

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

EDUCATION

Vanderbilt University

Peabody College

Ed.D. in Leadership and Learning in Organizations

Nashville, Tennessee

The University of Houston at Clear Lake

Master of Business Administration (MBA)/

Master of Healthcare Administration (MHA)

Houston, Texas

The University of Texas at Austin

Bachelor of Arts in Psychology with Special Honors

Minor in Biological Sciences

Austin, Texas

Harvard Business Impact

Teaching with Cases (2025)

Boston, Massachusetts

PROFESSIONAL WORK EXPERIENCE

Fresenius Medical Care (NYSE: FMS)

January 2024 - Present

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.

Chief Executive Officer, Care Delivery

Member of the Management Board

Reporting to the Chair of the Supervisory Board, responsible for leading multiple entities of the company worldwide, including Fresenius Kidney Care, Care Delivery International, Fresenius Rx, Fresenius Renal Pharma, Azura Vascular Labs, Spectra Laboratories, Frenova, and InterWell Health. Responsible for providing more than 48 million yearly dialysis treatments to 299,000 patients across 40 countries and in more than 3,700 clinics worldwide.

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 sites of care, operating 139 hospitals in 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.

Executive Vice President and Chief Operating Officer

July 2019 - February 2023

Responsibilities include all Market Operations across the Country, 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.

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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.

Memorial Hermann Health System December 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 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 Mischer Neuroscience Institute, The IronMan Sports Medicine Institute, The Texas Trauma Institute, and Memorial Hermann LifeFlight. Campus net revenues exceed \$1.5 billion.

The University of Texas Health Science Center at Houston September 2009 - 2015 **McGovern Medical School at UTHealth Houston** **Associate Dean for Hospital Affairs**

Chief Executive Officer June 2006 – September 2010 **Children's Memorial Hermann Hospital** **System Executive, Children's Services**

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.

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

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

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

Physicians Trust, Inc.

Manager of Development Administration

April 1997 – July 1998

Avanti Health Systems, Inc.

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 Courses: Quality and Patient Safety, Organizational Behavior, Performance Improvement	2023 - Present
Belmont University Healthcare MBA Program Guest Lecturer	2024 - Present
The University of Texas Dell Medical School Guest Lecturer	2017 - 2019
John P. and Katherine G. McGovern Medical School at UT Health - Houston Guest Lecturer	2010 - 2017
The University of Texas Health Science Center at Houston McGovern Medical School at UTHealth Houston Associate Dean for Hospital Affairs	2009 - 2015
The University of Houston – Clear Lake Healthcare Administration Program Adjunct Faculty, Healthcare Administration Program Courses: Hospital Operations (Graduate), Healthcare Finance (Undergraduate) Guest Lecturer Graduate program student project preceptor Undergraduate Advisory Board Member, Program Chairman Search Committee	2004 – 2009 2002 – 2017 2000 – 2017 2005 – 2010 2005 – 2007

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.

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

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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 Hospital's "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
Kohl's Cares for Kids Grant Recipient (\$50,000)	2002 - 2007

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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) Chair, Environmental Sustainability Affinity Group	2021 - 2023
Center for Houston's Future Board of Directors	2015 – 2016
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 - Present
InterWell Health	
Welsch, Carson, Anderson & Stowe PE-Backed Value-Based Care Company	
Chairman, Board of Directors	2024
Board of Directors	2024 - Present
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 - Present
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

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