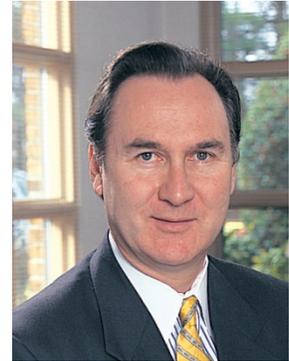


Chair-Officers

Anthony L. “Tony” Spezia, Governing Council Chairman
President and CEO, Covenant Health, Knoxville, TN
(Term 2007-09; chair officer 2010-12)

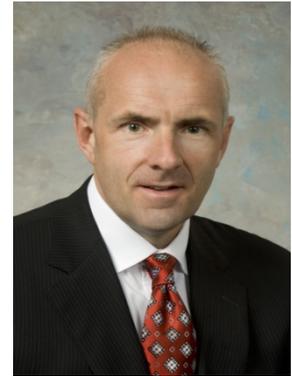
Tony is the president and chief executive officer of Covenant Health, a seven-hospital, 1700 bed, not-for-profit health system headquartered in Knoxville, Tennessee, that has undergone remarkable growth in recent years. With more than 10,000 employees and physicians and \$1.7 billion in assets, it is the largest healthcare provider in the region.



Prior to joining Covenant Health in 1996, Tony had extensive leadership and business experience in a number of industries. His recognition in healthcare includes awards in the areas of information technology and ethics in healthcare. He is a frequent speaker on healthcare and health policy issues. He is a fellow in both the American College of Healthcare Executives and the Healthcare Financial Management Association and holds an MBA from Michigan State University.

Warner Thomas, Governing Council Chairman-Elect
President and COO, Ochsner Health System, New Orleans, LA
(Term 2008-10; chair officer 2011-13)

Warner has been president and chief operating officer of Ochsner Health System, a six-hospital system in Louisiana, since 2005. He first joined the organization in 1998 as COO of Ochsner Clinic and became COO of Ochsner Clinic Foundation in 2001. Previously, Warner served for six years as both president of Foundation Medical Partners, Inc., a multi-specialty physician group affiliated with Southern New Hampshire Health System, and vice president of managed care and network development for Southern New Hampshire Medical Center. He is a certified public accountant and worked early in his career as a senior auditor and consultant for Ernst & Young.



Ochsner Health System is southeast Louisiana’s largest non-profit, academic, multi-specialty, healthcare delivery system with eight hospitals and over 38 health centers in Louisiana. Ochsner has been named the Consumer Choice for Healthcare in New Orleans for 15 consecutive years and is the only Louisiana hospital recognized by *U.S. News and World Report* as a “Best Hospital” across seven specialty categories. Ochsner employs more than 12,500 employees, over 850 physicians in 90+ medical specialties and subspecialties and conducts over 300 clinical research trials annually.

Jim Skogsbergh, Governing Council Immediate Past Chairman
President and CEO, Advocate Health Care, Oak Brook, IL
(Term 2007-09; chair officer 2009-11)

Advocate Health Care, a faith-based health system affiliated with the Evangelical Lutheran Church in America and the United Church of Christ, is the largest integrated health care delivery system in the Midwest. Advocate was named one of the nation's top 10 health systems based on clinical performance by Thomson Reuters in 2009 and 2010. The organization has more than 250 sites of care including 12 hospitals, the region’s largest employed medical group and one of the largest private home care companies in the state.



Before joining Advocate in 2001, Jim served as executive vice president of the Iowa Health System in Des Moines, Iowa, as well as the president and chief executive officer of Iowa Methodist, Iowa Lutheran and Blank Children’s hospitals. His more than 25-year health care career was launched in 1982 when he took the role of administrative resident with Memorial Health System in South Bend, Indiana.

Council Members *(in alphabetical order)*

Sandra B. Bruce, FACHE

President and CEO, Resurrection Health Care, Chicago, IL

(Term 2011-13)

Sandy has been president and chief executive officer of Resurrection Health Care since November 2008. She has held chief executive officer positions for more than 25 years. Most recently, she spent 11 years as President and CEO of Saint Alphonsus Health System, headquartered in Boise, Idaho. Prior to that, she held CEO positions at General Health Partners and Berrien General Hospital, both in Michigan.



