



OFFICERS



JOSEPH A. QUAGLIATA

Chairman

Joseph A. Quagliata has been President and Chief Executive Officer of South Nassau Communities Hospital since 1998. Previously, he served as the hospital's Senior Vice President and Chief Financial Officer for more than 25 years. He is a member of the American College of Healthcare Executives and has served on numerous boards of directors. He is a Past President and Advanced Member of the Metropolitan New York Chapter of the Healthcare Financial Management Association and served as Chairman of Nassau-Suffolk Hospital Council's Committee on Finance for more than ten years. Mr. Quagliata also served as Chairman of the Nassau-Suffolk Hospital Council and has served as Hospital Chair for the Blood Donor Campaign for Long Island Blood Services for three years. He has received numerous awards from community groups. Mr. Quagliata was a Governor's appointee on the Long Island Regional Advisory Committee of the New York State Commission on Health Care Facilities in the 21st Century. Mr. Quagliata is a graduate of St. John's University.



HERBERT PARDES, M.D.

Chairman-Elect

Dr. Herbert Pardes is President and Chief Executive Officer of NewYork-Presbyterian Hospital and NewYork-Presbyterian Healthcare System, and is nationally recognized for his expertise in education, research, clinical care, and mental health and health policy. Before joining NewYork-Presbyterian in 1999, Dr. Pardes served as Vice President for Health Sciences at Columbia University and Dean of the Faculty of Medicine at Columbia University College of Physicians and Surgeons. He served as Director of the National Institute of Mental Health and U.S. Assistant Surgeon General during the Carter and Reagan administrations, and was President of the American Psychiatric Association. Dr. Pardes has been appointed to serve on health policy commissions by Presidents George W. Bush and Bill Clinton, including the Presidential Advisory Commission on Consumer Protection and Quality in the Healthcare Industry, and the Commission on Systemic Interoperability. He is the former Chairman of the Greater New York Hospital Association, Association of American Medical Colleges, and New York Association of Medical Schools. Dr. Pardes is an elected member of the Institute of Medicine of the National Academy of Sciences and the American Academy of Arts and Sciences, and earned the Sarnat International Prize in Mental Health from the Institute of Medicine.

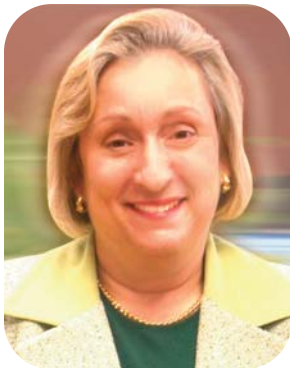
OFFICERS (continued)



JOSEPH D. MCDONALD, F.A.C.H.E.

Secretary

As President and Chief Executive Officer of Catholic Health System in Buffalo, Joseph McDonald has overall responsibility for one of the largest regional health care systems in Western New York. Since joining Catholic Health System in 2002, Mr. McDonald has aligned the organization's services, initiatives, and relationships with the medical community for success in fulfilling its mission of service to the community. Before joining Catholic Health System, he served as principal consultant of the McDonald Group, a Knoxville, Tennessee-based health care consulting firm. He began his administrative career at Nashville Memorial Hospital as Assistant Administrator and later joined St. Mary's Medical Center in Knoxville, where he served as Senior Vice President. He also served as Executive Vice President and Chief Operating Officer of the Covenant Health/Fort Sanders Alliance in Knoxville. Mr. McDonald served as chairman of the 2005 American Heart Association's HeartWalk, for which Catholic Health System raised \$110,000. He is a member of the Board of Directors of Fidelis Care New York and the Buffalo Niagara Partnership Board of Directors. Mr. McDonald served as a Regional Advisory Committee member for the New York State Commission on Health Care Facilities in the 21st Century. Mr. McDonald earned his Master of Business Administration degree from the University of Tennessee in Nashville, and is a Fellow of the American College of Health Care Executives.



LINDA BRADY, M.D.

Treasurer

Dr. Linda Brady has been President and Chief Executive Officer of Kingsbrook Jewish Medical Center since 1999, and has been associated with the hospital for 26 years. Dr. Brady previously served as the Associate Medical Director of Psychiatric Emergency Service at Kings County Hospital, and as Medical Director and Director of Psychiatry and Neurology at Kingsbrook. Dr. Brady is a board-certified psychiatrist with added qualifications in geriatric psychiatry, and is an assistant clinical professor in the Department of Psychiatry at the State University of New York Health Sciences Center of Brooklyn. Dr. Brady is a member of the New York State Board for Professional Medical Conduct, Chairman of the Board of Greater New York Hospital Association, and an At Large Delegate for the American Hospital Association Regional Policy Board 2. A cum laude graduate of Barnard College, Dr. Brady received her medical degree from New York University School of Medicine and completed her psychiatric residency at the Albert Einstein College of Medicine, Bronx Municipal Hospital Center.

OFFICERS (continued)



DAVID G. KRUCZLNICKI

Immediate Past Chairman

David G. Kruczlnicki has been President and Chief Executive Officer of Glens Falls Hospital since 1989. He began his health care career in 1977 as Director of Personnel at Saratoga Hospital, and joined Glens Falls Hospital in 1978. He became administrator of Adirondack Regional Hospital in Corinth, New York in 1980 through a management contract with Glens Falls Hospital and assumed the post of Vice President/Provider Affairs at Blue Cross of Northeastern New York in 1982. He returned to Glens Falls Hospital less than a year later as Vice President of Finance and Chief Financial Officer, and became Executive Vice President and Chief Operating Officer in 1987. He has served on numerous boards of directors including Iroquois Healthcare Alliance, Yankee Alliance, Arrow Financial Corporation, Finch Pruyn and Company, Inc., Adirondack Regional Chamber of Commerce, Warren Economic Development Corporation, Saratoga/Adirondack Chapter of the American Red Cross, Partners for Progress/Woolworth Theatre Project, and the Glens Falls Rotary Club. He has served as an adjunct Associate Professor at Rensselaer Polytechnic Institute (RPI) and the New School for Social Research. Mr. Kruczlnicki is a graduate of Siena College and earned his Master of Business Administration degree from RPI.



