

Memorandum

Date: December 11, 2019

To: All Management

From: Chris Van Gorder, President and CEO

Re: RETIREMENT OF RICHARD SHERIDAN

After 31 years of dedicated service, Richard Sheridan is retiring from his position of Corporate Executive Vice President and General Counsel.

Richard established the Scripps legal office in 1988 and has served as General Counsel since that date. During this time, Scripps has undergone significant growth, evolving from the single Scripps Memorial Hospital to our current regional system of hospitals, ambulatory facilities, and external health care and business partnerships. Richard and his legal team negotiated the transactions and agreements enabling this growth and created the legal services that guide and support the daily delivery of health care by our physicians, clinicians, and staff. Most recently, Richard also oversaw Scripps human resource functions.

Richard will be retiring at the end of this month. Brad Ellis will serve as interim General Counsel upon Richard's departure.

Please join in thanking Richard for his many contributions to Scripps and our patients, and in wishing him well.

Office of the President
10140 Campus Point Drive
San Diego, CA 92121

MEMORANDUM



Date: January 10, 2020
To: All Management
All Physicians
From: Chris Van Gorder, President and CEO
Re: **DR. JIM LABELLE**

After 31 years at Scripps as a practicing physician and physician leader, Dr. Jim LaBelle has decided to step-down from his position as Chief Medical Officer.

Dr. LaBelle's career at Scripps began as an emergency room physician. Prior to his appointment as CMO, he held various leadership positions, including medical director of emergency services and hospital chief of staff at Scripps Encinitas.

From the time Jim assumed the role as Chief Medical Officer (CMO) in 2013, the organization's priority has been reducing non-value-added variation and cost, and continuously improving our inpatient and ambulatory clinical care. As CMO, Dr. LaBelle has been a leader in these efforts. Likewise, Jim's passion for quality improvement, the design of clinical processes and the development of population health management models has driven improvement in these areas and made Scripps a better place to work and a better place to receive care.

Throughout all his positions, Jim's focus has been providing the highest level of patient care. As he returns to Scripps Encinitas as a member of that hospital's medical staff, I hope you will join me in thanking him for his many contributions to our patients and to Scripps as CMO.

Dr. Anil Keswani and Dr. Ghazala Sharieff will jointly assume the responsibilities of Chief Medical Officer on an interim basis, effective Jan. 13.

MEMORANDUM



Date: February 5, 2020
To: All Management
All Physicians
From: Chris Van Gorder, President and CEO
Re: **Departure of Shiraz Fagan**

I'm sad to announce that after 18 years at Scripps in various management and leadership roles, Shiraz Fagan has decided to resign her position as Chief Operating Officer for Scripps Health. Her last day at Scripps will be Friday, Feb. 14.

Shiraz first joined Scripps in 2002 as a senior project manager in the project management office. Later she served as chief operating executive and vice president of physician services for Scripps Clinic, and as chief executive of Scripps Medical Foundation.

Since her appointment as COO in 2017, Shiraz has been central to restructuring and integrative efforts that created regional chief executive and ancillary executive roles, as well as a dyad administrator/physician leadership model at our hospitals. Overall, her primary focus during her tenure has been on reducing costs in the organization to help make care more affordable and accessible for our patients and the community.

Shiraz wanted me to share with you that she is grateful for her time at Scripps and for the people she's met and worked with. She leaves Scripps optimistic for the organization and looks forward to hearing about our future accomplishments. She also asked me to share her personal email: ShirazMFagan@gmail.com.

Please join me in thanking Shiraz for her many contributions to Scripps and our patients.