

DENISE WILDER WARREN
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BOARD OF DIRECTORS

- 2018 - Present **BROOKDALE SENIOR LIVING (BKD)** **BRENTWOOD, TN**
Board Member; Chairman of the Audit Committee and Member of the Compensation Committee. A NYSE company focusing on senior living services including assisted living, independent living, skilled nursing, memory care, home health and hospice. Honored in 2020 with the Sacred Heart Corporate Citizenship Award for contributions made to the entire organization during the corona virus pandemic.
- 2017 - Present **COMPUTER PROGRAMS & SYSTEMS (CPSI)** **MOBILE, AL**
Board Member, Chairman of the Compensation Committee; Member of the Audit Committee; Member of the Innovation and Technology Committee; and Member of the Special Committee. A NASDAQ company focusing on healthcare information systems and solutions. Products include electronic healthcare records for the acute, post-acute and ambulatory settings, as well as financial accounting/back office software and back office business functions including revenue cycle management.
- 2016 - Present **ROCKROOM INSURANCE GROUP** **GRAND CAYMAN ISLAND**
Board Member. Rockroom is a multi-cell captive insurance company that writes medical malpractice/general liability insurance for WakeMed Health & Hospitals.
- 2017 - 2020 **HEARTCARE+** **DURHAM/RALEIGH, NC**
Board Member. HeartCare+ is a collaboration between Duke University Health System and WakeMed to provide exceptional Heart Services to the Wake County community.
- 2017 - 2020 **CANCERCARE+** **DURHAM/RALEIGH, NC**
Board Member. CancerCare+ is a collaboration between Duke University Health System and WakeMed to provide exceptional Cancer Services to the Wake County community.
- 2016 - 2018 **CENTRAL ATLANTIC EXECUTIVE BOARD of VIZIENT** **CHARLOTTE, NC**
Board Member. Serve as member of the Board of Directors. Vizient is a group purchasing / educational organization serving primarily not-for-profit hospitals.
- 2015 - 2017 **DOGWOOD INSURANCE COMPANY** **GRAND CAYMAN ISLAND**
Board Member. Served as member of the Board of Directors. Dogwood was a multi-cell captive insurance company that wrote medical malpractice/general liability insurance for WakeMed Health & Hospitals and Mission Health located in Asheville, NC.
- 2017 - 2018 **ACADEMIC INNOVATORS ALLIANCE LLC** **CHARLOTTE, NC**
Board Member. The Alliance is an affiliated institution with Premier Inc. (PINC – NASDAQ) that is designed to provide consulting, GPO, and clinical data analytics for academic healthcare institutions.
- 2009 – 2015 **AURIGA INSURANCE GROUP** **GRAND CAYMAN ISLAND**
Chairman of the Board. Served as member of the Board of Directors and Chairman. Auriga wrote medical malpractice/general liability insurance and employee medical stop-loss insurance for Capella Healthcare.

PROFESSIONAL EXPERIENCE

2015 – 2020

WAKEMED HEALTH & HOSPITALS

RALEIGH, NC

Executive Vice President & Chief Operating Officer. Retired.

- Second in command of a \$1.4 billion health system. Responsible for the strategic, financial and operational performance of all enterprises (5 Hospitals; 3 Healthplexes; 80+ physician clinics, and joint ventures).
- Direct reports include: SVP & Administrator Raleigh Hospital; SVP & Administrator Community Hospitals; SVP & Chief Nursing Officer; VP Construction & Design; VP Operations – WakeMed Physician Practices; VP & Chief Information Officer; VP Clinical and Support Operations – System; Executive Director – WakeMed Foundation
- Led an operational turnaround in 2015/2016, focusing on revenue growth and cost efficiency. Resulted in a 186% increase in EBITDA (\$67m). 2017 improvement of approximately \$50m.
- Led the effort to improve employee satisfaction scores from the 87th percentile to the 93th percentile; and physician satisfaction scores from the 56th percentile to the 88th percentile.
- Helped direct the finance organization upon CFO's departure including developing the 2017 and 2018 budgets, ratings agency presentations, revenue cycle re-organization, working with outside auditors, working closely with the Board Finance and Audit committees as well as various day-to-day financial operations.
- Assist in advising WakeMed Key Community Connect – WKCC – an ACO joint venture.
- Instrumental in helping design, negotiate and establish HeartCare+ and CancerCare+...a collaboration with Duke University Health Care. Serve on the Board of Directors of each entity.
- Help drive the WakeWay 2 Excellence (lean for healthcare) program focused on 6 Value Streams. Serve as Chairman of the Transformation Guiding Taskforce.
- Directed the withdrawal from Dogwood Insurance Company, and formed Rockroom Insurance Group, a wholly-owned insurance company writing medical malpractice and general liability insurance. Introduced WakeMed to the Lloyds of London Syndicate resulting in nearly a 20% premium savings.
- Work closely with the Board of Directors and Medical Staff designing and executing the strategic operating plan. Participate in Board meetings as well as the following Board committees: Finance, Audit, Compliance, and Strategic Planning. Member of the Joint Committee on Quality Control.