MICHAEL J. DOWLING

Past Chairman

Michael J. Dowling is President and Chief Executive Officer of North Shore-Long Island Jewish Health System (NSLIJ), the largest integrated health care system in New York State, and the nation's third-largest, non-profit secular health system. Before assuming his current position in 2002, Mr. Dowling was the health system's Executive Vice President and Chief Operating Officer. Prior to joining NSLIJ in 1995, he was Senior Vice President at Empire Blue Cross/Blue Shield. Mr. Dowling served in New York State government for 12 years, including seven years as State Director of Health, Education, and Human Services and Deputy Secretary to the Governor. He was also Commissioner of the Department of Social Services. Before his public service career, Mr. Dowling was a professor of Social Policy and Assistant Dean at the Fordham University Graduate School of Social Services and Director of the Fordham Campus in Westchester County. Mr. Dowling has been honored with the Distinguished Public Service Award from the State University of New York's Nelson A. Rockefeller College of Public Affairs and Policy, an Outstanding Public Official Award from the Mental Health Association of New York State, an Outstanding Public Service Award from the Mental Health Association of Nassau County, the Alfred E. Smith Award from the American Society for Public Administration, the National Human Relations Award from the American Jewish Committee, the Ellis Island Medal of Honor. Mr. Dowling grew up in Limerick, Ireland and earned his undergraduate degree from University College Cork and his Master's degree from Fordham University. He has an Honorary Doctorate from Hofstra University.

OFFICERS (continued)



STEVEN I. GOLDSTEIN

Past Chairman

Steven I. Goldstein is Vice President of University of Rochester Medical Center (URMC), President and Chief Executive Officer for Strong Memorial Hospital and Highland Hospital in Rochester, and President for Long-Term Care for the University of Rochester Medical Center. Mr. Goldstein is a member of the Board of Trustees of the American Hospital Association (AHA) and chair of the AHA Regional Policy Board 2, where he previously served as a delegate. He has served on numerous boards of directors and committees including Highland Hospital of Rochester, University of Rochester Medical Center, Strong Partners Health System, Visiting Nurse Service, and Rochester Regional Healthcare Association. He also holds a joint appointment as Professor in Community and Preventive Medicine for the University of Rochester School of Medicine and Dentistry. Before assuming his position at Strong Memorial and Highland Hospitals, Mr. Goldstein served in administrative positions at Rochester General Hospital; the Children's Medical Center in Dayton, Ohio; University of Nebraska Hospitals and Clinics; and the Nebraska Psychiatric Institute in Omaha, Nebraska. He has also served as Assistant Clinical Professor in the Department of Community Medicine at Wright State University School of Medicine. He is a Diplomate of the American College of Healthcare Executives, received his Master's degree from St. Louis University Graduate School of Hospital and Health Care Administration, and his Bachelor's degree from Utica College of Syracuse University.



STANLEY BREZENOFF

Past Chairman

Stanley Brezenoff is President and Chief Executive Officer of Continuum Health Partners in New York City. Before joining Continuum, Mr. Brezenoff served as President and Chief Executive Officer of Maimonides Medical Center in Brooklyn. Before that, he was Executive Director of the Port Authority of New York and New Jersey, and served as Senior Program Advisor for the Commonwealth Fund. Mr. Brezenoff's career in New York City public service began in 1978 when he was appointed Commissioner for the Department of Employment and later as Administrator of the Human Resources Administration. From 1981 to 1984, Mr. Brezenoff was President of the New York City Health and Hospitals Corporation (HHC). In 1984, former Mayor Edward Koch asked Mr. Brezenoff to serve as Deputy Mayor for Operations and then as First Deputy Mayor of the City of New York. During that time, he was also a member of the Metropolitan Transportation Authority Board, mayoral liaison to the Board of Education and City University of New York, and Chairman of HHC. From 1969 to 1978, Mr. Brezenoff served as Program Officer for the Ford Foundation in its National Affairs, Government & Law, and Social Policy divisions. Before joining the Foundation, Mr. Brezenoff was active in the Congress of Racial Equality and the Citywide Committee for Integrated Schools. Mr. Brezenoff currently chairs the Structured Employment and Economic Development Corporation and is a board member of The Council of Teaching Hospitals and The September 11th Fund. Mr. Brezenoff received his Bachelor of Arts degree in Philosophy from Brooklyn College.

FORMER CHAIRS



GLADYS GEORGE, ESQ.

Gladys George has served as President and Chief Executive Officer of Lenox Hill Hospital since 1990. Before assuming her current position, Ms. George served as Vice President and General Counsel for the hospital. In 2000, Ms. George played an instrumental role in the hospital's sponsorship of Manhattan Eye, Ear & Throat Hospital—the internationally renowned specialty hospital—with which Lenox Hill Hospital merged in December 2007. Ms. George has served as Chair of HANYS' Board of Trustees and is a past chair and member of the Greater New York Hospital Association Board and Executive Committee. She serves on the Board of the League of Voluntary Hospitals and Homes, and has served on the Board of the Medical Liability Mutual Insurance Company and the JP Morgan Chase Advisory Board. A Michigan native, Ms. George earned her undergraduate degree from the University of Michigan and her law degree from the Boston University School of Law. She holds a Master's degree from the Health Law Training Program at the University of Pittsburgh Graduate School of Public Health.



JON B. SCHANDLER

Jon B. Schandler is President and Chief Executive Officer of White Plains Hospital Center. He joined White Plains Hospital Center in 1976, serving as Controller and Associate Executive Director before being named to his current position in 1981. He served as Chairman of the Management Committee of HealthStar Network, Inc.—now Stellaris Health Network—the parent company of White Plains Hospital Center, from 1996 through 1997; and in 2000 he was one of the major architects of a very successful four-hospital alliance. Mr. Schandler has served on the Board of Trustees of the American Hospital Association, as Chairman of AHA's Regional Policy Board 2, and on AHA's Strategic Policy Planning Committee. He chairs the steering committee of the AHA Political Action Committee and is very active in local, regional, and state hospital associations. Mr. Schandler is an adjunct professor at Columbia University Mailman School of Public Health and Pace University and teaches regularly at the graduate level and the Law School. Mr. Schandler serves on the boards of the American Cancer Society, American Heart Association, Westchester/Putnam Workforce Investment Board, Westchester Economic Development Agency, Westchester County Association, Westchester Chamber of Commerce, New Castle Board of Assessment Review, and Chappaqua Ambulance Corp. Mr. Schandler earned his Bachelor's degree from Villanova University and a Master of Business Administration degree from Fordham University.



