

Legacy Hospital Partners, Inc. (Legacy) Board of Directors Bios

James D. Shelton, chairman of the board, Legacy Hospital Partners, Inc., Plano, TX

Formerly chairman and chief executive officer of Triad Hospitals, Inc., Denny led the formation and spin-off of Triad from Columbia/HCA on May 11, 1999. Following Columbia/HCA's reorganization in January 1998, Denny accepted the position as CEO of the Pacific Group that later formed the nucleus of hospitals that became Triad Hospitals, Inc. He initially joined Columbia/HCA as president and CEO of the Central Group in 1994. Previously, he held various executive positions with National Medical Enterprises (now Tenet), including executive vice president, senior vice president and regional vice president. Denny has been a hospital administrator in Louisiana, Iowa, North Carolina, Georgia, Illinois and Missouri. He was elected a member of the board of trustees of the American Hospital Association in 2002, serving on the executive committee until 2006. He was elected chairman of the Federation of American Hospitals in 1999 and served on its board of governors until 2002. Denny received his bachelor's degree in political science and history from Louisiana State University in Baton Rouge and a Master of Public Administration at the University of Missouri in Columbia. Denny has more than 30 years of healthcare experience.

Dan Moen, chief executive officer, Legacy Hospital Partners, Inc., Plano, TX

Formerly Triad Hospitals, Inc.'s executive vice president for development, Dan started his healthcare career with Humana in 1977 and worked there in positions of increasing responsibility for 14 years. At Humana, he managed hospitals in Virginia, West Virginia, Florida and Mexico and was responsible for Humana's Florida managed care division. Dan worked for Columbia Hospital Corporation (now HCA) from 1991 to 1998, first as president of the South Florida Division. In 1994, he was named president of the Florida Group, and in 1996, he assumed the role of president of the Columbia Sponsored Network Group, responsible for the company's managed care subsidiaries. From 1998 to 2000, Dan worked in the healthcare consulting field, and in 2001, he returned to managed care as CEO of HIP Health Plan of Florida. He holds Bachelor of Science and Master of Public Health degrees from Oklahoma University and a Master of Business Administration degree from Southern Methodist University. Dan has more than 30 years of healthcare experience.

David L. Bernd, chief executive officer, Sentara Healthcare, Norfolk, VA

David is chief executive officer of Sentara Healthcare, an integrated health system with net revenues of \$2.5 billion. Under David's leadership, Sentara has received numerous awards. It was ranked the number one integrated healthcare network in the United States in 2001 by *Modern Healthcare* magazine and is the only healthcare system to be named in the top 10 for nine years. In 2006 Sentara Norfolk General Hospital was among the 59 top hospitals in the nation, based on the Leapfrog Hospital Quality and Safety Survey. He served his residency at Medical Center Hospitals from 1972-1973 and was assistant administrator at Sentara Norfolk General from 1973 to 1979 when he was named administrator. In 1985 David was named executive vice president/chief operating officer of Sentara Health System and president, Sentara Hospitals-Norfolk. In December 1994, he was named president and chief executive officer of Sentara Health System (now Sentara Healthcare). Most recently, David was named by the Secretary of Commerce to serve as a member of the Measuring Innovation in the 21st Century Economy Advisory Committee to the Department of Commerce. In 2004 he served as chairman of the American Hospital Association board of trustees, making him the top elected official of the largest hospital and health system association in the United States. He is a fellow in the American College of Healthcare Executives and a member of the board of trustees of Virginia Wesleyan. He has served on the VHA, Inc. board of directors, South Trust Bank board of directors, the Hampton Roads Chamber of Commerce regional board, and as chairman of the Hampton Roads YMCAs. He is past chairman of the United Way of South Hampton Roads board of directors and the Virginia Hospital Association board of directors. David was the 1984 recipient of the American College of Hospital Administrators' Robert S. Hudgens National Young Hospital Administrator of the Year award. David received his Master of Hospital and Health Administration from the Medical College of Virginia in 1973.

Donald B. Halverstadt, M.D., physician, University of Oklahoma, Oklahoma City, OK

Don is chief of the department of pediatric urology at The Children's Hospital of Oklahoma and vice chairman and one of 10 governors of the Oklahoma University Medical Center Hospital System of the Health Sciences Center in Oklahoma City. Don is the former chairman of the University of Oklahoma Board of Regents, of which he was a member from 1993 to 2001. He previously served as a member and twice as chairman of the Oklahoma State Regents for Higher Education and is a founding director of Lincoln National Bank in Oklahoma City. In addition to numerous publications and presentations, Don has been listed in "The Best

Doctors in America” and was named Urologist of the Year by the National Kidney Foundation, Oklahoma Chapter. A board certified urologist, Don graduated from Princeton University, attended Harvard Medical School and was trained in surgery and urology at the Massachusetts General Hospital.