2005 – 2015

CAPELLA HEALTHCARE, INC.

NASHVILLE, TN

Executive Vice President & Chief Financial Officer.

- Supervised corporate functions including finance, accounting, tax, investor relations, internal audit, risk management, corporate communications, operations finance, reimbursement, human resources and treasury.
- Responsible for balance sheet management including capital structure and interest rate hedges as well as ensuring available funding for capital expenditures, working capital needs and acquisitions.
- Played integral role in multiple hospital/surgery center mergers, acquisitions and divestitures. Culminated in a sale of the company to Medical Properties Trust.
- Responsible for investment banking relationships. Negotiated and closed \$282m of bank credit facilities during 2005 and 2007. Negotiated and closed \$535m of bank credit facilities during 2008.

- Negotiated and closed a \$500m Public High Yield Bond Offering and a \$100m ABL Revolver Facility in 2010. Negotiated and closed an additional \$100m Term Loan B Facility in 2014.
- Worked closely with debt investors, equity investors and ratings agencies. Instrumental in obtaining ratings increases at both S&P and Moody's.
- Successfully navigated the S-4 registration process with the SEC in 2011. Implemented quarterly disclosure committee reviews, audit reviews, SOX procedures and testing, as well as quarterly investor conference calls.
- Worked with external auditors in preparing audits and annual reports to shareholders. Worked with third-party appraisers to determine value of acquired assets as well as an annual equity valuation of Capella Healthcare.
- Formed a captive insurance company for Capella Healthcare, Auriga Insurance Group, in early 2009. Placed re-insurance with the Lloyds of London syndicate and the Bermuda excess markets.
- Worked with the Board of Directors on all financial, accounting and risk management matters. Participated in audit and compensation committees. Worked closely with private equity sponsor, GTCR Golder Rauner.
- Chairman of the 401-k Investment Committee. Member of the Ethics & Compliance Committee. Member of the Political Action Committee. Served on the Executive Management Committee. Represented Capella as panelist, keynote speaker and guest lecturer at a number of events.

2001 - 2005**AVONDALE PARTNERS LLC****NASHVILLE, TN***Director of Equity Research; Senior Equity Analyst.*

- Responsible for set-up and management of the equity research department. Supervised 20 research professionals. Coverage universe included 103 stocks.
- Provided research coverage on healthcare services. Served as department editor and compliance officer.

2000 - 2001**GAYLORD ENTERTAINMENT COMPANY****NASHVILLE, TN***Senior Vice President and Chief Financial Officer.*

- Supervised all corporate functions including finance, accounting, tax, investor relations, internal audit, human resources, information technology, public relations, risk management, legal and treasury. Acted as interim CEO and ran day-to-day operations upon unexpected departure of CEO. Developed short-term strategy including businesses to be shuttered or divested, budgets to be reduced and employees to be terminated.
- Developed long-term growth strategy. Instituted rolling three-year strategic planning process.
- Raised \$625m through private placements to provide working capital and funds for development projects. Negotiated an additional \$200m financing package including an insurance company wrap for the Opryland Hotel – Florida. Reduced monthly cash drain from \$15m to \$2m. Supervised and approved the operating and capital budgets of operating units.
- Worked with external auditors in preparing quarterly and annual filings. Supervised preparation and filing of SEC documents for public equity companies including SOX testing. Led quarterly shareholder conference calls and worked closely with equity investors and investment banks.
- Led Board of Directors meetings; led discussions at audit committee and compensation committee. Worked closely with legal counsel to review and develop strategies for pending and potential litigation.

- 1996 - 2000** **MERRILL LYNCH & CO.** **NEW YORK, NY**
Director, Senior Equity Analyst.
- Coverage base included the lodging, lodging REITs, timeshare and gaming industries. Tracked, monitored and evaluated a portfolio of 21 stocks. Interviewed senior management teams to determine validity of corporate strategy. Performed due diligence on financial statements. Authored in excess of 1,000 research reports. Served as panelist for multiple investor conferences. Marketed stocks to institutional investors. Member of the Institutional Investor's All-Star Research Team. Selected to the Wall Street Journal All-Star analyst team. Worked closely with investment banking colleagues.
- Associate – Investment Banking (Summer 1995).*
- Worked on original transaction for the proprietary STRYPES product. Prepared analysis and presentations including equity disposition alternatives, financing alternatives and mergers & acquisitions analysis.
- 1992 - 1994** **CS FIRST BOSTON** **DALLAS, TX**
Financial Analyst.
- Evaluated companies in the Southwest for potential financing and/or mergers/acquisitions. Led team for a \$65m secondary equity offering. Served as member of co-manager team in the execution of an \$80m IPO.
- 1987 - 1989** **FORD CAPITAL, LTD. – FORD BANK GROUP, INC.** **DALLAS, TX**
Ford Capital, Ltd. – Assistant Treasurer.
- Evaluated proposals for venture capital funding. Managed an \$8 million bond portfolio. Prepared tax returns, financial statements and SBA filings.
- Ford Bank Group, Inc.*
- Assisted in evaluation of failed banks/savings & loans for possible buyout. Represented holding company at meetings with the Office of the Comptroller of the Currency and the FDIC.
- 1985 - 1987** **EXECUTIVE AFFAIRS, LTD.** **DALLAS, TX**
Sole shareholder and President.
- 1984 - 1985** **SCHNEIDER, BERNET & HICKMAN** **DALLAS, TX**
Research Assistant and Registered Representative.
- 1982 - 1984** **EF HUTTON & COMPANY** **RALEIGH, NC and DALLAS, TX**
Registered Representative.
- 1980 - 1982** **ERNST & WHINNEY** **RALEIGH, NC**
Tax Para-professional.