As one of the largest Catholic health care systems in Chicago, Resurrection Health Care Corporation is the parent company of five hospitals, eight nursing and rehabilitation centers, four retirement communities, a home health company, medical equipment company, surgery center, behavioral health network, sleep center network and multiple ambulatory care and physician facilities. Resurrection Health Care employs 12,000 people with more than 2,500 physicians on its medical staffs.

M. Joy Drass, M.D.

Executive Vice President, Operations – Washington Region, MedStar Health, Columbia, MD

(Term 2011-13)

Dr. Drass provides strategic oversight and management for Georgetown University Hospital, Montgomery General Hospital, National Rehabilitation Hospital, St. Mary's Hospital and Washington Hospital Center, and also has responsibility for system-wide functions such as human resources and nursing. Prior to her current role, Dr. Drass served as president of Georgetown University Hospital for nine years.



MedStar Health is a \$3.8 billion not-for-profit, regional healthcare system with a network of nine hospitals and 20 other health-related businesses across Maryland and the Washington, D.C., region. MedStar is one of the region's largest employers with more than 26,000 associates and 5,300 affiliated physicians.

Rhonda Forsyth

President and CEO, John C. Lincoln Health Network, Phoenix, AZ

(Term 2010-12)

Driven by her compassion for people, Rhonda has devoted her career to improving the quality of health care, human services and business practices provided by John C. Lincoln's hospitals, health services, physician practices and community outreach programs.

As president and chief executive officer, Rhonda brings more than 25 years of health care experience to the John C. Lincoln Health Network. She joined John C. Lincoln in 1987 and was responsible for leading managed care and revenue cycle operations. She saw the Network through expansions at both hospitals and served as CEO, first at John C. Lincoln North Mountain Hospital and then for both North Mountain and John C. Lincoln Deer Valley Hospital prior to becoming the executive vice president and chief operating officer for the Network. In 2009, she was named president and CEO of the Network.



John C. Lincoln Health Network has 3,800 employees and 1,200 medical staff members. Its North Mountain Hospital received its second Beacon Award for Patient Care Excellence (CICU and ICU), one of an elite 315 of the nation's 6,000 plus critical care units.

John Fox
President and CEO, Emory Healthcare, Atlanta, GA
(Term 2009-11)

John originally joined Emory Healthcare in 1999 as president and chief operating officer, and was named president and chief executive officer in 2002. As the largest, most comprehensive health care system in Georgia, Emory Healthcare has 1,450 licensed patient beds, 10,800 employees and more than 20 health centers located throughout metro Atlanta, and is the clinical arm of the Robert W. Woodruff Health Sciences Center of Emory University.



Previously, John spent 10 years at Clarian Health in Indianapolis, serving most recently as the system's executive vice president. Before Clarian Health, John was the chief financial officer at The Johns Hopkins Hospital in Baltimore. A certified public accountant with a background in finance, John began his health care career at Coopers and Lybrand where he directed health care mergers and acquisitions and provided general health care consulting.

Patrick E. Fry
President and CEO, Sutter Health, Sacramento, CA
(Term 2011-13)

With a career spanning more than two decades with Sutter Health and its not-for-profit network of hospitals and physician organizations, Pat assumed the position of Sutter's president and chief executive officer in June 2005. He joined the organization in 1982 as an administrative resident at Sutter General Hospital in Sacramento, later taking on leadership roles at local affiliate and regional levels, including regional president for affiliates in the Greater Sacramento Region, president of eastern operations throughout Sacramento and San Joaquin Valley and, in 1999, leading Sutter Health's Western Division in the San Francisco Bay Area. From 2000-2005, Pat served as chief operating officer and executive vice president.



The not-for-profit Sutter Health network consists of nearly 5,000 physicians aligned under the Sutter Medical Network, 24 acute care hospitals and one of the nation's largest home health and hospice programs. Approximately 48,000 employees deliver and support health care in the Sutter Health network, serving patients and their families in more than 100 northern California cities and towns.

Stephen Hanson
Senior Executive Vice President, Texas Health Resources, Arlington, TX
(Term 2009-11)

Steve has been senior executive vice president at Texas Health Resources since 2007; he originally joined the organization in 2005 as its executive vice president of operations. Previously, Steve served for six years as president and chief executive officer of ARH Health System in Lexington, Kentucky, and two years as executive vice president/COO of Catholic Health Partners, responsible for three Chicago hospitals.