JOHN R. SPICER

John R. Spicer is President and Chief Executive Officer of Sound Shore Health System, which includes Sound Shore Medical Center of Westchester, Mount Vernon Hospital, and Helen and Michael Schaffer Extended Care Center. Throughout his 20-year affiliation with the former New Rochelle Hospital Medical Center, Mr. Spicer has collaborated with community leaders and medical professionals to transform the Medical Center into a provider of state-of-the-art health care services. Today, that system includes a New York State-designated Area Trauma Center and Level III Nursery, new and expanded pediatric and maternal/child health services, a cardiac catheterization laboratory, comprehensive inpatient and outpatient oncology programs, a Breast Center and Geriatric Institute, and a model adult day care program. Under Mr. Spicer's leadership, Sound Shore Medical Center of Westchester has formed partnerships with numerous health care institutions, including New York Medical College, The Mount Vernon Neighborhood Health Center, and Pinnacle Healthcare, Inc. During his tenure, the Medical Center has improved its residency and teaching programs, increased outpatient clinic programs, and expanded Sound Shore's medical staff. Previously, Mr. Spicer held positions at St. Vincent's Hospital in Manhattan and New York University Medical Center. He currently serves as a trustee to numerous organizations, including Northern Metropolitan Hospital Association and Greater New York Hospital Association, and as Vice Chairman of Westchester Medical Center's Board. He is a former Chairman of HANYS' Board of Trustees. Mr. Spicer is a graduate of Manhattan College and C.W. Post College.

BOARD MEMBERS



ALLAN E. ATZROTT

Allan E. Atzrott has served as President and Chief Executive Officer of St. Luke's Cornwall Health System since 2000, bringing with him significant health care leadership experience and a commitment to quality patient care. Under his direction, two former rivals—St. Luke's Hospital in Newburgh and The Cornwall Hospital in Cornwall—merged to create an integrated health care delivery system. Throughout his tenure, Mr. Atzrott sought to differentiate the care and services offered by the organization. He spearheaded a ten-year, \$100 million master facility plan to modernize and bring state-of-the-art technology, expanded services, and enhanced facilities to the community. His leadership and credibility enabled him to add 100-plus new physicians in the last five years. Through his commitment to physician-centric partnering, he developed several physician/hospital joint ventures, including ambulatory surgery, imaging, and radiation therapy. His most recent accomplishment includes the completion of a new \$17 million cancer treatment center. He serves on the Greater New York Hospital Association Board of Governors, is the Immediate Past Chairman of the Board of Northern Metropolitan Hospital Association, and serves on several community and professional boards. Mr. Atzrott earned a Master's degree in Hospital Administration from George Washington University.



JAMES J. BARBA, J.D.

James J. Barba was appointed President and Chief Executive Officer of Albany Medical Center in March 1995 and served as the Chairman of the Board of Directors of the institution from July 1994 through June 2006. Mr. Barba oversees the medical education, biomedical research, and patient care activities of northeastern New York's only academic health sciences center. He was formerly senior counsel to the Albany law firm of Hiscock & Barclay. In addition to his continuing service as a member of the Board of Albany Medical Center, Mr. Barba serves on the boards of the Albany-Colonie Regional Chamber of Commerce (formerly board chair), Center for Economic Growth, University Heights Association, the Board of Advisors of Key Bank, N.A., and the New York State Transplant Council. In 1993, Mr. Barba was appointed by then-Governor Mario Cuomo to chair the state's Special Advisory Commission to Restore Empire Blue Cross/Blue Shield, the nation's largest not-for-profit health care insurer. When Empire's financial turnaround was in sight, Mr. Barba refocused the Commission's attention on Empire's proposal to convert from a not-for-profit to a for-profit corporation. That conversion occurred in 2004, returning to the state's general fund several billions of dollars for public benefit. Mr. Barba, who graduated summa cum laude in 1966 from Siena College, received his law degree from the University of Notre Dame Law School, graduating cum laude in 1969. He is a member of the New York State Bar Association and holds a number of other civic and private appointments.

BOARD MEMBERS (continued)



PAMELA S. BRIER

Pamela S. Brier is President and Chief Executive Officer of Maimonides Medical Center in Brooklyn. She has been at Maimonides since 1995, for eight years as Executive Vice President/Chief Operating Officer before assuming her current position. At Maimonides, Ms. Brier has been a staunch advocate for the highest standard of compassionate, patient-centered care. Under Ms. Brier's leadership, Maimonides has gained a widespread reputation for medical excellence, compassionate patient care, and innovation. Her career includes several senior positions at New York City Health and Hospitals Corporation. She served as Chief Executive Officer of Jacobi Medical Center and Bellevue Hospital Center, two of the largest public hospitals in New York City. She is known throughout New York City for her commitment to public health policy and community service. In 2003, she was appointed by Mayor Bloomberg to serve on New York City's Board of Health. She serves on the City's Workforce Investment Board, reflecting her interest in community development and employment. Additionally, in 2008, Ms. Brier was appointed to serve on New York City's Board of Corrections. She is currently a Board member of the UNITE HERE/Union Health Center and has been an adjunct faculty member of the New York University Wagner Graduate School of Public Service. Ms. Brier served on the City's Community Service Board from 1995 to 2000, and she was a member of the New York State Hospital Review and Planning Council from 1991 to 1996. Ms. Brier holds a Bachelor of Arts degree with honors from the University of California at Berkeley, and a Master's degree in Health Administration from the University of California at Los Angeles.



C. WILLIAM BROWN

Over the course of his tenure on the Healthcare Trustees of New York State Board of Governors, Bill Brown has served on virtually every committee and as Chairman during 2002-2003 and Vice Chairman from 2000 through 2001. He has been a member of the HANYS Board of Trustees since 1998. Mr. Brown served on the American Hospital Association Committee on Governance from 2006 through 2008. A risk management consultant and property/casualty insurance broker, Mr. Brown is a Life Trustee of the University of Rochester, a life member of the University of Rochester Medical Center Governing Board, a trustee of Strong Partners Health System, and a past Chair of the Strong Memorial Hospital Board of Governors. He is a past Chair of the Hospital Consortium of Greater Rochester. He received his Bachelor of Arts degree in Political Science from the University of Rochester and holds the designation of Chartered Property and Casualty Underwriter and Associate in Risk Management.

