



California Medical Association

Established 1856

August 16, 2006

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

Dear Mr. O'Neill:

I am the CEO of the California Medical Association, representing 35,000 physicians in California organized as the largest state medical association. In our dedication to the health and well being of Californians, we have watched with great interest and concern the issues relating to Alvarado Hospital and Medical Center in San Diego as they have struggled with their Medicare-related difficulties. One of our most successful component societies, San Diego County Medical Society, has expressed great concern that the services and care facilities at Alvarado remain open, fully staffed and fully operational. This is critical to the health and well being of the community, and to prevent overloading of other emergency rooms and inpatient facilities in the vicinity.

Given that you are in the process of transferring the ownership of Alvarado to another entity, we'd like to make a recommendation as to an individual and an organization that we believe will carry on the excellent institution that you have operated and supported.

While we would expect that there will be a variety of factors that will inform the decision as to who might represent the best new owner for the Medical Center, CMA would like to be assured that Alvarado will maintain full services and an ongoing positive and strong relationship with the dedicated medical staff members and other health professionals who work in and respect the facility.

I am personally asking that you strongly consider the auspicious candidacy of CareNex Health Services. The president and CEO of CareNex, Pejman Salimpour, MD, is a highly respected professional in the CMA and in Southern California. He has been engaged with CMA on numerous projects to improve quality of care and patient safety, and to promote health and well being for his pediatric patients, including pediatric neonatology services. Dr. Salimpour is a professor of pediatrics at UCLA, and has been involved in a variety of successful entrepreneurial ventures in California in the past. He is highly respected among the leadership of the California Medical Association as an ethical, responsible and highly skilled physician leader and manager.

CareNex clearly has an opportunity to bring the highly respected and extremely experienced administrative team to ensure the ongoing success of Alvarado. Having carefully looked at some

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of the people we know to be interested in taking over services at Alvarado, we believe Dr. Salimpour and CareNex represent an exceptionally strong candidate for a positive and viable future for this critically important facility.

Thank you for your consideration of my opinions in these regards. Please don't hesitate to contact me if I can be of assistance in amplification or elaboration upon any of the preceding.

Very truly yours,

A handwritten signature in black ink, appearing to read 'J. Lewin', with a large, stylized initial 'J' and a long, horizontal flourish extending to the right.

Jack Lewin, MD
EVP/CEO