



AUDREY ANDREWS

Senior Vice President and Chief Compliance Officer, **Tenet Healthcare Corp.**
@atandrews

EDUCATION: Bachelor of Arts, University of Texas. Doctor of Jurisprudence, University of Texas School of Law.

HOW DID YOU GET INTO YOUR INDUSTRY? It was somewhat by accident. In 1995, I left the law firm to take a job with a small health care consulting company because I had always wanted to work for their general counsel. I quickly realized that the health care industry had what I was looking for: important challenges and a social imperative to address those challenges.

TO YOU, WHAT MAKES DFW STAND OUT IN THE HEALTH CARE INDUSTRY? DFW's health care providers offer outstanding quality and a wide range of options to address health care needs. They give Dallas an edge when companies look to relocate here.

WHAT INNOVATIVE IMPROVEMENTS ARE YOU AND YOUR COMPANY MAKING? One of Tenet's most exciting innovations is our Medicare Performance Initiative (MPI). We launched MPI to improve the consistency and quality of hospital outcomes at an affordable cost. The Medicare program, commercial payers and patients are all seeking value. Through MPI, we strive to identify the physician and hospital practices that create value: the best outcomes at an affordable cost. We study our top performers using robust data analytical tools.

OUTSIDE OF YOUR COMPANY, WHAT ORGANIZATION ARE YOU MOST PROUD TO BE A PART OF? The Tenet Care Fund, which is a 501(c)(3) employee-run organization established to assist employees who have been impacted by disaster or hardship.

TENET HEALTHCARE CORP.

ADDRESS: 1445 Ross Ave., Ste. 1400, Dallas 75202

NO. OF EMPLOYEES: 57,705 (2011)

REVENUE: \$9.5 billion (2011)

PHONE: 469-893-6623

WEBSITE: tenethealth.com

TWITTER: @tenethealth

FACEBOOK: facebook.com/tenethealth



RICHARD COUTURIER

Vice President of Healthcare Development in South/West Regions, **Duke Realty**
@rjcouturier

EDUCATION: Master of Business Administration, Purdue University; Bachelor of Science in electrical engineering, Michigan State University; Bachelor of Science in civil/environmental engineering, Michigan State University.

DESCRIBE AN EXPERIENCE THAT SHAPED YOUR FUTURE: I entered the health care real estate field in 2000, with the responsibility of managing several construction renovation and expansion projects at the University of Michigan Medical Center and St. Joseph's Mercy Hospital in Ann Arbor, Mich. Our construction projects were carefully planned and sensitively implemented, to ensure that there were no disruptions and to maximize comfort for patients and their families. With this initial health care real estate experience, I felt that I developed a "higher calling" toward the prioritization of patient healing and recovery when developing health care real estate.

DESCRIBE A RECENT SCENARIO YOU WERE INVOLVED IN THAT REFLECTS THE STATUS OF THE HEALTH CARE INDUSTRY IN AMERICA TODAY: Health care providers need to find every way possible to reduce operating expenses. Duke Realty recently worked with Baylor Health Care System to implement a simulation model of a typical multi-physician outpatient clinic. Our analysis pinpointed under-utilized areas and processes, operating bottlenecks and large operating variances. We recommended a number of key changes that would immediately reduce real estate spatial needs by more than 30 percent, as well as options for a more effective use of health care personnel and expansion capabilities to accommodate future increases in patient service demand.

DUKE REALTY

ADDRESS: 14241 Dallas Pkwy., Dallas 75354

NO. OF EMPLOYEES: 46 (local)

REVENUE: \$1.2 billion (2011)

PHONE: 972-361-6700

WEBSITE: dukerealty.com



TREVOR FETTER

President and CEO, **Tenet Healthcare Corp.**

EDUCATION: Bachelor's degree in economics, Stanford University; Master of Business Administration, Harvard Business School.

DESCRIBE AN EXPERIENCE THAT SHAPED YOUR FUTURE: The learning experiences from business school really shaped my future. At graduate school, we learned using the case-study method which includes the requirement that you speak spontaneously when called upon to explain a solution to a business problem. This was a great experience for the demands of being a CEO, where you're constantly called upon to speak to various groups, think on your feet, and make decisions based on facts.

