

Craig A. Cordola, Ed.D, MBA, MHA

EDUCATION

Vanderbilt University

Nashville, Tennessee

Peabody College

Ed.D. in Leadership and Learning in Organizations

The University of Houston at Clear Lake

Houston, Texas

Master of Business Administration (MBA)/

Master of Healthcare Administration (MHA)

The University of Texas at Austin

Austin, Texas

Bachelor of Arts in Psychology with Special Honors

Minor in Biological Sciences

PROFESSIONAL WORK EXPERIENCE

Lipscomb University

October 2026 - Present

Assistant Professor of Management

Director, Master of Healthcare Administration Program

Director, Master of Business Administration Program

Fresenius Medical Care (NYSE: FMS)

January 2024 - August 2026

With corporate headquarters in Bad Homburg, Germany, Fresenius Medical Care is the world's leading provider of products and services for people with kidney disease. With annual revenues of \$19 billion, the company employs 110,000 people and provides more than 48 million dialysis treatments annually to 299,000 patients across 40 countries and more than 3,700 clinics worldwide.

Chief Executive Officer, Care Delivery

Member of the Management Board

Reporting to the Chair of the Supervisory Board and Chair of the Management Board, responsible for leading multiple company entities worldwide, with annualized revenue of \$13.3 billion. Entities include: Fresenius Kidney Care (2,600 US locations), Care Delivery International (1,500 locations), Fresenius Rx, Fresenius Renal Pharma, Azura Vascular Labs, Spectra Laboratories, and Frenova.

- Restructured the company to simplify reporting structure, accelerate growth efforts in the US, reduce administrative costs, and improve Quality and Patient Safety
 - Annualized savings of \$47 million based on structural redesign
 - Reduction in US clinic locations resulting in \$46 million in annualized savings
 - Reduction of infection-related hospitalizations by 6.7% due to aggressive catheter-related bloodstream initiatives and improved time on dialysis and fluid management
 - Achieved a 120-basis-point reduction in overall mortality (2026 versus 2023 baseline)
- Led all US dialysis providers in quality, with 26% of our clinics receiving 4 or 5 Quality of Care Star ratings by the Centers for Medicare and Medicaid Services (CMS)
- Achieved Year-over-Year (YOY) Revenue Growth of 5.4% and YOY Contribution Profit Growth of 31%. Achieved Contribution Profit Margin of 20.3% versus prior year of 16.4%
- Achieved first positive same-market treatment growth in more than 19 quarters in the US, and 1.5% YOY growth for our international business. Outpaced the next largest competitor in same market treatment growth for 6 of 9 quarters

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- Recruited new President US Operations (Fresenius Kidney Care), new President for Care Delivery International, and a new Chief Revenue Officer who led a \$70M YOY Revenue cycle improvement initiative focused on both rate and yield
- Led the Electronic Health Record (EHR) selection process for 2,600 US-based clinic locations

Ascension

September 2017 – 2024

Ascension is one of the nation's leading nonprofit Catholic health systems, with annual revenues exceeding \$28 billion. It includes more than 140,000 associates, 36,000 aligned providers, and more than 2,600 care sites, including 139 hospitals across 19 states.

Executive Vice President, Ascension Capital

February 2023 - 2024

A partnership between Ascension and TowerBrook Capital for strategic acquisitions to accelerate growth, enter emerging business units, and diversify assets to reposition the organization for future success.

- Served as a strategic advisor and Board Member for portfolio companies
- Provided counsel and guidance on thesis development within the organization for potential investment opportunities
- Engaged in due diligence and vetting of potential acquisition companies
- Served as a liaison and bridge between portfolio companies and Ascension Operations
- In partnership with TowerBrook Capital, developed investment theses

Executive Vice President and Chief Operating Officer

July 2019 - February 2023

Responsibilities include all Market Operations, Ascension Medical Group, National Service Lines, Consumer Experience, Post Acute Care, Emerging Horizontals (Surgery Centers, Imaging, Outpatient Physical Therapy, Pharmacy), Medxcel facilities management, and The Resource Group.

