

**Nicole Tremblett**  
**Vice President, Information Technology Group**  
**HCA Healthcare**

---

Experienced technology executive with proven track record of leading teams from strategy through solution delivery to achieve desired business outcomes. Focused on accelerating outcomes by setting a clear strategy, vision and goals. Demonstrated ability in building talent and cultivating an engaged workplace.

Currently leads a team of over 400 IT professionals focused on building world class IT products to improve the delivery of healthcare. Current responsibilities Nursing Technology (mobile management, nurse call), HR Technology (Global HR, Compensation, Workforce Planning) and Identity and Access (manage over one million identities).

Previously lead a team that designed and delivered technology solutions to operate revenue cycle services for a large healthcare provider. Supported Shared Services Center operations in 11 locations. Defined and executed strategic initiatives by developing plans for new products, streamlining operations and investing in future strategies.

As a member of the X12 Board I look forward to continuing to advocate for the organization's strategic objectives and supporting its operations however I can. I also look forward to partnering to develop the strategic vision for the future. I will be an active participant as the board evolves to further the mission of X12.

Thank you for your consideration.

Nicole Tremblett