BOARD MEMBERS (continued)



THOMAS H. CARMAN, F.A.C.H.E.

Thomas H. Carman is President and Chief Executive Officer of Samaritan Medical Center and Samaritan Keep Nursing Home in Watertown. Mr. Carman served as President and Chief Executive Officer of Cortland Memorial Hospital from 1997 to 2004. Mr. Carman serves as a member of the Northern New York Rural Healthcare Alliance, the Watertown Rotary Club, YMCA, Jefferson County Job Development Corporation, and is Immediate Past Chairman of the Greater Watertown North Country Chamber of Commerce. He is Chairman of the Fort Drum Regional Health Planning Organization. Additionally, he has chaired the Iroquois Healthcare Alliance Board of Directors and currently serves on that board. He serves on the Central New York Regional Advisory Board of BlueCross/BlueShield. Mr. Carman is a Fellow of the American College of Healthcare Executives. He earned a Bachelor's degree in Pharmacy at Massachusetts College of Pharmacy and a Master's degree in Business Administration from Syracuse University.



JOAN S. CONBOY

Joan S. Conboy is a member and past president of the Governing Board of Little Falls Hospital and a member of the New York State Rural Health Council. Ms. Conboy is a member of the State Hospital Review and Planning Council and served on the Site Development Committee of the Rural Health Council from 1991 to 1994. She served on the HANYS HIV Task Force and the Governing Board of the Mohawk Valley Network, and has chaired the Planning Committee for Mohawk Valley Network since 1998. Ms. Conboy has been actively involved in the American Hospital Association, served as Trustee Regional Alternate to the AHA House of Delegates, and was Trustee Regional Delegate to AHA's Regional Policy Board 2 for two terms. Ms. Conboy is also a member of Montgomery County Office of the Aging. She is a graduate of Cornell University and a retired English teacher. She serves on various local boards. Ms. Conboy received a Bachelor of Arts degree from Cornell University.



SCOTT COOPER, M.D.

Dr. Scott Cooper is President and Chief Executive Officer of St. Barnabas Hospital in the Bronx. In addition to practicing in diverse clinical settings, Dr. Cooper has served in a multitude of administrative capacities, including launching a managed care plan and overseeing medical treatment in long-term care facilities. He received his medical degree from New York Medical College in 1975. He continued his training by completing a residency program in internal medicine and a fellowship in pulmonary medicine at Lenox Hill Hospital in New York City.

BOARD MEMBERS (continued)



SAMUEL J. DANIEL, M.D., F.A.C.P., F.A.C.G.

Samuel J. Daniel, M.D., is President and Chief Executive Officer of North General Hospital. Before his appointment, he was the hospital's Medical Director and Director of Medicine. He was the former Program Director of the North General Hospital Internal Medicine Residency Program and the hospital's Chief of Gastroenterology. In addition, Dr. Daniel holds the academic position of Associate Clinical Professor at Mount Sinai School of Medicine, is the Associate Dean of North General Hospital/Mount Sinai School of Medicine, and maintains an active practice in gastroenterology in Harlem. He is an expert in the treatment of chronic Hepatitis C, clinical research, and co-author of a book on the topic for the layman. Dr. Daniel is a Diplomate of the American Board of Internal Medicine and Gastroenterology. In 1989, he became a Fellow in the American College of Gastroenterology; in 1994, a Fellow in the American College of Physicians; and a Fellow in the New York Academy of Medicine in 2004. Dr. Daniel serves on the boards of the New York City Chapter of the American Heart Association, Carver Federal Savings Bank, and Greater New York Hospital Association. He is a past Member of the Advisory Board of Upper Manhattan Physicians Against Cancer. Dr. Daniel was recognized as one of New York's best physicians in *New York Magazine's* "The Best Doctors in New York" 2000 edition. *Network Journal* and *Black Enterprise Magazine* cited him among the nation's best physicians in 2001. In 2004, he received the Leon Bogues Award for Commitment to Social Reform by the Black and Hispanic Legislative Caucus. He was the recipient of the NAACP Mid-Manhattan Branch Roy Wilkins Outstanding Leadership Award for 2006. Dr. Daniel received his medical degree from Columbia University College of Physicians and Surgeons, and completed his internship, residency, and fellowship in gastroenterology at St. Luke's-Roosevelt Hospital.



CHARLES F. FAHD II

Charles F. Fahd II has been Chief Executive Officer of Massena Memorial Hospital since 1997. Before joining Massena, he served as Chief Executive Officer of Mayo Regional Hospital, Dover-Foxcroft, Maine. Before that, he served as Vice President, Professional and Support Services at Aurelia Osborn Fox Hospital in Oneonta, as well as serving in various positions at Nathan Littauer Hospital. He is a Fellow of the American College of Healthcare Executives (FACHE) and a member of the Healthcare Financial Management Association. Mr. Fahd has served as Region 2 delegate to the American Hospital Association's Governing Council for Small or Rural Hospitals. He is a member of numerous boards of directors including Iroquois Healthcare Alliance, Northern Area Health Education Center, and North Country Healthcare Providers, LLC. He has served as ACHE Chapter President of the Healthcare Management Association of Central New York and is past president of the Northern New York Healthcare Association. He serves on the community advisory boards of both the State University of

BOARD MEMBERS (continued)

New York (SUNY) at Potsdam and SUNY Canton. Mr. Fahd received his Master's degree in Health Service Administration and his Bachelor's degree in Biology/Chemistry from Russell Sage College.



LINDA M. FARCHIONE, R.N., F.A.C.H.E.

Linda M. Farchione is President and Chief Executive Officer of Thompson Health, the parent corporation overseeing the operation of seven affiliate health care organizations serving New York's Ontario, Livingston, and Yates counties. Ms. Farchione joined Thompson Health in 1986, becoming its President and Chief Executive Officer in 1991. The State of New York recognized Thompson Health as a role model that contributes to making Canandaigua and its surrounding areas a "community of excellence" and, in 1998, Thompson Health was the first recipient of the Empire State Advantage Gold Certification. Thompson was awarded the Empire State Advantage Governor's Award for Excellence in May 2002. In 2004, Thompson received the international Magnet Award for nursing from the American Nurses Credentialing Center. Ms. Farchione has served as a Region 2 Delegate to the American Hospital Association's Governing Council for Small or Rural Hospitals, and serves on the Empire State Advantage Board of Directors and the New York State Rural Health Council. She is the 2004 winner of the American Hospital Association Shirley Ann Munroe Leadership Development Award. Most recently, she was recognized as a 2008 Woman of Distinction by New York State for the 59th Senate District. Ms. Farchione received her Master of Science degree from Saint Xavier College in Chicago and her Bachelor of Science in Nursing degree from the State University of New York at Brockport.