EDUCATION

2021	National Association of Corporate Directors Corporate Board Director Certification	WASHINGTON, DC
2020	HARVARD BUSINESS SCHOOL Corporate Director Certificate	BOSTON, MA
1994 – 1996	HARVARD BUSINESS SCHOOL Master in Business Administration degree, June 1996. Vice President – Women’s Student Association. Tutor for first year MBA Accounting and Finance.	BOSTON, MA
1990 – 1992	SOUTHERN METHODIST UNIVERSITY Bachelor of Science in Economics, <i>summa cum laude</i> ; Phi Beta Kappa; Hyer Society, GPA 3.97/4.00. Member SOTA – Students Over the Traditional Age.	DALLAS, TX

COMMUNITY

2019 - present	LEADERSHIP NORTH CAROLINA Member of Class XXVII	RALEIGH, NC
2020 - present	RALEIGH CHAMBER OF COMMERCE Member of the Board of Directors	RALEIGH, NC
2016 - present	WAKEMED FOUNDATION <i>Executive Leader.</i> Serve as an Executive Leader for the fundraising arm of WakeMed.	RALEIGH, NC
2009 - 2015	AMERICAN HEART ASSOCIATION <i>Member of Board of Directors.</i> Served on the <i>Executive Leadership Team of Go Red For Women</i> – the Heart Association’s women’s movement, and participated as a <i>Circle of Red</i> and <i>Heart Society</i> personal member.	NASHVILLE, TN
2010 - 2011	AMERICAN HEART ASSOCIATION – GO RED FOR WOMEN <i>Chairman of the 2011 Go Red for Women Movement.</i> Included serving as Chair of the Executive Leadership Team; Chair of the 2011 Go Red for Women Luncheon and Chair of the 2011 Men’s Event for Go Red.	NASHVILLE, TN

MEMBERSHIPS

2015 - Present	NORTH CAROLINA HOSPITAL ASSOCIATION	RALEIGH, NC
2013 - 2015	TENNESSEE HOSPITAL ASSOCIATION <i>Member of the Audit Committee; Member of the Investment Committee</i>	NASHVILLE, TN
2009 - 2015	FEDERATION OF AMERICAN HOSPITALS BOARD OF GOVERNORS	WASHINGTON, DC
2007 - 2015	WOMEN BUSINESS LEADERS	NASHVILLE, TN
2005 - 2015	NASHVILLE HEALTHCARE COUNCIL	NASHVILLE, TN

AWARDS

- 2020 **SACRED HEART CORPORATE CITIZENSHIP AWARD**
Presented by Brookdale Senior Living for contributions made to the company during the corona virus pandemic
- 2019 **2019 MOST INFLUENTIAL CORPORATE BOARD DIRECTORS**
Selected by *WomenInc.*
- 2014 One of three Finalists for **Chief Financial Officer of the Year – Large Private Companies**
Selected by Nashville Business Journal
- 2014 **150 HOSPITAL AND HEALTH SYSTEM CFOs TO KNOW**
Selected by Becker’s Hospital Review
- 2013 **125 HOSPITAL AND HEALTH SYSTEM CFOs TO KNOW**
Selected by Becker’s Hospital Review
- 2012 **110 HOSPITAL AND HEALTH SYSTEM CFOs TO KNOW**
Selected by Becker’s Hospital Review
- 2011 **WOMEN TO WATCH**
Selected by Nashville Medical News as a “Woman to Watch” in the healthcare industry.
- 2010 **WOMEN OF INFLUENCE**
Selected as a winner by the Nashville Business Journal as a Woman of Influence in the Corporate Category.
- 2009 **CHIEF FINANCIAL OFFICER OF THE YEAR – LARGE PRIVATE COMPANIES IN TENNESSEE**
Selected as the winner among five finalists by the Nashville Business Journal at its inaugural event.

PERSONAL: Married 37 years, one daughter. Age: 59