Douglas D. Hawthorne, chief executive officer, Texas Health Resources (THR), Inc., Arlington, TX

Doug is the chief executive officer of Texas Health Resources (THR). Under his leadership, THR and its member organizations have received numerous awards. Four hospitals within THR have been named among the Top 100 Hospitals in America nationally, regionally or for clinical excellence. The Greater Dallas Community Relations Commission and Dallas Together Forum have honored THR for its commitment to diversity. In 1995 and 1998, the American Hospital Association presented THR with its coveted NOVA Award for outstanding community service. Doug oversaw the merger of Presbyterian Healthcare Resources, Harris Methodist Hospitals and Arlington Memorial Hospital – a move that helped create THR in 1997. Doug’s other notable career achievements include five consecutive mentions (2003-2007) in *Modern Healthcare* magazine’s list of 100 Most Powerful People in Healthcare, receiving the Texas Hospital Association Trustee Award in 2004, receiving the American College of Healthcare Executives 2002 Gold Medal Award, serving as chairman of the Dallas/Fort Worth Hospital Council and the Texas Hospital Association, receiving the Earl M. Collier Award for Distinguished Hospital Administration in 1994 from the Texas Hospital Association, and receiving the Boone Powell Sr. Award of Excellence for distinguished hospital administration by the Dallas/Fort Worth Hospital Council in 1996. Doug currently serves as chairman of the board of Premier, an alliance of not-for-profit hospitals and healthcare systems and as chairman of North Texas Leaders and Executives Advocating Diversity (LEAD) Initiative. He was formerly on the board and executive committee of the American Hospital Association and is a fellow in the American College of Healthcare Executives. In 2007 Doug received the Greer Garson-E.E. Fogelson Humanitarian Award for helping people and furthering awareness of Parkinson’s disease. He is serving as an adjunct faculty member of the department of Healthcare Administration at Trinity University for the 2007-2008 academic year and an adjunct faculty member in the department of Health Services Administration for the University of Alabama at Birmingham from 2007-2010. He is past president of the Circle 10 Council of the Boy Scouts of America and has been recognized by that group by receiving the Silver Beaver award, the distinguished Eagle Scout award. The Longhorn Council awarded him the Distinguished Citizen Award. Hawthorne serves on the Trinity University board of trustees, is a member of the Salesmanship Club of Dallas and is a ruling elder of Highland Park Presbyterian Church. Doug earned a Bachelor of Science degree and his master’s degree in healthcare administration from Trinity University in San Antonio.

George Lynn, president emeritus, AtlantiCare Health System, Atlantic City, NJ

President Emeritus of AtlantiCare in Atlantic City, New Jersey, George served as president and chief executive officer from 1993 to 2007. He has more than 30 years of experience in healthcare administration with sustained success in planning, marketing, business development and operations. Previously, he held executive positions with AtlantiCare Regional Medical Center and West Jersey Health System. George has served on the boards of the Princeton Insurance Company, Healthcare Research and Development Institute and as chairman of the New Jersey Hospital Association and Health Research and Education Trust. He was elected chairman of the American Hospital Association in 2005 and served on the board of trustees from 2000 to 2007. He is past chairman of the Volunteer Center of Atlantic County, past chairman and campaign chairman of United Way of Atlantic County, board member of ShopRite LPGA Classic and former co-chairman of Atlantic County Alliance for the Prevention of Drug and Alcohol Abuse. George has received numerous awards including: Boy Scouts of America Distinguished Citizen Award (1998), Jewish National Fund Tree of Life Award (1997), Doctor of Humane Letter (Honorary) from Richard Stockton College (1997), United Way George F. Lynne Award – Volunteer of the Year (1995), Diocese of Camden South Jersey Leadership Award (2004), NAACP Distinguished Service Award (2006) and Chamber of Commerce Businessman of the Year (2006). George received a Bachelor of Arts degree from Fordham University and a Master of Business Administration degree from Wharton School, University of Pennsylvania.