ELI S. FELDMAN, F.A.C.H.E.

Eli S. Feldman is President and Chief Executive Officer of Metropolitan Jewish Health System (MJHS) in Brooklyn. A unique success story, Mr. Feldman began his career as an executive assistant more than 40 years ago and rose through the ranks to his current position. Under his leadership, MJHS expanded to nine business units and nearly 24 programs and services that provide integrated health care to more than 40,000 individuals and their families. Often asked to write about chronic and long-term care issues, Mr. Feldman is a frequent speaker at conferences that focus on aging and managed care. Throughout his career, Mr. Feldman has provided insight and leadership to state and national professional organizations that serve the chronically impaired, frail, and elderly. He currently serves on the boards of Continuing Care Leadership Coalition (Chair and Executive Committee), Greater New York Hospital Association (Vice Chair), International Association of Homes and Services for the Aging, Alliance for Advancing Nonprofit Health Care, Association for Jewish Aging Services of North America (Immediate Past Chair), Elderplan, Inc., First to Care Home Care, Inc., HomeFirst, Metropolitan Jewish Licensed Home Care Agency,

BOARD MEMBERS (continued)

Menorah Center for Rehabilitation and Nursing Care, Shorefront Center for Rehabilitation and Nursing Care, Metropolitan Jewish Geriatric Center, MJHS, MJHS Foundation, Metropolitan Jewish Home Care, and Shorefront Towers. Mr. Feldman received a Bachelor of Science degree in Business Administration from C.W. Post College of Long Island University. He holds a Master of Business Administration in Hospital Administration from Wagner College. He is a Fellow with the American College of Healthcare Executives.



DAVID W. FELTON

David W. Felton has been President and Chief Executive Officer of Community Memorial Hospital in Hamilton since 1981 and has been involved in health care administration since 1970. In addition to providing acute care services, Community Memorial Hospital operates a 40-bed skilled nursing facility, five primary care family health centers, and a wellness center. Mr. Felton is the founding President of the Board of Directors at Crouse Community Center, a 120-bed nursing home in Morrisville, was the founding President of the Southern Madison County Volunteer Ambulance Corps, and is President of the Hamilton-Bassett-Crouse Rural Health Network. Mr. Felton is a member of the Executive Committee of Iroquois Healthcare Alliance, a New York State Department of Health delegate to the Rural Health Council, and a member of the Board of Directors and Executive Committee of the Medical Liability Mutual Insurance Company.



WENDY Z. GOLDSTEIN

Wendy Z. Goldstein was appointed President and Chief Executive Officer of Brooklyn's Lutheran Health Care System in April 2001. Ms. Goldstein has more than 32 years of leadership expertise in some of the country's finest academic medical centers, including New York University Medical Center, Memorial Sloan-Kettering Cancer Center, The Mount Sinai Medical Center, and St. Luke's-Roosevelt Hospital. Since coming to Lutheran Medical Center, Ms. Goldstein has overseen a complete institutional transformation. Lutheran's discharges have grown by more than 30% since her arrival and the hospital underwent a \$93 million architectural modernization. Ms. Goldstein's main goal is to make Lutheran Health Care System Brooklyn's "provider of choice" by maintaining the strongest commitment to quality health care and continuing Lutheran's historic relationship with its community. She is the recipient of numerous awards. In 2005 she was appointed to the boards of the Sunset Park Health Council and the American Cancer Society, and in 2006 she was elected a fellow of the New York Academy of Medicine. She also serves on the Board of Greater New York Hospital Association.

BOARD MEMBERS (continued)



JAMES HARDEN

James Harden is President and Chief Executive Officer of Catholic Health Services of Long Island (CHSLI), based in Rockville Centre. Providing \$2 billion annually in health care services through 15,000 employees, CHSLI is the second largest private employer on Long Island. The system includes six hospitals, three nursing homes, extensive home care and hospice programs, and a community agency for the developmentally disabled. Before joining CHSLI in 2004, Mr. Harden held senior executive positions for 22 years at Memorial Sloan-Kettering Cancer Center in New York City. Mr. Harden is Chair-Elect of Greater New York Hospital Association and is a member of the board of Trustees of Columbia University.



RICHARD H. HAWKS, JR.

Richard Hawks serves as Treasurer and Chairman of the Finance Committee of the Board of Directors of Thompson Health and is a Senior Vice President and Trustee Officer for the Canandaigua National Bank and Trust Company. He is the Immediate Past Chairman of Healthcare Trustees of New York State. Mr. Hawks is very active in the community, serving on various boards including the United Way, YMCA, Ontario County Historical Society, Finger Lakes Council, The Boy Scouts of America, Canandaigua Rotary Club, and the Naples School District Board. He has served as President of the Canandaigua Chamber of Commerce. In 2002, the Chamber of Commerce named him “Mr. Canandaigua.” Mr. Hawks is a graduate of Rochester Institute of Technology and several professional banking schools including Wharton’s Executive Development Program in Trust Banking.



RONALD J. KRAWIEC, F.H.F.M.A., C.M.C.

Ronald J. Krawiec has been Chief Executive Officer of Wyoming County Community Health System (WCCHS) since January 2006. His administrative and fiscal career extends over 30 years. In his current position, Mr. Krawiec is leading a \$21 million building and renovation project of an acute care hospital, while orchestrating the reorganization of continuing care services. During his 25-year tenure at Lake Shore Health Care, Mr. Krawiec held the positions of Chief Financial Officer, Chief Operating Officer, and Chief Executive Officer, and guided this rural health provider through a merger process with Tri-County Memorial Hospital that culminated in 2002 with the formation of TLC Health Network. Before that, Mr. Krawiec held the positions of Assistant District Director in the New York State Department of Labor and Senior Auditor in the Department of Health. He is an active member of many community and professional boards. Mr. Krawiec received his undergraduate degree from Niagara University, a Master of Business Administration degree from the State University of New York, Buffalo, and is a Fellow in the Healthcare Financial Management Association.