- Established National and Incident Command Structure to lead the effective COVID-19 response of our Health Ministry in support of our associates, patients, and communities we serve
- Maintained industry-leading credit ratings and outlook despite the significant financial negative impact of COVID (S&P AA+, Moody's Aa2, Fitch AA+)
- Led growth initiatives across the organization for service delivery, physician recruitment, clinical program, and service line development
- Provided transformational change through the establishment of new horizontals: Imaging, Physical Therapy, and Ambulatory Surgery Strategies
- In partnership with Ascension Capital and TowerBrook Capital Partners, led the operational aspects of the acquisition of Compassus Hospice, Regent Surgical Care, and PT Solutions
- Accelerated growth and deployment of strategic capital investments in excess of \$1B in Texas, Indiana, Florida, and Tennessee for the expansion of clinical services
- Facilitated the divestiture of ministry assets within multiple geographies and business units
- Established the organization's first Chief Experience Officer role and structure. Implemented an integrated consumer experience platform within Salesforce by integrating patient experience, associate experience, web deployment, and Human Resources leadership
- An integral member of a \$1.5 billion cost optimization project achieved in 18 months
- Led Environmental Impact and Sustainability efforts. Established a national structure and specific goals to achieve net-zero carbon by 2040. In three three-year periods from 2020 to 2023, reduced Municipal Solid Waste by more than 7% and Greenhouse Gas Emissions by 8%

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President and Chief Executive Officer, Ascension Texas

September 2017 - June 2019

Provided strategic and operational leadership for a \$2.5 billion health system in Central Texas with 12 acute care hospitals, over 150 sites of care, and a wholly-owned health plan with over 250,000 covered lives. Responsible for the strategic academic relationship with the Dell Medical School at the University of Texas.

- Recruited seven executives to the leadership team within the first 12 months
- Established a rigorous Monthly Operating Review process to drive operational improvements across the Ministry, resulting in operating Margin improvement from 1.5% to 6.8% over 16 16-month period
- Reduced cost structure by \$76 million on an annualized basis
- Aggressive growth strategy implemented in key service lines
- Recruited 32 physicians to Dell Children's Medical Center and established a nationally prominent congenital heart program
- Hired 70 new providers to the Ascension Medical group over 15 15-month period
- Acquired a 25-physician multispecialty practice with key geography in the region
- Invested in 5 new ambulatory care locations to improve access and reach in the market area
- Increased Case Mix Index by 5.7%
- Increased surgical volume by 6.3%
- National leader for Ascension Post-Acute Services, including Ascension at Home and Ascension Living, has approximately \$530 million in operating revenue.

Memorial Hermann Health System

2003 – August 2017

Memorial Hermann Health System is the largest not-for-profit health system in southeast Texas and consists of 17 hospitals, 8 Cancer Centers, 3 Heart and Vascular Institutes, and 27 sports medicine and rehabilitation centers, in addition to other outpatient and rehabilitation centers. Total annual revenues of \$5.5 Billion.

President, West Region

March 2015 – August 2017

Accountable for the strategic direction and operations of the West Region for the Memorial Hermann Health System, which encompasses the Memorial City Medical Center, Greater Heights Hospital, Katy Hospital, Cypress Hospital, The Institute for Rehabilitation and Research (TIRR), University Place, Home Health, and Hospice. Responsibilities include Memorial Hermann System-wide leadership for Post-Acute care, Heart and Vascular Service Line, Women's/Children's Service Line, and the relationship with our academic partner, The University of Texas Health Science Center at Houston. Responsibilities include matrixed reporting relationships for ambulatory operations within the Region. Net revenues for direct areas of responsibility are in excess of \$2.5 billion.

Chief Executive Officer

September 2010 – March 2015

Memorial Hermann – Texas Medical Center

The Flagship facility for the Memorial Hermann Health System, the Memorial Hermann-Texas Medical Center, was founded in 1925 as the first hospital in the world-renowned Texas Medical Center. As the primary teaching hospital for the University of Texas Medical School at Houston, the 1,000-bed campus includes the Memorial Hermann Hospital, Children's Memorial Hermann Hospital, TIRR Memorial Hermann Hospital, The Heart and Vascular Institute, The Mischel Neuroscience Institute, The IronMan Sports Medicine Institute, The Texas Trauma Institute, and Memorial Hermann LifeFlight. Campus net revenues exceed \$1.5 billion.