Gary Mecklenburg, chief executive officer, Northwestern Memorial HealthCare, Chicago, IL

Gary is an executive partner in Waud Capital Partners, LLC, a Lake Forest-based private equity firm with significant investments in healthcare services. In this role, Gary chairs the boards of directors of Regency Hospital Company, Hospitalists Management Group, and is a member of the board of Acadia Healthcare. Gary is also an adjunct professor of Health Industry Management at the Kellogg School of Management of Northwestern University. Recognized as one of the nation’s leading healthcare executives, Gary retired from

Northwestern Memorial HealthCare and Northwestern Memorial Hospital in Chicago on September 1, 2006, after 21 years as president and chief executive officer. His distinguished hospital career began in 1970 and included senior management positions at the University of Wisconsin Hospitals, Stanford University Hospital and St. Joseph's Hospital and Franciscan Healthcare in Milwaukee. As a national leader, Gary has served as chairman of the American Hospital Association, the Illinois Hospital Association, the Health Forum, National Alliance for Information Technology and the Healthcare Research and Development Institute. He also serves on the boards of the Institute for Healthcare Improvement and the National Center for Healthcare Leadership. Gary is a director of Becton Dickinson and Company and a member of the Advisory Board of the Kellogg School of Management. He has been recognized by a number of organizations for his professional, community and volunteer service activities including: American Hospital Association, Ohio State University, Illinois Hospital Association, Institute for Diversity in Healthcare Management, American College of Healthcare Executives, Boy Scouts of America, Junior Achievement, YMCA, March of Dimes and the Epilepsy Foundation of Greater Chicago. He received the Distinguished Alumnus Award from the University of Chicago Graduate School of Business and the Donald P. Jacobs Distinguished Leadership Award from the Kellogg School of Management of Northwestern University. Gary received his Bachelor of Arts degree from Northwestern University and a Master of Business Administration degree from the University of Chicago.

Uwe Reinhardt, Ph.D., James Madison professor of economics and public affairs, Princeton University, Princeton, NJ

Uwe is the James Madison professor of economics and public affairs at Princeton University, where he teaches health economics and policy, corporation finance, and financial and managerial accounting for business enterprises. Uwe was elected as the Distinguished Fellow of the Association for Health Services Research in 1994 and serves on the board of trustees of Duke University Health System and Duke University. He has authored numerous publications and has been invited to testify before Congress on many occasions. A native of Osnabrueck, Germany, Uwe received a Bachelor of Commerce degree from the University of Saskatchewan, Canada, and his master's, M.Ph. and doctorate degrees from Yale University.

A. James Tinker, president emeritus, Mercy Health Systems, Cedar Rapids, IA

President Emeritus of Mercy Health Systems, Jim served as president and chief executive officer from 1982 to 2007. He has more than 40 years of experience in healthcare administration. Previously, he held executive positions at Mercy Medical Center and Mercy Care Management, Oakwood Hospital and Center for Health Sciences at the University of Wisconsin-Madison. While he was a Robert Wood Johnson Health Policy Fellow to the Institute of Medicine, National Academy of Sciences, he carried out congressional assignments with the House of Representatives' Subcommittee on Health, Ways and Means Committee and the U.S. Senate's Subcommittee on Health, Labor and Public Welfare Committee. Jim was a clinical instructor, preceptor and member of the admissions committee at the University of Wisconsin Program in Health Services and an adjunct lecturer at the University of Iowa. Awards and honors include Ship's Wheel Award from the Iowa Hospital Association, the Junior Achievement of Eastern Iowa Business Hall of Fame Laureate, and the Gold-Headed Cane Award from Mercy Health Systems. He is a member of the American Hospital Association and has served on the board of trustees, as chairman of the Regional Policy Board 6 and as chair of the Council on Metropolitan Hospitals. Jim is currently involved on numerous boards, including Big Brothers/Big Sisters, Cedar Rapids Bank & Trust, Cedar Rapids Symphony Foundation, Junior Achievement of Central Iowa, Priority One (Cedar Rapids' economic development group), Rotary Club of Downtown Cedar Rapids and United Way of East Central Iowa. Jim received a Bachelor of Arts in liberal arts from the University of Michigan, a master's in hospital administration from the University of Michigan and was an administrative resident at Wilmington Medical Center in Wilmington, Delaware.