BOARD MEMBERS (continued)



ANNETTE B. LEAHY

Annette B. Leahy is President of Newark-Wayne Community Hospital in Newark, New York, and serves as Vice President of Rochester General Health System's Long-Term Care Division. Before joining Newark-Wayne Community Hospital in 2002, she served as President and Chief Executive Officer of Southampton Hospital on Long Island. Before that, she was President and Chief Executive Officer of Marlborough Hospital—UMASS Memorial Health Care in Marlborough, Massachusetts. Her career began at Rockville General Hospital/Eastern Connecticut Health Network in Connecticut, where she served in a number of senior administrative positions, including Senior Vice President of Integrated Health Services, Chief Operating Officer, Controller, Chief Financial Officer, and Vice President Planning/Administration. Ms. Leahy received her Master of Science degree in Health Care Management from The Hartford Graduate Center, her Master of Business Administration degree from The University of Hartford, and her Bachelor of Science degree in Finance from Central Connecticut State University.



ANDREW W. LITT, M.D.

Dr. Andrew Litt is Executive Vice President and Vice Dean, Chief of Staff, at NYU Langone Medical Center, where he is responsible for coordination of all activities and strategy for the organization, including the NYU School of Medicine and NYU Hospital Center, the latter consisting of the Tisch Hospital, the Rusk Institute of Rehabilitation Medicine, and the NYU Hospital for Joint Diseases. He assumed this role in July 2007. Dr. Litt is a neuroradiologist with recognized expertise in neurovascular imaging. He has an extensive research background and was the first to compare magnetic resonance angiography of the extracranial carotid arteries with conventional catheter angiography. He has been at NYU Langone Medical Center for 29 years as a medical student, intern, resident, fellow, and attending. He is a member of NYU's Alpha Omega Alpha honor society. He is board certified in radiology and neuroradiology. Before assuming his current role, Dr. Litt was Vice Chair for Financial Affairs in the Department of Radiology, where he gained experience in the managed care and health policy arenas, negotiating all of the Department's managed care contracts and developed new programs with payers. Dr. Litt has played an important role in national policy development. He has served on the Executive Committee of the American Society of Neuroradiology and as a member of the society's Clinical Practice Committee for a decade. A Fellow of the American College of Radiology, he has served on multiple national committees for that organization and the Radiological Society of North America. Dr. Litt was a magna cum laude graduate of Brown University and a member of the Phi Beta Kappa Honors Society.

BOARD MEMBERS (continued)



ROB MACKENZIE, M.D.

Dr. Rob Mackenzie is President and Chief Executive Officer of Cayuga Medical Center at Ithaca, a position he has held since 2003. Prior positions have included Cayuga Medical Center's Vice President for Medical Affairs, President of Finger Lakes Management Associates (an association of area physicians), and Medical Director of Cayuga Area Plan, a physician/hospital organization. Dr. Mackenzie serves on the boards of directors of regional and statewide health care provider associations, a regional not-for-profit insurer, a local philanthropy, and a number of other local organizations. He currently serves as chair of VHA Empire-Metro's CEO Safety Network, a group of 15 New York State hospital leaders dedicated to improving patient safety. Dr. Mackenzie graduated from Harvard University in 1975, from Albany Medical College in 1979, and from residency training in general and vascular surgery at the University of Toronto in 1984. He has been board certified in surgery in both the United States and Canada and is a Fellow of the American College of Healthcare Executives.



JEFFREY MENKES

Jeffrey Menkes is President and Chief Executive Officer of New York Downtown Hospital which plays a critical role as the primary health care provider to the unique communities it serves, including Chinatown, Little Italy, the Financial District, Battery Park City, TriBeCa, City Hall Police Plaza, and the rapidly expanding Lower Manhattan residential communities. Prior to joining New York Downtown Hospital, Mr. Menkes was a health care consultant with PricewaterhouseCoopers. Before that, he served in hospital leadership positions at Beth Israel Medical Center, The Mount Sinai Hospital, North Shore-Long Island Jewish Health System, Long Island Jewish Medical Center, and The Milstein Hospital of Columbia-Presbyterian Medical Center. Previously, he was Executive Vice President and Chief Operating Officer of Physician Reciprocal Insurers, the second largest medical malpractice carrier in New York State. He also served as Executive Director of Jacobi Hospital Center and Elmhurst Hospital Center. Mr. Menkes serves on the Greater New York Hospital Association board and is an Alternate Delegate to the American Hospital Association Regional Policy Board 2. He received his Bachelor of Arts degree in Psychology and Political Science at the Herbert H. Lehman College of the City University of New York. He received his Master of Business Administration degree in Health Care Administration from Bernard M. Baruch College, Mount Sinai School of Medicine of the City University of New York.

BOARD MEMBERS (continued)



STEPHEN S. MILLS, F.A.C.H.E.

Stephen S. Mills was appointed President and Chief Executive Officer of New York Hospital Queens in 1994. The 439-bed teaching and research hospital is a member of the New York-Presbyterian Healthcare System and an affiliate of Weill Medical College of Cornell University. Since Mr. Mills joined New York Hospital Queens, he has added clinical capabilities such as open-heart surgery and expanded the hospital's clinical research activities and teaching programs offered in cooperation with Weill Medical College. He has also led the way for facility enhancement for emergency and trauma care, birthing, and neonatal facilities. Under his leadership, New York Hospital Queens is completing another hospital modernization project—the construction of a seven-story, 80-bed wing. He is a Fellow of the American College of Healthcare Executives and is a member of the Greater New York Hospital Association Board. Mr. Mills earned his Master's degree in Health Care Administration from Tulane University and his Bachelor of Arts degree from Columbia College.



ALAN R. MORSE, J.D., PH.D.

Alan R. Morse is President and Chief Executive Officer of The Jewish Guild for the Blind in New York City, where he has worked since 1968. His interests include the influence of vision loss on health care utilization and cost; optimizing the delivery of vision and health care services; and the functional implications of vision loss, particularly when combined with cognitive impairment. Dr. Morse is an Adjunct Professor of Ophthalmology at Columbia University, and a Director of the Alliance for Advancing Nonprofit Healthcare, the Center to Promote Health Care Studies, The Home Care Association of New York State, Jewish Home Lifecare in the Bronx, and a member of the advisory board of the Eye Research Institute of the University of Wisconsin. He is a peer reviewer for the Journal of Visual Impairment and Blindness, Ophthalmic Epidemiology, American Journal of Public Health, Investigative Ophthalmology and Visual Science, and Archives of Ophthalmology, where he also serves on the editorial board. Dr. Morse received his Bachelor of Arts degree from Franklin College, his Master's degree from Indiana University, his Juris Doctor degree from Pace University, and his Doctorate from Fordham University.



