



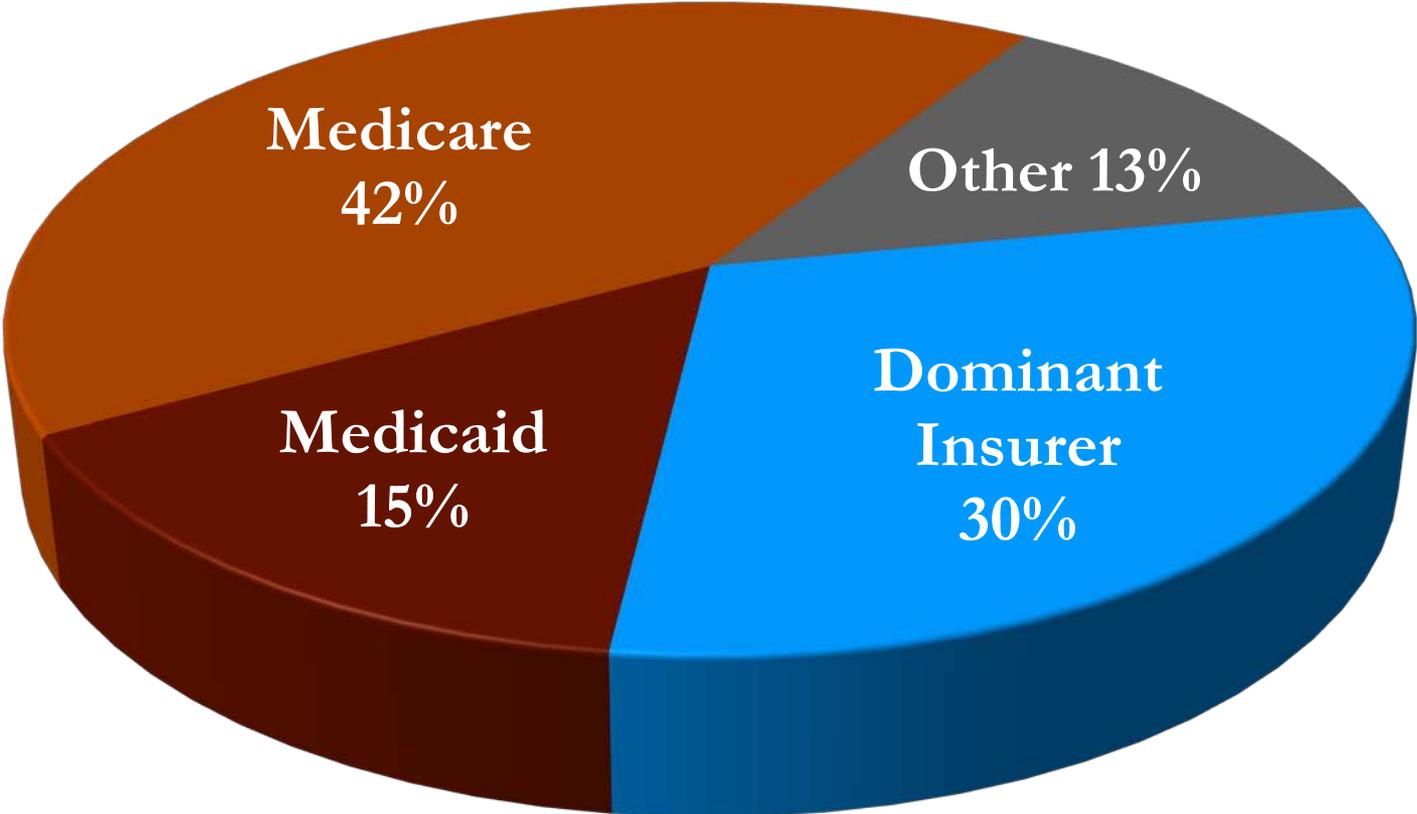
Most-Favored-Nation Arrangements in Health Care

Tom McGough

Senior Vice President & Chief Legal Officer
University of Pittsburgh Medical Center