Quality

- Significant improvements in quality and patient safety throughout the campus, including:
- 65% decrease in Serious Safety Events in a three-year period
- 55% reduction in Catheter-Related Bloodstream Infections (CRBSI) in a three-year period
- 64% decrease in Ventilator Acquired Pneumonia (VAP) in a three-year period
- 41% reduction in Accidental Punctures and Lacerations (APL) in a three-year period
- 20% decrease in campus Iatrogenic Pneumothoraces in a three-year period
- Established the first Joint Commission Comprehensive Stroke Center in the State of Texas
- Achieved Magnet Designation by the American Nurses Credentialing Center (ANCC)
- University Health System Consortium (UHC)/Vizient Quality Leadership Award – Top 10% of all Academic Medical Centers across the Country 2014, 2015

Service

- Improved Patient Satisfaction from the 25th percentile to the 70th percentile in a five-year period
- Improved Physician Satisfaction by more than 70% to the 88th percentile
- Improved Employee Satisfaction each of the previous 3 years to a rate of 4.32/5.00

Operational Excellence/Growth

- In partnership with The University of Texas Medical School at Houston, recruited more than 350 new faculty (including five new Chairs) and established numerous new programs, resulting in a combined 3-year growth in Adjusted Admissions of 20% and an increase in surgeries by more than 15%
- Established new programs in heart transplant (performed 100 in first two years of program), fetal surgery, and significant expansion in abdominal transplant, oncology, orthopedics, and neurosciences
- Maintained campus-wide operating margin in excess of 6.0%
- Five consecutive years with market share growth for the campus
- Led the acquisition of a 60-bed orthopedic/spine surgical hospital into Memorial Hermann
- Significant expansion of academic subspecialties across the Memorial Hermann System to include Cardiovascular surgery, cardiology, oncology, orthopedics, neurology, and neurosurgery
- Grew research studies by 30% to more than 1,200 active protocols
- Established a partnership with the Lifetime Network for a televised docudrama titled “LifeFlight”
- Partnered on a \$100Million Revolutionizing Neurosciences philanthropic campaign
- Gained Board approval for \$700M+ Master Facility Plan Expansion in Fall 2014

The University of Texas Health Science Center at Houston

McGovern Medical School at UTHouston

September 2009 - 2015

Associate Dean for Hospital Affairs

- A position held concurrently with my leadership role within the Memorial Hermann Health System
- In partnership with the Dean and Department Chairs, fueled growth through physician recruitment and clinical, programmatic development across multiple sites of care throughout Houston
- Established community-based academic programs to work alongside private physicians in community hospitals
- Increased clinical capabilities and acuity of community-based clinical programs

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Chief Executive Officer
Children's Memorial Hermann Hospital
System Executive, Children's Services

June 2006 – September 2010

Accountable for the operations of a 308-bed Women's and Children's Service at Children's Memorial Hermann Hospital and strategic direction of an additional 154 pediatric and neonatal beds throughout the 11-hospital Memorial Hermann Health System. Responsible for services across the entire Texas Medical Center campus, which included Chaplaincy, Facilities, Oncology, and Wound Care Services.

Quality

- Established external quality benchmarking with the top 15 Children's Hospitals across the country and consistently performed in the top 10% against the peer group
- Decreased mortality for the previous three years to perform better than the risk-adjusted national peer group
- Sustained a rate of zero Ventilator Acquired Pneumonias (VAPs) in the Pediatric Intensive Care Unit (PICU) for 36 months
- Established team that decreased Catheter-Related Bloodstream Infections (CRBSIs) by more than 60% in one year

Service

- Improved Physician Satisfaction from the 65th percentile to the 91st percentile in a three-year period
- Improved Employee Satisfaction in each of the previous four years

Operational Excellence/Growth

- In partnership with The University of Texas Medical School at Houston, recruited more than 75 new pediatric subspecialist physicians within a 3-year period
- Established numerous new programs, including pediatric cardiovascular surgery, cardiology, neurosciences, pulmonary medicine, otolaryngology, and critical care
- Partnered with the Medical School to create the Department of Pediatric Surgery, which houses all pediatric surgical specialties, increasing stability and providing a platform for growth
- Increased system-wide neonatal transfers by more than 32% from the previous year
- Led team that established a 45-bed satellite children's hospital at the Memorial City location
- Established system-wide strategy and implementation of pediatric emergency medicine at 3 community-based hospitals
- Established System-wide physician governance committees for both pediatrics and neonatology
- In partnership with the Medical School, increased Maternal Fetal Medicine outreach clinics to 5 Memorial Hermann facilities
- Developed campus-specific and system-wide Monthly Operating Review (MOR) focused on four main strategies of Quality, Service, Operational Excellence, and Growth