STEPHENS M. MUNDY, F.A.C.H.E.

Stephens M. Mundy is President and Chief Executive Officer of Champlain Valley Physicians Hospital Medical Center in Plattsburgh. Before assuming his current position in 2002, Mr. Mundy was Chief Executive Officer of St. Joseph's Hospital in Parkersburg, West Virginia. He served as Chief Executive Officer of Putnam General Hospital in Hurricane, West Virginia from 1993 to 1996, and was Associate Administrator/Chief Operating Officer of Henrico's Doctor's Hospital in Richmond, Virginia from 1988 to 1993. Mr. Mundy has served on the New York State Hospital Review and Planning

BOARD MEMBERS (continued)

Council, Iroquois Healthcare Alliance Board of Directors and Executive Committee, Pine Harbour Board of Directors, Eastern Adirondack Health Care Network Board, and Northern New York Hospital Association. Mr. Mundy is active in civic organizations in the Plattsburgh area including serving on the boards of the Chamber of Commerce, Rotary, and YMCA. He is also a member of the National Ski Patrol. He is a Fellow of the American College of Healthcare Executives. Mr. Mundy received a Master of Health Administration degree from Medical College of Virginia and a Bachelor of Business Administration degree from Roanoke College.



THOMAS OCKERS

Thomas Ockers has been the President and Chief Executive Officer of the 306-bed Brookhaven Memorial Hospital Medical Center in East Patchogue since 1991. Mr. Ockers began his career in health care management at St. Francis Hospital Heart Center in Roslyn in 1975, eventually becoming Senior Vice President. In 1987, he joined the Community Hospital at Glen Cove where he became President and Chief Executive Officer. Next, he became Administrator for External Affairs for North Shore University Hospital-Cornell University Medical Center, a position he held until joining Brookhaven. He has been a member of Rotary International and serves on HANYS' Statewide Steering Committee on Quality Initiatives. He is the Past Chairman of the Nassau-Suffolk Hospital Council, Commissioner of Suffolk County Health Facilities Commission, and a delegate to the Regional Policy Board of the American Hospital Association. He has an Associate's degree from Suffolk County Community College and Bachelor's and Master's degrees from Stony Brook University.



THEODORE M. PASINSKI

Theodore M. Pasinski is President and Chief Executive Officer of St. Joseph's Hospital Health Center in Syracuse. Mr. Pasinski has been with St. Joseph's since 1974 in the finance and operations areas. Mr. Pasinski serves on the boards of St. Joseph's Hospital Health Center, St. Joseph's Hospital Health Center Foundation, Inc., St. Joseph's Health Center Properties, Inc., Franciscan Associates, Inc., Franciscan Health Support, Inc., Franciscan Management Services, Inc., Health Care Management Administrators, Inc., St. Joseph's Physician Health, P.C., Hospital Executive Council, Syracuse 20/20, Metropolitan Development Association, Health Advancement Collaborative of Central New York, Laboratory Alliance of Central New York, Mercy Health and Rehabilitation Center, St. Elizabeth Health Support Services, Inc., and Iroquois Healthcare Alliance. He has been active in organizations including Hospital's Home Health Care, Inc., Independent Living Services, United Way of Central New York, and the Central New York Collaborative Health Care Initiative. Mr. Pasinski received his Master of Business Administration Degree from Syracuse University and his Bachelor's Degree in Accounting from Siena College.

BOARD MEMBERS (continued)



GINO J. PAZZAGLINI, F.A.C.H.E.

Gino J. Pazzaglini was appointed President and Chief Executive Officer of Seton Health in Troy in 2003, having served at three other Ascension Health hospitals dating back to 1978. He previously served as President and Chief Executive Officer of Good Samaritan Regional Medical Center in Pottsville, Pennsylvania; Chief Operating Officer at Sisters of Charity Hospital in Buffalo; and various administrative posts at Our Lady of Lourdes Memorial Hospital in Binghamton. Before his career as health care executive, Mr. Pazzaglini held positions as clinical social worker in various medical and psychiatric settings. Currently, Mr. Pazzaglini serves on the boards of Iroquois Healthcare Alliance, Fidelis HMO New York, and three Seton subsidiary corporations. He previously served as an officer/board member of the Health Association of Pennsylvania, the Western Maryland Health System, and other regional boards and charitable organizations. Mr. Pazzaglini served as a legislative appointee to the Northern Region of the New York State Commission on Health Care Facilities in the 21st Century. Mr. Pazzaglini received his Master's degree in Social Work at Marywood College and his Bachelor's degree in Psychology at Binghamton University. He pursued postgraduate studies in health administration at the University of Scranton and later achieved board certification as an American College of Healthcare Executives (ACHE) Fellow. In 2007, he was elected to serve as ACHE Regent for New York's Hudson Valley/Adirondack District. He has also served as Adjunct Faculty for State University of New York Upstate Medical University's Binghamton Campus.



JAMES K. REED, M.D.

Dr. James K. Reed was appointed President and Chief Executive Officer of Northeast Health in January 2005 after serving as Executive Vice President and Chief Medical Officer. Dr. Reed has 30 years of experience in health care and corporate operations. Before joining Northeast Health, Dr. Reed was a practicing family physician and partner in Partners in Family Medicine in Brunswick, New York. He served on the board of directors for Northeast Health before his appointment to the network. Before his medical career, he worked as Manager of Strategic Planning and Manager of Acquisitions and Divestitures for the Union Pacific Corporation. He also served in a number of management positions for the International Paper Company. Currently, Dr. Reed is a member of the New York State Hospital Review and Planning Council, and serves on the board of trustees of The Sage Colleges, Medical Liability Mutual Insurance Company, and United Way of Northeastern New York. Dr. Reed was a Governor's appointee to the Regional Advisory Committee of the New York State Commission on Health Care Facilities in the 21st Century. He also served on the boards of Health-Now New York, Inc., and the Albany Symphony Orchestra. Dr. Reed has a Bachelor's degree in Economics from Amherst College, a Master's degree in Business Administration from the Wharton School of the University of Pennsylvania, and a medical degree from Cornell University Medical College.