Texas Health Resources is one of the largest faith-based, nonprofit health care delivery systems in the United States and the largest in north Texas in terms of patients served. Texas Health has 13 acute-care hospitals and one long-term care hospital that total 3,355 licensed hospital beds, employs more than 18,000 people, and totals more than 3,600 physicians with active staff privileges at its hospitals. Texas Health is also a corporate member or partner in six additional hospitals and surgery centers.

A. Marc Harrison, M.D., MMM, FAAP, FCCM
Chief Medical Operations Officer, Cleveland Clinic, Cleveland, OH
(Term 2011-13)

Marc is Chief Medical Operations Officer for the Cleveland Clinic Health System where he provides oversight to medical and clinical operational decisions and leads physician alignment and integration initiatives throughout the system. He also practices in the Pediatric Intensive Care Unit (PICU) where he formerly served as Chairman of the Department of Pediatric Critical Care Medicine. Marc joined the staff of the Children's Hospital at Cleveland Clinic in 1999, served as Medical Director of the PICU (2001-2004) and as Chairman of the Department of Pediatric Critical Care (2004-2006).



Marc is particularly interested in using business principles to facilitate clinical outcomes and hospital operations. He is a national expert in intensive care unit design and staffing, with an emphasis on organization characteristics associated with optimal outcomes. In conjunction with Finance, he led the Cleveland Clinic's Business Intelligence enterprise into a model used as a gold standard for the healthcare industry.

Founded in 1912 by four physicians, the Cleveland Clinic Health System now has 1,300 beds, 17 family health centers, 9 regional hospitals, and facilities in Las Vegas, West Palm Beach, Toronto and Abu Dhabi (opening in 2012). Annually, the system reports 4.2 million patient visits, over 54,000 hospital admissions, and 2,000 salaried physicians and scientists representing 120 specialties and subspecialties.

James L. Horrar
President and CEO, Quorum Health Resources (QHR), Brentwood, TN
(Term 2011-13)

Jim has been president and chief executive officer of Quorum Health Resources (QHR) since January 2008. Previously, Jim served in a variety of executive roles at Humana, including Chief Operations Officer of Humana's largest commercial market and as East Region Vice President of National Contracting.



QHR is the dominant market leader in hospital management services in the U.S., with nearly 150 not-for-profit hospital clients representing \$6.6 billion in net patient revenue and more than 48,000 employees. QHR Consulting Services is currently ranked by *Modern Healthcare* as the 7th largest healthcare consulting firm in the U.S., and the QHR Learning Institute educates more than 10,000 hospital professionals and leaders on healthcare management topics each year.

Richard P. Miller
Chief Executive Officer, Virtua, Marlton, NJ
(Term 2011-13)

Rich has served as chief executive officer of Virtua since its formation in 1998 with the merger of West Jersey Health System and Memorial Health Alliance. He joined West Jersey in 1986 as vice president for finance and was named its president and chief executive officer in 1995. Rich has guided Virtua in innovative directions, creating a values-based culture and transforming a group of community-based hospitals into an advanced regional medical center. Under Rich's leadership, Virtua has become an international model for efficient healthcare management with the early adoption of Six Sigma and Lean process improvement tools.



Virtua will open a \$463- million digital replacement hospital in Voorhees, NJ, in 2011. Virtua's hospitals in Berlin, Marlton and Mount Holly, and its outpatient centers in Camden and Washington Township with a third planned in Moorestown, continue to expand access to needed services. Virtua employs 8,400 clinical and administrative personnel, and approximately 1,800 physicians serve as medical staff members.

William M. Murray

**Special Advisor, Sisters of Charity of Leavenworth Health System, Lenexa, KS
(Term 2010-12)**

Bill is Special Advisor of the Sisters of Charity of Leavenworth Health System (SCLHS), a nine hospital multi-state system. Bill brings over 30 years of healthcare experience in public, not-for-profit, and for-profit hospitals, having held senior executive management positions with Tenet Healthcare Corporation, OrNda Health Corporation, and Saint Luke's Health System in Phoenix. He served as a member of the board of directors of the SCL Health System from 1994-98, when he assumed the position of chief executive officer of the system in which he served until December 2010 .



The SCLHS's eleven hospitals and four stand-alone clinics provide health services that touch cities large and small in California, Colorado, Kansas and Montana. The system has over 2,000 staffed beds and nearly 11,500 employees.