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Assistant Vice President of Operations

December 2003 – May 2006

Memorial Hermann – TMC and Children's Memorial Hermann Hospital

Responsible for the operations of the 178-bed Children's Hospital, 68-bed Women's Service, chaplaincy, environmental services, volunteer services, and food services for the Texas Medical Center Campus

- Developed System-wide Pediatric, Women's, and Neonatal strategies using "Leveling Documents" at each facility. Grew overall market share and increased the annual retention of System transfers to more than 90% on an ongoing basis
- Established partnerships with Ronald McDonald House, Hollywood Video, and the Starlight Foundation
- Improved patient satisfaction scores from the 17th percentile to the 98th percentile in one quarter and sustained the scores above the 87th percentile
- Led a team to develop the proforma, facility planning, and recruiting strategy for the expansion of the Children's Hospital
- Led Six Sigma initiatives in OR operations, reductions in length of stay, and assisted in projects related to pediatric ER throughput
- Developed the Pediatric Improvement Quality Review Committee in order to benchmark quality metrics against peer facilities
- Established a reporting mechanism for JCAHO Children's Core Measure evaluation and review
- Established a strong relationship with the National Association of Children's Hospitals (NACHRI) through participation in quality initiatives, annual meetings, and Advocacy Day in Washington
- Established the business plan and model for a system-wide strategy for pediatrics and neonatology
- Implemented a system-wide strategy and pilot project for the transfer of neonates to other Memorial Hermann community-based neonatal units
- Implemented a system-wide echocardiogram program to develop referral relationships to the newly formed Children's Heart Institute
- Established an awareness and preference campaign in partnership with the marketing team, which included the following elements: significant enhancement of web presence, including content, design, and change to a children's hospital-specific URL, creation of a new name, logo, and brand launch, as well as radio advertising, billboard, newspaper, and television advertising
- Provided leadership and direction for a Public Relations team for local, national, and international media management of high-profile stories
- Established successful CME programs for the following services: Children's Heart Institute, pediatric neurosurgery, pediatric craniofacial surgery, and the recognition and treatment of child abuse victims
- Partnered with The University of Texas Medical School at Houston to improve and expand subspecialty clinic operations across the region

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Texas Children's Hospital and Texas Children's Pediatric Associates

Houston, Texas

The largest pediatric healthcare system in the United States, Texas Children's Hospital, consists of a tertiary hospital, two community hospitals, five Health Centers, a primary care group of over 250 pediatricians in 42 locations, and a fully licensed HMO. The Hospital is the primary pediatric teaching facility for Baylor College of Medicine, with a medical staff of more than 1,600 and a support staff in excess of 6,000. Annual system-wide net operating revenue is in excess of \$5 billion, and total annual patient encounters exceed 4.5 million.

Director, Regional Operations

July 1998 – December 2003

Texas Children's Pediatric Associates and Texas Children's Hospital

- Directed, supervised, and managed the operations of 11 physician practice locations with 220,000 annual patient visits and \$24 million in Revenue
- Performed strategic planning, business development, human resource management, lease negotiations, marketing, contracting, policy development, and physician recruitment
- Responsible for community outreach, development, grant funding, and strategic alliances with community-based organizations, school districts, and government agencies
- Recruited 4 pediatric Hospitalists to establish a program providing 24-hour hospital coverage for a network of 135 providers
- Successfully recruited 14 general pediatricians to join existing practices within the physician network
- Led facilities planning and development from an operations perspective and worked closely with the architects and engineers to design and program several new physician practice offices
- Provided detailed site planning analysis and real estate negotiations to establish three new physician practice locations and three office relocations
- Managed the successful acquisition and integration of 5 pediatric practices with more than 20 physicians
- Developed a new model of care called "Project Medical Home," which established two collaborative health centers to provide medical services to an underserved population. The collaboration included providers in teen health, case management, dental services, mental health, speech, Physical Therapy, and Occupational Therapy. Project Medical Home has expanded to include 5 locations throughout Houston

Physicians Trust, Inc.

