimball, Lindower, Bennett.

# Exhibit O-22