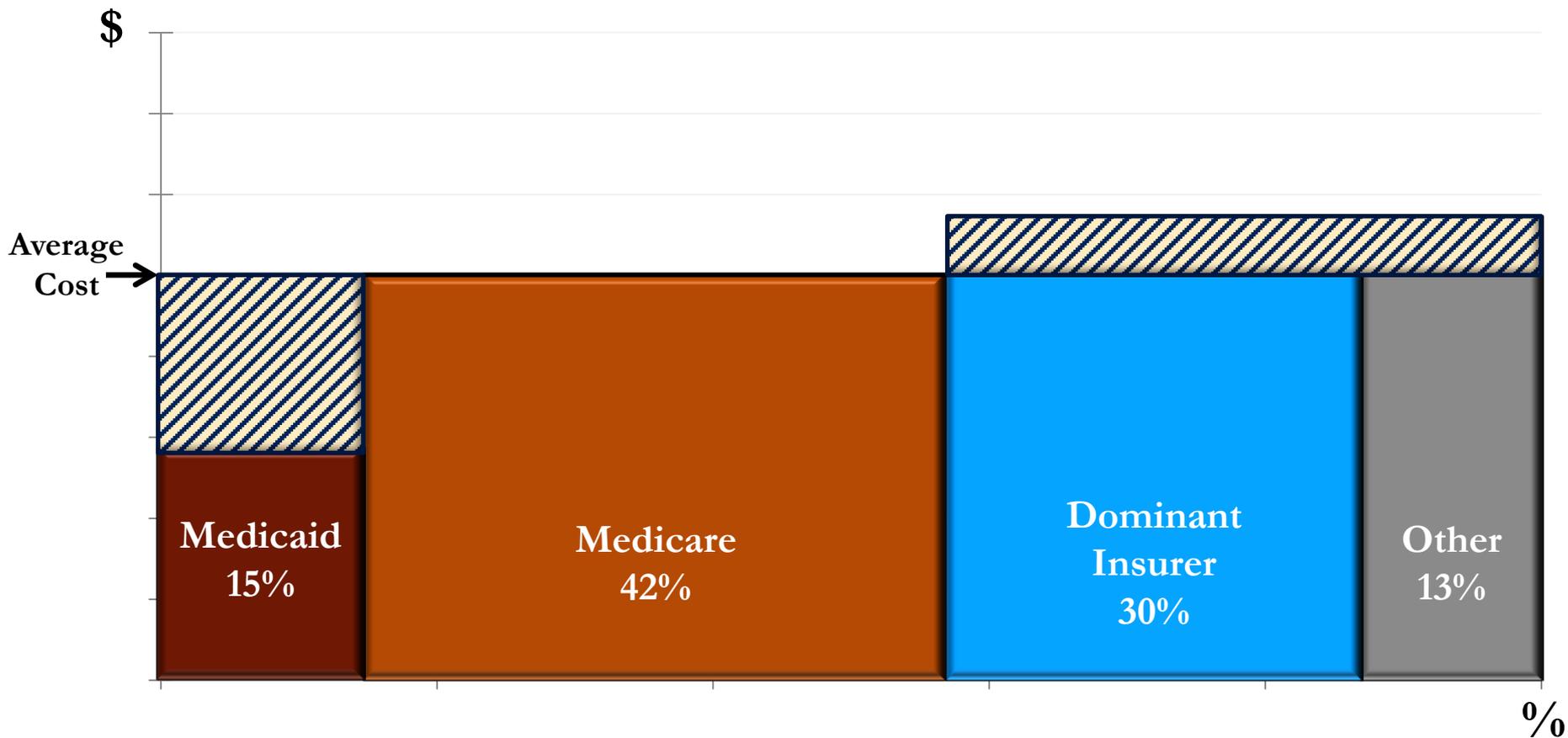
Hypothetical Hospital System

Revenue Breakdown by Payer Type



Hypothetical Hospital System

Payer Contributions to Operating Margin



Hypothetical Hospital System

Payer Contributions to Operating Margin