DESCRIBE A RECENT SCENARIO YOU WERE INVOLVED IN THAT REFLECTS THE STATUS OF THE HEALTH CARE INDUSTRY IN AMERICA TODAY: I've been in Washington frequently over the past two years trying to influence the debate about issues facing the health care industry in America today as a result of Congress' inability to tackle serious issues like the budget deficit, the national debt and the future of entitlement programs.

WHAT INNOVATIVE IMPROVEMENTS ARE YOU AND YOUR COMPANY MAKING? We're in the midst of a very substantial \$620 million-plus program to implement clinical information systems in our hospitals. This will improve patient safety, clinical quality and our ability to provide an integrated approach to health care.

WHAT ARE YOU MOST KNOWN FOR? Jumping into Tenet at a very difficult time and sticking with it throughout a turnaround of which I'm very proud.

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ANDY MEYERCORD

Shareholder, **Looper Reed & McGraw PC**

WHAT IS THE MOST IMPORTANT DECISION FACING THE HEALTH CARE INDUSTRY TODAY? The question the nation and its health care providers must answer is: How to meet the health care needs of the nation's entire population, including the aging baby boomers and those who will be insured, while at the same time preserving the quality of the health care services provided in the United States?

TO YOU, WHAT MAKES DFW STAND OUT IN THE HEALTH CARE INDUSTRY? DFW is fortunate to have many of the nation's leaders in the health care industry. Through their guidance and initiatives, DFW is recognized as a center for medical research and innovative methods, delivering quality medical services to the residents of our community.

WHAT INNOVATIVE IMPROVEMENTS ARE YOU AND YOUR COMPANY MAKING? Through Looper Reed's various wellness programs, we have actively moved to promote the health and wellness of our employees. These programs allow for education of proper fitness and diet, but also incentivize our employees to live right.

WHAT IMPROVEMENTS MUST WE, AS A SOCIETY, MAKE TO IMPROVE HEALTH CARE IN DFW? We need to take responsibility for our health and strive to educate and reward all members of society for a healthy life style.

OUTSIDE OF YOUR COMPANY, WHAT ORGANIZATION ARE YOU MOST PROUD TO BE A PART OF? Presbyterian Communities & Services, a faith-based, non-profit that operates Presbyterian Village North, Grace Presbyterian Village and Faith Presbyterian Hospice.

LOOPER REED & MCGRAW PC

ADDRESS: 1601 Elm St., Ste. 4600, Dallas 75201

NO. OF EMPLOYEES: More than 200 employees (100 in Dallas)

REVENUE: Not disclosed

PHONE: 214-954-4135

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TWITTER: @looperreed

FACEBOOK: facebook.com/LooperReed



JONATHAN K. HENDERSON

Shareholder, **Polsinelli Shughart PC**

EDUCATION: Doctor of Jurisprudence, St. Mary's University School of Law; Bachelor of Business Administration, Texas Christian University.

HOW DID YOU GET INTO YOUR INDUSTRY? As a young corporate lawyer, I had the opportunity to work on health care industry M&A deals. My firm was acting for a publicly traded hospital company in the early '90s, buying and selling hospitals. The federal Stark law was in its infancy. I think I was drawn to the regulatory complexity of structuring deals and the entrepreneurial nature of the industry. I also saw an opportunity to focus on a niche as a corporate health care lawyer.

DESCRIBE A RECENT SCENARIO YOU WERE INVOLVED WITH THAT REFLECTS THE STATUS OF THE HEALTH CARE INDUSTRY IN AMERICA TODAY: Polsinelli was part of the legal team that advised IntegraCare Holdings, a private equity sponsored home health and hospice company with locations throughout Texas, which was acquired by Kindred Healthcare at the end of August. In another transaction, we acted for Catholic Health Initiatives with its investment in Carena Inc., a Seattle-based technology-enabled care delivery model, which closed in June. These transactions tell the story of consolidation and the important role of private equity in health care services.

TO YOU, WHAT MAKES DFW STAND OUT IN THE HEALTH CARE INDUSTRY? Some of the most successful health care services companies are headquartered in North Texas. Our region is recognized across the United States as having a smart workforce, an entrepreneurial spirit, and a collaborative nature.

POLSINELLI SHUGHART PC

ADDRESS: 2501 N. Harwood, Ste. 2501, Dallas 75201

NO. OF EMPLOYEES: 20 in Dallas. More than 1,240 nationally.

REVENUE: \$235 million nationally (2011)

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WEBSITE: polsinelli.com

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