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Date: 8/28/18

Honorable Judge Marvin Isgur
c/o Linthu Do

United States Courts
Southern District of Texas
FILED

AUG 30 2018

David J. Bradley, Clerk of Court

Honorable Judge Isgur:

Needless to say as physicians and staff of the company formerly known as neighbors have been awaiting the bidding process results. We were hoping in many cases to participate and maintain our ownership pieces, however we were unable on short notice to unite in a way to obtain the funding needed to participate fully. We have all recently invested millions of dollars collectively in this venture and had several obstacles in bidding more for the centers. I will list a few of them here.

- Each physician had varying abilities and desires to get funding.
- Logistical hurdles to coordinate funds and agreements across time and distance
- Need to recreate corporate structures that would be lost if we could not come up with the funds to buy the whole company
- Desire not to carve the company up into pieces.
- The desire not to remove existing ownership from those physicians who were unable to invest more.
- The lack of time given to coordinate.

Just because we could not meaningfully participate, many of us have been reaching out to others to assist us in keeping our business together, and not carved into smaller units, two of which were left out entirely.

I believe it would be in the best interest of all the physicians that have remained loyal to our centers in this difficult process if the entity was not broken up.

I believe it would be in the best interest of those corporate employees if the business were not broken up. (Their jobs would be unnecessary if pieces were absorbed into existing Free Standing Emergency Center companies).

I believe it is in the best interest of those centers that were purchased by Hospital Systems. There is a different emphasis on Emergency Medicine, where volume and high wait times are the norm, as opposed to short wait times and individualized care that we have created. I have worked in Free Standing Emergency centers in both systems and personally believe care is adequate in the hospitals system (their focus and emphasis is on other areas of care). But for my family and me I prefer those centers whose whole emphasis is individualized, quick, emergent care.

I believe the purpose of the bankruptcy is to best take care of all those who have been wronged. There are several wronged parties in these proceedings.



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- Secured Lenders: best treated by taking the highest bid no matter how it affects the physician investors, professional staff, and non-professional employees.
- Physician Investors: Many have remained loyal to their investment throughout this process hoping to negotiate with the successful bidders their value and hopefully the ability to maintain a profit sharing or investment piece for keeping the enterprise successful through the bankruptcy. This may be possible with some of the successful bidders that are not large hospital groups, but most likely if the entire entity remains intact.
- Professional non-physician staff - Will most likely be able to continue to practice in patient first model that has been nurtured and developed. Best if Entity remains intact.
- Corporate Employees - while there certainly needs to be some trimming of the fat, and decreased duplication of duties, many of these jobs will continue if the entity remains intact. However most will be lost in the "carve out" scenario.
- Centers that have been neglected and left completely out in the "carve out" (Orange and Lubbock). If the entity is left intact, more likely to be nurtured back into solvency, and those physicians and staff more likely to retain their employment.
- Patients - More likely to continue to get the same great care and treatment that they have heretofore enjoyed as the culture and care will not have to change to suit the goals and direction of the many different bidders

We are now at the mercy of the court, and I implore you Honorable Judge Isgur, to please consider those who are not getting a redress of their grievances (as we are well aware that there is not enough to go around). If it is at all possible to keep the company together as long as the distance between the "carve out" bid and keep us together bid are not too far apart. While I feel like my personal situation is not too unreasonable with the final bid, I feel for my colleagues who are certain to lose everything they have invested, and those staff who are certain to lose their employment.

Sincerely,

David Haacke