

Theodore M. Mazer, M.D.



Ear, Nose, and Throat  
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8/16/06

Mr. Paul O'Neill, Senior Vice President  
Tenet Healthcare  
13737 Noel Road, Suite 100  
Dallas, Texas 75240

Dear Mr. O'Neill,

As a staff physician at Alvarado hospital for the past 18 years, and as the current President of the San Diego County Medical Association, I believe I represent many of the area physicians regarding our concern with the health and health care of our community. Alvarado Hospital Medical Center has been and continues to be an important asset to this community, providing high quality care to the community it serves, and presenting a model of care unique in the San Diego Community not tied to any major managed care system while providing both managed care and a wide range of non-managed care services. Additionally, many of the physicians on Alvarado's staff rely on Alvarado Hospital Medical Center to help them provide important medical services and high quality care to their patients.

I am well aware that you are in the process of selling Alvarado Hospital Medical Center and understand your desire and need to secure the best possible price for the facility. I further recognize the fact that you have the opportunity to sell the hospital to a party of your choosing, and appreciate the fact that as you consider potential purchasers, you have demonstrated a willingness to contemplate factors beyond price.

It is obviously important to our patient and physician community that the new owners make strong commitments to the continued operation of a full service hospital while maintaining robust relationships with the current medical staff and with other healthcare professionals and hospital staff. As such, I am writing to let you know that I have become very familiar with one organization that is a potential purchaser, and that this organization in particular has garnered my full support for a range of important reasons. This organization is CareNex Health Services. Pejman Salimpour, M.D. serves as President and CEO of CareNex Health Services. Dr. Salimpour is held in highest regard, being well known throughout Southern California as a physician with an incredible passion for serving his patients and their families with highly personalized attention while also providing care that is of the highest quality and efficiency. In addition to being a Professor of Pediatrics at UCLA School of Medicine, with all of the responsibilities thereof, Dr. Salimpour has a string of programmatically exceptional and financially responsible health care ventures which he has led over the course of the past two decades. Dr. Salimpour has managed the impressive art of doing good and doing well while competing in a crowded marketplace, and has been so recognized. CareNex, the organization that he runs, reflects his very strong personal commitment to personalized care, quality care, and efficient care. I am confident that these remarkable personal and professional characteristics will be embedded into Alvarado Medical Center if CareNex is successful in its efforts to acquire the hospital.

If the CareNex team acquires Alvarado Hospital Medical Center I am confident that the hospital will continue to provide the full range of services and the high quality health care that are so important to this community – and would be important to any community. The CareNex team appears ready to maintain great relationships with, and work closely with the medical community and with all stakeholders. Unlike some of the other known prospective buyers in this process, there is no history of negative interactions with the medical staff, nor any concern regarding financing and operational capabilities with CareNex. I believe this organization would manage the transition with little or no disruption of existing operations, something which is critical to the survival and rejuvenation of Alvarado Hospital, and which is desired by the community and the local political leaders.

Should you have any further questions, please do not hesitate to call me.

Sincerely,

A handwritten signature in black ink that reads "Ted Mazer MD". The signature is written in a cursive style with a long, sweeping underline.

Ted Mazer, MD  
Otolaryngology, Board Certified Am Board Otolaryngology-Head and Neck Surgery  
President San Diego County Medical Society  
Trustee California Medical Association  
President Pacific Foundation for Medical Care