BOARD MEMBERS (continued)



DAVID P. ROSEN

David P. Rosen has served as President and Chief Executive Officer of Jamaica Hospital Medical Center in Jamaica since 1976. In addition, Mr. Rosen serves as President and Chief Executive Officer of Flushing Hospital Medical Center, Brookdale University Hospital and Medical Center, and MediSys Health Network, which manages all three hospitals and their nursing homes, diagnostic and treatment centers, and other health related entities. Mr. Rosen is the Chairman of the Neighborhood Health Providers prepaid health service plan (PHSP) and Royal Health Care. He is Vice Chairman of HealthFirst PHSP and its related entities. He also serves on the boards of Greater New York Hospital Association, New York State Coalition of Financially Distressed Hospitals, Coalition of Voluntary Safety Net Hospitals, and New York City Primary Care Development Corporation. He previously served on the American Hospital Association Regional Policy Board and the board of the League of Voluntary Hospitals and Homes. Mr. Rosen received both his Master's degree in Public Administration and Bachelor's degree in Industrial and Labor Relations from Cornell University in Ithaca. He served as Captain in the U.S. Air Force Reserve.



SARAH J. SCHERMERHORN

Sarah J. Schermerhorn serves on the Board of Trustees of Ellis Medicine in Schenectady and on the Board of the Ellis Medicine Foundation. She previously chaired both boards. Ms. Schermerhorn also chairs the Healthcare Trustees of New York State Board of Governors and The Schenectady Foundation. Ms. Schermerhorn is a committed community volunteer who dedicates her time and leadership to organizations throughout the Schenectady region and beyond. She serves on the boards of Visiting Nurses Association of Schenectady County and Oak Hill School. She also served as President of the Burnt Hills-Ballston Lake Central Schools Board of Education for nine years. Her involvement in advancing education has earned her honorary lifetime membership in the National Parent Teacher Association. Ms. Schermerhorn received a Bachelor of Arts degree from the University of North Carolina at Chapel Hill.



JOEL SELIGMAN

Joel Seligman is President and Chief Executive Officer of Northern Westchester Hospital, where his focus has been on clinical excellence, service quality, and community outreach. One of his first initiatives was a series of meetings with community leaders and organizations that resulted in a new vision for the hospital and a strategic plan to achieve that vision. Under Mr. Seligman's leadership, the hospital opened a new neonatal intensive care unit, an interventional radiology suite, two new operating rooms, a breast institute, a women's imaging center, and a new cancer treatment and wellness center. It recently broke ground on a new emergency department. Mr. Seligman has developed vital partnerships with

BOARD MEMBERS (continued)

other organizations, including the Stellaris Health Network, NewYork-Presbyterian Healthcare System, Visiting Nurse Association, Open Door of Ossining, and the Planetree Alliance, a national organization committed to holistic and patient-centered care. He has served in numerous roles at The Mount Sinai Hospital and Memorial-Sloan Kettering Cancer Center before assuming the leadership of Northern Westchester Hospital in 2001. Mr. Seligman has been a residency preceptor for the Columbia University and Baruch College Graduate Programs in Health Care Administration, and is on the faculty of the School of Public Health of New York Medical College. He has served as state delegate of the Regional Policy Board 2 of the American Hospital Association and Chairman of the Northern Metropolitan Hospital Association. He received his Bachelor of Science degree at Boston University and his Master's degrees in Business Administration and Public Health from Columbia University.



WILLIAM F. STRECK, M.D.

Dr. William Streck is President and Chief Executive Officer of Bassett Healthcare in Cooperstown, a vertically integrated health care system with academic, teaching, and research missions. During the 25 years Dr. Streck has led Bassett, the organization has tripled in size, growing from a single hospital to a regional system of hospitals, diagnostic centers, and clinics that cover more than 5,000 square miles in central New York. Dr. Streck came to Bassett Hospital in 1978 at the completion of his training in Internal Medicine and Endocrinology and Metabolism at the University of Rochester, Strong Memorial Hospital, Rochester. He was appointed Professor of Clinical Medicine at the Columbia University College of Physicians and Surgeons in 1991. The Bassett system includes Bassett Medical Center, an acute care teaching facility; Bassett Healthcare, an academic affiliate of Columbia University College of Physicians and Surgeons; Columbia-Bassett Program, a recently established medical school campus of Columbia Medical School in Cooperstown; Bassett Physician Group, comprised of a full-time closed staff multi-specialty group; Bassett Clinic, a modern specialty referral clinic; Bassett Regional System, which serves the primary health care needs of residents of rural, central New York; and Bassett Research Institute, which houses the New York Center for Agricultural Medicine and Health and has independent programs in applied clinical research and population studies. In addition to his current position at Bassett, Dr. Streck chairs the Public Health Council of New York State. Dr. Streck is a 1973 graduate of the University of Missouri School of Medicine.

BOARD MEMBERS (continued)



BETSY T. WRIGHT, F.A.C.H.E.

Betsy T. Wright has been President and Chief Executive Officer of WCA Hospital in Jamestown since 1999. Before that, she held numerous positions at WCA including Interim Chief Executive Officer, Executive Vice President/Chief Operating Officer, Vice President of Administration, Assistant Vice President, and Administrative Assistant. Before joining WCA, she served as a Staff Medical Technologist and Supervisor in Clinical Chemistry at Rochester General Hospital. Ms. Wright serves as the President of STARLIGHT, Inc., and President of W.C.A. Services. Among her many leadership positions, she is past chair of the Southern Tier Healthcare System Board, Secretary of Chautauqua County Health Network Board, and Vice Chair of Voluntary Hospitals of America of Empire State. Ms. Wright serves on HANYS' Statewide Steering Committee on Quality Initiatives. Active in the local community, she has chaired the American Heart Association Heart Walk and the American Cancer Society Relay for Life. Ms. Wright received a Master of Business Administration degree with honors from the William E. Simon Graduate School of Business Administration of the University of Rochester. She holds a Bachelor of Science degree from Hartwick College. Her internship was at the School of Medical Technology, Rochester General Hospital.