Houston, Texas

A start-up musculoskeletal Physician Practice Management Company (PPMC)

Manager of Development Administration

April 1997 – July 1998

Avanti Health Systems, Inc.

Houston, Texas

A Medical Services Organization (MSO) for an integrated network of primary care providers located in 12 locations throughout the Houston area. The MSO provided services to the fully capitated University Medical Group (UMG)

HMO/PPO Plan Representative Operations Support Manager

**January 1997 – April 1997
December 1995 – December 1997**

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ACADEMIC AND TEACHING EXPERIENCE

Lipscomb University

Graduate Program in Healthcare Administration (MHA)

Master of Business Administration (MBA) Program

Adjunct Faculty

2023 - Present

Courses: Quality and Patient Safety, Organizational Behavior,
Performance Improvement, Strategy

Belmont University

2024 - Present

Guest Lecturer

The University of Texas Dell Medical School @ Austin

2017 - 2019

Guest Lecturer

John P. and Katherine G. McGovern Medical School at UT Health - Houston

2010 - 2017

Guest Lecturer

The University of Houston – Clear Lake

Healthcare Administration Program

Adjunct Faculty, Healthcare Administration Program

2004 – 2009

Courses: Hospital Operations (Graduate), Healthcare Finance (Undergraduate)

Guest Lecturer

2002 – 2017

Graduate program student project preceptor

2000 – 2017

Undergraduate Advisory Board

2005 – 2010

Member, Program Chairman Search Committee

2005 – 2007

CERTIFICATIONS

Harvard Business Impact

Teaching with Cases

2025

Harvard Business School

Finance for Senior Executives

2016

Private Pilot Certification - *Not current*

1998

Emergency Medical Technician (EMT) - *Expired*

1992

PUBLICATIONS

- 2024 Rajotte MG, Cordola CA. *Survey Mode Matters! An Exploration of the Impact of Changing from Phone to Mail Administration of the HCAHPS Survey.*; 2024.
- 2022 Cordola C. (2022). How a Faith-Based Healthcare Organization Is Turning the Tide of Environmental Impact. *Frontiers of health services management*, 39(1), 11–19.
<https://doi.org/10.1097/HAP.0000000000000145>
- 2021 Cordola, C. (2021). Environmental Impact and Sustainability: When the Important Becomes the Urgent. *Health Progress*, Volume 102, Number 4.
- 2021 Bukowski, R., Schulz, K., Gaither, K., Stephens, K. K., Semeraro, D., Drake, J., Smith, G., Cordola, C., Zariphopoulou, T., Hughes, T. J. R., Zarins, C., Kusnezov, D., Howard, D., & Oden, T. (2021). Computational medicine, present and the future: obstetrics and gynecology perspective. *American journal of obstetrics and gynecology*, 224(1), 16–34.
<https://doi.org/10.1016/j.ajog.2020.08.057>

SELECTED PRESENTATIONS

- 2022 Ascension's Response to COVID-19, American Hospital Association (AHA) Policy Briefing

Post-Acute Partnerships to Enhance Continuity of Care and Quality Patient Outcomes,
American College of Healthcare Executives, Chicago, Illinois
- 2020 The Response and Impact to COVID-19, Young Presidents Organization (YPO), Austin, Texas
- 2019 Medical Group Management Association (MGMA) Operations Conference, Virtual Care Technologies: Connect with Patients Where and When They Need You, Austin, TX
- 2018 Modern Healthcare, Healthcare Transformation Summit: Leading Through Change, Austin, Texas
- 2017 Patient Safety Movement: Culture of Safety Leadership Panel: The Journey to High Reliability, Los Angeles, California
- 2015 University Health System Consortium (UHC) Annual Board Meeting: Accelerating Digital Health and Healthcare: Emerging Informatics, Analytics, and Quality Leadership Competencies, Bal Harbour, Florida

Southern Medical Association: Quality Improvement and Safety at Memorial Hermann, Washington, DC

Medical World Americas: Moderator, Tomorrow's Leaders in Healthcare, Houston, Texas

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University Health System Consortium (UHC): Maximizing Safety and Minimizing Risk, Chicago, IL

2014 Harvard Business School Breakfast Forum: Healthcare Economic Forecast, Houston, Texas

ACHE Congress on Healthcare Leadership: Building Collaborative and Effective Physician Relationships in an Academic Medical Center, Chicago, Illinois