John Porter

**President and CEO, Avera Health, Sioux Falls, SD
(Term 2010-12)**

John is president and chief executive officer of Avera Health sponsored by the Benedictine Sisters and Presentation Sisters, a position he has held since 1989. Prior to this, John served as executive vice president for five years and associate general counsel for 11 years.



Avera Health provides health care services to eastern South Dakota, as well as parts of Iowa, Minnesota, Nebraska, and North Dakota, operating an extensive network of facilities, including more than thirty hospitals and 120 primary care community clinics in more than 300 locations. The company also operates a health care plan and Avera PACE, a hospital purchasing organization.

Joan K. Richards

**President and CEO, Crozer-Keystone Health System, Springfield, PA
(Term 2009-11)**

Joan has been president and chief executive officer of Crozer-Keystone Health System since January 2007. Prior to this, Joan was executive vice president/COO of the integrated system with revenues of \$910 million, and president/CEO of Crozer-Keystone Hospitals, where she provided strategic direction and management to the system's five hospitals. Before that, Joan held various positions for 18 years within the health system and its affiliates.



Crozer-Keystone Health System comprises five hospitals, a comprehensive physician network, and a U.S. Olympic Committee designated sports science and technology center. With more than 1,100 physicians and 7,100 total employees, Crozer-Keystone is the largest employer in Delaware County.

John D. “Jack” Stobo, M.D.

**Sr. Vice President, Health Sciences & Services, University of California--Systemwide Administration, Oakland, CA
(Term 2010-12)**

John is senior vice president for health sciences and services for University of California (UC). He is responsible for systemwide coordination and communication among UC’s sixteen health sciences schools and five medical centers (collectively referred to as UC Health); he coordinates policy development and develops mechanisms for monitoring quality and performance. He also oversees strategic planning and advocacy efforts, as well as the development of systemwide initiatives for UC Health.

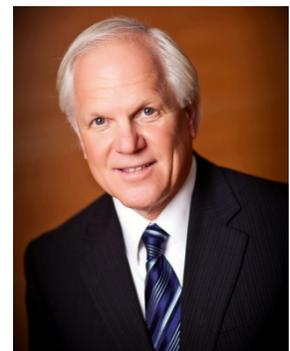


John has more than forty years of leadership experience in the clinical and academic health science fields. He served as president at the University of Texas Medical (UTMB) branch from 1997 to 2007; was the William Osler Professor of Medicine and Physician-in-Chief of the Johns Hopkins Hospital; from 1985-1997 served as head of the Section of Rheumatology and Clinical Immunology at UCSF 1976 to 1985, where he was also an investigator with the Howard Hughes Medical Institute. His national leadership positions include president of the American Association of Professors of Medicine, president of the American College of Rheumatology, chair of the American Board of Internal Medicine, and chair of the American Board of Internal Medicine Foundation.

Joseph R. Swedish

**President and CEO, Trinity Health, Novi, MI
(Term 2011-13)**

Since becoming president and chief executive officer of Trinity Health in January 2005, Joe has focused on the transformation of health care delivery through improved clinical and business processes and expanding access to the growing population of underinsured patients. Joe also designated himself Chief Diversity Officer in 2006 and holds all leaders accountable for creating an environment where the workforce reflects the diverse community Trinity Health serves.



Over Joe’s 37-year career in health care, he has held a variety of senior executive positions in investor-owned and non-profit health care systems, spanning faith-based and secular health care, university and community-based academic medical centers, integrated delivery systems and regional rural referral. Prior to joining Trinity Health, Joe was president and chief executive officer of Centura Health, the largest health care provider in Colorado with 12 hospitals.

Trinity Health, the fourth-largest Catholic health care system and the 12th largest health system in the U.S., was formed in 2000 when Holy Cross Health System merged with Mercy Health Services. Today, Trinity has 47,000 employees, more than 8,000 active staff physicians, and 19 Ministry Organizations encompassing 47 hospitals and revenues of \$7.0 billion.

David T. Vandewater
President and CEO, Ardent Health Services, Nashville, TN
(Term 2009-11)

David has been president and chief executive officer of Ardent Health Services since late 2001. He first joined the organization – then called Behavioral Health Corporation – as its chairman in February of that year, expanding the company to include acute care and health systems. With 30+ years in health care management, David has served in executive positions ranging from chief executive officer of Vista Hills Medical Center in El Paso to EVP/COO at Republic Health Corporation; principal of America's Health Network; work with USP International, assisting the company in acquiring hospitals in Europe; and president/COO of Columbia/HCA Healthcare Corporation, which grew under his leadership to become the world's largest health care organization.



