



January 27, 2012

Ms. Laurie Liles
CEO
Arizona Hospital and Healthcare Association
2800 North Central Avenue
Suite 1450
Phoenix, Arizona 85004-1051

Dear Laurie,

It is with deep regret, but profound resolve, that we inform you of our intention to resign from the Arizona Hospital and Healthcare Association. We do not come to this decision lightly. We are well aware of the effect that our departure may have on the Association, but we simply cannot justify our respective memberships in the Association, as the Association is no longer consistent with nor reflective of our collective interests on legislative and regulatory issues before the Governor and State Legislature.

We know you have sincerely tried to manage the disparate voices within the organization, but we no longer believe the Association can serve as a voice for our concerns. Our termination will be effective March 1 of this year.

Sincerely,

A handwritten signature in black ink, appearing to read "Peter S. Fine".

Peter S. Fine
President & CEO
Banner Health

A handwritten signature in black ink, appearing to read "Linda Hunt".

Linda Hunt
Senior VP of Operations, Dignity
Health
President/CEO, St. Joseph's Hospital
and Medical Center

A handwritten signature in blue ink, appearing to read "Reginald M. Ballantyne III".

Reginald M. Ballantyne III, FACHE
Senior Corporate Officer
Vanguard Health Systems