International Language Services Conference: Leading the Way: Diversity, Inclusion and Language Access, Houston, Texas

Abbott Family Leadership Conference: My Leadership Journey, San Antonio, Texas

American Electric Technologies, Inc (NASDAQ: AETI), Annual Leadership Retreat: Business of Healthcare – Organizational Culture and Planning, Houston, Texas

Association for Corporate Growth (ACG): Economic Forecast 2014: Year of the Rebound?, Houston, Texas

Healthcare Symposium – Houston CPA Society: State of Healthcare in Houston, Houston, Texas

Kelsey Research Foundation: Impact of the Affordable Care Act, Houston, Texas

The University of Texas Executive MBA Program: Lessons in Leadership – What I Wish I Knew that I Didn't Learn in Graduate School, Austin, Texas

2013 ICE Business Luncheon: Building and Maintaining Relationships with Integrity, Austin, Texas

The University of Texas School of Public Health, George McMillan Fleming Center for Healthcare Management: The Dean and Hospital CEO as Partners, Houston, Texas

The University of Texas McCombs School of Business and Texas CEO Magazine: Economic Forecast 2014, Houston, Texas.

ACHE International Conference on Healthcare Leadership: Physicians in the C-Suite, Houston, Texas.

National Association of Corporate Directors (NACD), Bracing for the Implications of the Affordable Care Act, Houston, Texas.

2012 Galleria Area Chamber of Commerce: Healthcare Reform and the Impact on Business and Community, Houston, Texas.

University Health Systems Consortium (UHC), Structural Effectiveness: Two Institutions Collaborate to Drive Outcomes. Orlando, Florida.

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The University of Texas School of Public Health, George McMillan Fleming Center for Healthcare Management: The Hospital CEO as your Customer, Houston, Texas.

2010 Commencement Address, The University of Houston Clear Lake School of Business, Houston, Texas.

The University of Texas Medical School at Houston Grand Rounds: The Economics of Healthcare, Houston, Texas.

2009 National Association of Children's Hospitals' "Creating Connections" Annual Conference: A Children's Hospital's Journey to High-Quality Outcomes

2008 Presentation to The University of Texas Medical School at Houston Pediatric Residents: Obtaining Your First Job After Residency, Houston, Texas

American College of Healthcare Executives Category I Education Session. Panel presentation: Building Morale and Retaining Employees in a Competitive Market", Houston, Texas

2005 Presentation to The University of Texas Medical School at Houston Pediatric Residents: Starting Your Own Medical Practice, Houston, Texas

Presentation to The University of Texas Medical School at Houston Pediatric Residents: Boomers Versus Gen-Xers and the Implications for Healthcare, Houston, Texas

Presentation to The University of Texas Medical School at Houston Pediatric Residents: Practice Management Seminar: Obtaining Your First Practice Opportunity in Pediatrics, Houston, Texas

2004 Presentation to The University of Texas Medical School at Houston Pediatric Grand Rounds, The Growing Demands of the Houston Healthcare Market, Houston, Texas

2002 Presentation to The Baylor College of Medicine Pediatric and Internal Medicine Residents, Practice Management Seminar: Resume Basics and the Job Search, Houston, Texas

GRANTS RECEIVED

Center for Medicare and Medicaid Services – (MH System Coordination) <i>Graduate Nursing Demonstration (\$200Million)</i>	2013
HRSA <i>Pediatric Trauma Services (\$1Million)</i>	2010
Health and Human Services <i>Consultant for the establishment of a Federally Qualified Health Center</i>	2003
American Academy of Pediatrics <i>CATCH Planning Fund Recipient</i>	2003

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Kohl's Cares for Kids Grant Recipient (\$50,000)	2002 - 2007
Reach Out and Read, Texas	2000 - 2003
Texas Department of Health <i>Texas Children's Wellness Center for Children with Special Healthcare Needs</i>	2001, 2002
The United Way of the Texas Gulf Coast (\$80,000) <i>Community Investment Grant</i>	2000

PROFESSIONAL AFFILIATIONS

American College of Healthcare Executives (ACHE) – National	1999 – Present
Fellow, American College of Healthcare Executives (FACHE)	2006 – 2025
Diplomate, American College of Healthcare Executives (CHE)	2003 – 2006
American College of Healthcare Executives – SouthEast Texas Chapter	1998 – 2017
Medical Group Management Association (MGMA)	1999 – 2003