Nancy-Ann DeParle, managing director, CCMP Capital Advisors, LLC, Washington, DC

Nancy-Ann is a managing director of CCMP Capital Advisors, LLC and an adjunct professor of Health Care Systems at the Wharton School of the University of Pennsylvania. She is a member of the Medicare Payment Advisory Commission (MedPAC), which advises Congress on Medicare payment and policy issues, and serves as a director of several corporate and non-profit boards, including the Robert Wood Johnson Foundation and the National Quality Forum. From 1997 through 2000, Nancy-Ann was administrator of the Health Care Financing Administration (HCFA), now the Centers for Medicare and Medicaid Services (CMS). As administrator, she directed the Medicare, Medicaid and State Children's Health Insurance programs, which provide health insurance coverage for 74 million Americans at an annual cost of more than \$600 billion. She was a key health policy advisor to President Bill Clinton and Secretary of Health and Human Services (HHS)

Donna Shalala. Before joining HHS, Nancy served as associate director for health and personnel at the White House Office of Management and Budget (OMB), where she oversaw budget and policy matters relating to all federal health programs. From 1987 to 1989, Nancy was the Tennessee Commissioner of Human Services under Governor Ned McWherter, administering a 6,000-employee agency that provided food stamps, welfare, rehabilitation and child protective services. She worked as a lawyer in a private practice at Bass, Berry & Sims in Nashville and at Covington & Burling in Washington, D.C. In 1994 *Time* selected Nancy-Ann as one of “America’s 50 Most Promising Leaders Age 40 and Under.” Nancy-Ann received a Bachelor of Arts degree from the University of Tennessee, a Juris Doctorate degree from Harvard Law School and both bachelor’s and master’s degrees in politics and economics from Balliol College of Oxford University, where she was a Rhodes Scholar. She currently serves on the board of directors of CareMore Medical Enterprises, MedQuest Associates and Noble Environmental Power.

Ben Edmands, managing director, CCMP Capital Advisors, LLC, NY, NY

Ben is a managing director in the New York office of CCMP Capital Advisors, LLC (CCMP). Ben focuses on making investments in the healthcare sector and has been responsible for CCMP's investments in CareMore Medical Enterprises, DJ Orthopedics, Hanger, Legacy Hospital Partners and Warner Chilcott. Prior to joining CCMP in 1993, Ben worked in Chemical Bank's Investment Banking Group and Structured Finance Group. He holds a B.A. from Colgate University and an M.B.A. from Columbia Business School. Ben currently serves on the board of directors of Legacy Hospital Partners, CareMore Medical Enterprises and National Surgical Care.

Kevin O'Brien, managing director, CCMP Capital Advisors, LLC, Dallas, TX

Kevin is a managing director of CCMP Capital Advisors, LLC (CCMP), where he focuses on making investments in the healthcare, services and consumer sectors. He has been responsible for CCMP's investments in National Waterworks, Pinnacle Foods Group and CareMore Medical Enterprises. Prior to joining CCMP in 2000, Kevin worked in the High Yield Capital Markets and High Yield Corporate Finance Groups at Chase Securities and Chemical Securities. Previously, he was a member of the Leveraged Finance Group at Bankers Trust and was a Commissioned Officer in the U.S. Navy. Kevin holds a Bachelor of Arts degree from the University of Notre Dame and a Master of Business Administration degree from the Wharton School, University of Pennsylvania. He currently serves on the board of directors of CareMore Medical Enterprises and National Surgical Care.

Andre Bourbonnais, vice president, Canada Pension Plan Investment Board, Toronto, Ontario

Andre is responsible for leading the private equity principal investing activities in the private investments department of Canada Pension Plan Investment Board (CPPIB). Prior to joining CPPIB, Andre was an executive with the Caisse de depot et placement du Quebec, where he managed a \$2 billion private investments portfolio in the telecommunications, media and entertainment sectors. He has more than 20 years of experience in investment transactions and has held senior positions in law and corporate development in several areas. Andre earned an LLM from the London School of Economics and Political Science and an LLL from the University of Ottawa.

Jim Fasano, senior principal, Canada Pension Plan Investment Board, Toronto, Ontario

Jim is a senior principal in the private equity principal investing area of the Canada Pension Plan Investment Board (CPPIB). He has been responsible for many of CPPIB's principal investments, including United Surgical Partners International, Berliner Verlag, Freescale Semiconductors and Asurion Corporation. Prior to joining CPPIB in 2004, Jim worked in the Investment Banking group at Merrill Lynch & Co, focusing on companies in the media and telecommunications sectors. Previously, he was a member of the Mergers & Acquisitions group at RBC Capital Markets and a Commissioned Officer in the Canadian Armed Forces. Jim holds a Bachelor of Engineering degree from the Royal Military College of Canada and an International Master of Business Administration from the University of Chicago Graduate School of Business.