



To: INTEGRIS Employees

From the Desk of Bruce Lawrence

Seventeen years ago, I was ecstatic to be given the opportunity to join the executive management team of INTEGRIS. Many of you may not know that my Great Uncle, Bert Lackey, was the President of the Oklahoma Baptist General Convention when they built Baptist Medical Center. In fact, as a child, I remember hearing stories of Uncle Bert spending focused time on *that hill* in far northwest Oklahoma City, praying about starting a hospital. When I was given the opportunity to become INTEGRIS CEO eight years ago, I felt as if I were completing the effort started by my Great Uncle Bert. My work here has been so much more than a job; it has been my *calling*.

Today, I am writing to let you know I will be retiring from INTEGRIS at year-end. While there is never a perfect time to retire, this is the right time for me to take a step back to reflect upon my 37-year career in health care and to contemplate how I want to spend the next chapter of my life. Losing Donna's father recently only five weeks after a cancer diagnosis was a *wakeup call* that caused us to think much more seriously about how we want to spend our future years. This has been a very difficult decision because of my deep commitment to INTEGRIS, our people, and our patients. But Donna and I have prayed about the decision and we look forward to what lies ahead.

I will retire feeling confident and proud that INTEGRIS is positioned so well for the future. Our executive team is stronger than it's ever been and they are motivated to keep INTEGRIS moving forward during this transition. Chris Hammes, Chief Operating Officer, will assume the role of Interim President and CEO and Beth Pauchnik will assume the role of Interim Executive Vice President, with both reporting to the Board Chairman – Pete Delaney. Interim operational leadership will begin November 8, 2017. The board will begin a national search immediately. The attached retirement announcement will be released to the press today.

I will be forever grateful for the dedication and perseverance you have shown through all the changes in health care and at INTEGRIS over recent years. What stands out to me is the improved teamwork throughout the system and your focus on achieving excellence in such areas as quality care, customer service and cost-effectiveness while always focusing on our Mission, Vision and Values. Your efforts have made my job as your CEO a true privilege.

Together, we have achieved so much. As I look back, I want to thank each of you for your hard work and the many sacrifices you have made. We've always strived to do what's in the best interest of the thousands of patients we serve each day and that is why INTEGRIS is the #1 choice for Oklahomans.

Beginning January 1, 2018 I will move into the position of Senior Advisor to the Board with a focus on philanthropy and other areas outside of day-to-day business. I have very much enjoyed my relationships with all employees, medical staff, volunteers, and donors, plus the members of INTEGRIS Health Board and all of our governing boards; I truly appreciate your dedicated service to INTEGRIS.

THANK YOU for making my time as your CEO the most rewarding part of my entire career. I will continue to be supportive of INTEGRIS in all ways possible and look forward to what's ahead for this dynamic organization.

Warm regards,

A handwritten signature in black ink, appearing to read "Bruce Lawrence". The signature is fluid and cursive, with a large initial "B" and "L".

Bruce Lawrence
President and CEO, INTEGRIS