PROFESSIONAL BOARDS AND COMMITTEES

American College of Healthcare Executives - National Higher Education and Research Committee	2000 – 2009
American College of Healthcare Executives – Southeast Texas Chapter	
President	2015
President-Elect	2014
President	2008
President-Elect	2006 – 2007
Executive Committee	2005 – 2016
Member, Regional Advisory Council	2002 – 2016
Board of Directors	2002 – 2010
Chair, Awards and Recognition Committee	2004
Co-Chair, Communications Committee	2002 – 2003
Member, Membership Committee	1999 – 2001
Austin Healthcare Council	
Board Member	2018 – 2019
Catholic Health Association (CHA)	2021 - 2023
Chair, Environmental Sustainability Affinity Group	
Center for Houston's Future	2015 – 2016
Board of Directors	
Children at Risk	
Member, Board of Directors	2010 – 2014

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Compassus	2019 - 2023
TowerBrook Capital-backed Hospice and Palliative Care Company	
Member, Board of Directors	
Fresenius Medical Care AG (NYSE: FME)	
Member, Management Board	2024 - August 2026
InterWell Health	
Welsch, Carson, Anderson & Stowe PE-Backed Value-Based Care Company	
Chairman, Board of Directors	2024
Board of Directors	2024 - 2025
Immunization Partnership	
President	2010
President-Elect	2009
Board of Directors	2008 – 2013
March of Dimes Houston	2017
Board of Directors	
National Association of Children’s Hospitals and Related Institutions (NACHRI)	
Member, Governance Council on Education	2009 – 2013
Regent Surgical Care -	
TowerBrook Capital-backed Surgery Center Company	
Member, Board of Directors	2021 - 2023
University of Houston – Clear Lake	
Alumni Association Executive Committee	2005 – 2008
University of Houston – Clear Lake Healthcare Administration Alumni Association	
President	2006 – 2008
President-Elect	2003 – 2005
Treasurer	2003 – 2004
University of Texas Health Science Center at Houston’s School of Public Health	
George McMillan Fleming Center for Healthcare Management	
Chair, Advisory Board	2014 – 2017
Advisory Board	2008 – 2017
US Acute Care Solutions (USACS)	2023
Apollo Asset Management-backed company	
Member, Board of Directors	
Member, Quality Committee	
Vifor Fresenius Medical Care Renal Pharma (VFMCRP)	2024 - August 2026
Member, Board of Directors	

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Vizient/University Health System Consortium (UHC)	
AMC Networks Board of Managers	2015 – 2017
Performance Improvement and Comparative Data Committee	2012 – 2015

COMMUNITY SERVICE

Angel Flight South Central Board of Governors	2003 – 2006
Brothers Under Christ (Beta Upsilon Chi) National Board	2011 – 2015, 2025 - Present
Green Plate Foods Advisory Board	2013 – 2018
Harvest Blessings Food Pantry, Riverbend Church	2020 - 2021
Ripley House Advisory Board	2001 – 2004
Ronald McDonald House Advisory Board	2005 – 2011
Second Baptist Church – Houston, Deacon	2013 – 2017
Stewart Morris Foundation	2016 – 2017
United Way Young Leaders	2005 – 2017
Wilderness Ridge, Inc. (Christian Boys Camp)	
Member, Board of Directors	1998 – 2001
Secretary, Board of Directors	1999 – 2001
Chairman, Camp Director Search Committee	2001
Program Director	Summer 1993
Young Presidents Organization (YPO) – Houston, Austin, Nashville	2012 – Present
Membership Committee	2026 - Present

AWARDS and RECOGNITION

2022	Beta Upsilon Chi (BYX) Alumni of the Year
2017	American College of Healthcare Executives Regent Award
2013	Becker's Hospital Review - Top 130 Not-for-Profit Healthcare CEOs
2011	University of Houston – Clear Lake, Distinguished Alumni Award
2010	Be An Angel Leadership Award
2008	University of Houston – Clear Lake Healthcare Administration Program; Outstanding Alumni Award

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2006 American College of Healthcare Executives; Early Careerist Regent's Award

2005 University of Houston – Clear Lake Healthcare Administration Program; Outstanding Alumni