Ardent Health Services includes seven acute care hospitals, one rehabilitation hospital, a multi-specialty physician group, a 240,000-member health plan, national reference laboratory, 12 retail pharmacies, and 7,800 employees.

Roy Vinyard
President and CEO, Asante Health System, Medford, OR
(Term 2009-11)

Roy has been president and chief executive officer of Asante Health System since June 1999. Prior to coming to Asante, Roy served as chief administrative officer for both Oregon Health Sciences University (OHSU) Hospital and Dorenbecher Children's Hospital, including outpatient clinics and the Casey Eye Institute. Before that, he was associate administrator of the University of Kansas Hospital in Kansas City, Kansas, and assistant administrator of Cox Health Systems in Springfield, Missouri.



Asante Health System was founded in 1995, employs 4,000 people and includes over 500 beds in two hospitals.

Maura Walsh
President, HCA Gulf Coast Division, Houston, TX
(Term 2010-12)

Maura began her health care career in 1980, holding executive leadership roles at hospitals in Vermont, Arkansas and Texas. She joined HCA in 1987 as the assistant administrator at West Houston Medical Center and went on to become the chief executive officer of HCA's Bayshore Medical Center, a 366-bed acute care, tertiary facility in Pasadena, TX. Maura then became chief executive officer at seven other hospitals, three of which were in the Gulf Coast Division of HCA that she oversaw when she became President of the HCA Gulf Coast Division in July 2004. Maura currently has operational responsibility for eleven hospitals and seven outpatient surgery centers in the Houston, Corpus Christi and South Texas markets extending south to the Rio Grande Valley.



At its founding in 1968, Nashville-based HCA was one of the nation's first hospital companies. Today, HCA is the nation's leading provider of health care services, comprised of locally managed facilities that include 164 hospitals and 106 freestanding surgery centers in 20 states and Great Britain. HCA employs 183,000 people and provides nearly five percent of all inpatient care delivered in the country today.

Michael T. Weber
President and CEO, Health Quest, Lagrangeville, NY
(Term 2011-13)

In March of 2007, Mike was named president and chief executive officer of Health Quest Systems, Inc., a not-for-profit health system based in Poughkeepsie, New York, with revenues of \$700 million. Prior to this, Mike was appointed the joint president and chief executive officer of the 68-bed Northern Dutchess Hospital and the 164-bed Putnam Hospital Center and PHC Foundation in Carmel, New York. Mike began his career at a CPA firm, and then held a senior finance position in an upstate New York hospital before coming to the Hudson Valley to work as the chief financial officer of Putnam Hospital Center in 1986.



With 5,000 employees and 1,100 physicians, Health Quest is a significant healthcare provider in the Hudson Valley. Affiliates of Health Quest include Northern Dutchess Hospital in Rhinebeck, Putnam Hospital Center in Carmel and Vassar Brothers Medical Center in Poughkeepsie. Non-hospital affiliates include Hudson Valley Home Care, The Thompson House, Health Quest Medical Practice, PC, Health Quest Urgent Medical Care Practice, PC, VBH Insurance Company, Ltd., Wells Manor Housing Development Fund Corp., and Northern Dutchess Residential Health Care Facility, Inc.

Eugene A. “Gene” Woods
Sr. Vice President of Divisional Operations, Catholic Health Initiatives (CHI) &
CEO Saint Joseph Health System (SJHS), Lexington, KY
(Term 2011-13)

Gene has been the chief executive officer of Saint Joseph Health System (SJHS) since 2007, one of the largest, wholly-owned market-based organizations within Catholic Health Initiatives, the nation’s second-largest Catholic health care system. SJHS is a 1,012-bed system with seven hospitals, a Women’s facility, and an ambulatory care center, and over 5,000 employees, and 1300 physicians.



Gene was appointed to his senior vice president role for CHI in 2008 and serves as a member of the National CHI Operations Leadership Group. He first joined the organization in 2005 as chief executive officer of Saint Joseph HealthCare, which was comprised of four of the hospitals that are now part of SJHS. Prior to joining CHI, he was the chief operating officer at the Washington Hospital Center, a 926-bed teaching hospital located in the nation’s capitol, one of the busiest hospitals in the mid-Atlantic region.