

DAWN CARTER

324 Blackwell Street, Suite 1100 • Durham, NC 27701 • (919) 403-3300

EDUCATION

M.H.A., Health Policy and Administration, University of North Carolina at Chapel Hill
B.S., Summa Cum Laude, Business Administration, Bob Jones University, Greenville, SC

PROFESSIONAL EXPERIENCE

ASCENDIENT HEALTHCARE ADVISORS, INC., DURHAM, NC
f/n/a Health Planning Source, Inc.
President and Principal Consultant, 1994 to present

PLANNING AND DESIGN ASSOCIATES, RALEIGH, NC
Consultant, 1990 to 1994

WALKE-HARDY AND ASSOCIATES, GREENSBORO, NC
Sales Assistant, 1989 to 1990

ARNEX, INC., GREENSBORO, NC
Manager, 1988 to 1989

GREENVILLE HOSPITAL SYSTEM, GREENVILLE, SC
Planning Assistant, 1987 to 1988

FACULTY POSITIONS

University of North Carolina at Chapel Hill, School of Public Health, Department of
Health Policy and Management
Adjunct Instructor, October 1999 to present

LITIGATION EXPERIENCE

Deposition Testimony, August 27, 2013, *County of Catawba, d/b/a Catawba Valley Medical Center v. Frye Regional Medical Center and Tate Surgery Center, LLC and Viewmont Surgery Center, LLC*, 11 CvS 2780

Hearing Testimony, April 30 and May 2, 2013, *AMISUB of South Carolina, Inc. d/b/a Piedmont Medical Center d/b/a Fort Mill Medical Center v. South Carolina Department of Health and Environmental Control and the Charlotte-Mecklenburg Hospital Authority d/b/a Carolinas Medical Center – Fort Mill*, 11-ALJ-07-0575-CC

Deposition Testimony, February 14 and March 4, 2013, *AMISUB of South Carolina, Inc. d/b/a Piedmont Medical Center d/b/a Fort Mill Medical Center v. South Carolina Department of Health and Environmental Control and the Charlotte-Mecklenburg Hospital Authority d/b/a Carolinas Medical Center – Fort Mill*, 11-ALJ-07-0575-CC

Deposition Testimony, March 7 and 13, 2012, *Holly Springs Hospital II, LLC v. NC Department of Health and Human Services, Division of Health Service Regulation, Certificate of Need Section and Rex Hospital, Inc., Harnett Health System, Inc., and WakeMed*, 11 DHR 12727

Hearing Testimony, August 31, September 1, 2, 6, November 2 and 21, 2011, *Randolph Surgery Center, LLC and The Charlotte Mecklenburg Hospital Authority d/b/a Carolinas HealthCare System v. NC Department of Health and Human Services, Division of Health Service Regulation, Certificate of Need Section and University Surgery Center, LLC and Novant Health, Inc. and Cabarrus Orthopaedic Surgery Center Holdings, LLC*, 11 DHR 0889

Hearing Testimony, September 14 and 15 2011, *The Charlotte Mecklenburg Hospital Authority d/b/a Carolinas Rehabilitation-Mount Holly and d/b/a Carolinas HealthCare System v. NC Department of Health and Human Services, Division of Health Service Regulation, Certificate of Need Section and Caromont Health, Inc and Gaston Memorial Hospital, Inc.*, 11 DHR 3396

Deposition Testimony, July 27 and 28, 2011, *The Charlotte Mecklenburg Hospital Authority d/b/a Carolinas Rehabilitation-Mount Holly and d/b/a Carolinas HealthCare System v. NC Department of Health and Human Services, Division of Health Service Regulation, Certificate of Need Section and Caromont Health, Inc and Gaston Memorial Hospital, Inc.*, 11 DHR 3396

Deposition Testimony, July 14 and 15, 2011, *Randolph Surgery Center, LLC and The Charlotte Mecklenburg Hospital Authority d/b/a Carolinas HealthCare System v. NC Department of Health and Human Services, Division of Health Service Regulation, Certificate of Need Section and University Surgery Center, LLC and Novant Health, Inc. and Cabarrus Orthopaedic Surgery Center Holdings, LLC*, 11 DHR 0889

Hearing Testimony, March 1, 2 and 14, 2011, *Rex Hospital, Inc. d/b/a Rex Healthcare v. NC Department of Health and Human Services, Division of Health Service Regulation, Certificate of Need Section, and Holly Springs Surgery Center, LLC, and Novant Health, Inc. and WakeMed*, 10 DHR 5275

Deposition Testimony, February 7 and 8, 2011, *Rex Hospital, Inc. d/b/a Rex Healthcare v. NC Department of Health and Human Services, Division of Health Service Regulation, Certificate of Need Section, and Holly Springs Surgery Center, LLC, and Novant Health, Inc. and WakeMed*, 10 DHR 5275

Deposition Testimony, June 1 and 8, 2010, *Alamance Regional Medical Center, Inc. v. NC Department of Health and Human Services Division of Health Service Regulation, Certificate of Need Section and University of North Carolina Hospitals at Chapel Hill*, 09 DHR 5771

Hearing Testimony, April 15, 16, 20, 21 and June 14 2010, *The Charlotte-Mecklenburg Hospital Authority d/b/a/ Carolinas-Rehabilitation-Mount Holly and d/b/a Carolinas HealthCare System v. NC Department of Health and Human Services Division of Health Service Regulation, Certificate of Need Section and Caromont Health, Inc. and Gaston Memorial Hospital, Inc.*, 09 DHR 6116

Deposition Testimony, February 8, March 23, April 9, 2010, *The Charlotte-Mecklenburg Hospital Authority d/b/a/ Carolinas-Rehabilitation-Mount Holly and d/b/a Carolinas HealthCare System v. NC Department of Health and Human Services Division of Health Service Regulation, Certificate of Need Section and Caromont Health, Inc. and Gaston Memorial Hospital, Inc.*, 09 DHR 6116

Deposition Testimony, October 29, 2009, *Davie County Emergency Health Corporation d/b/a Davie County Hospital and North Carolina Baptist Hospital v. NC Department of Health and Human Services Division of Health Service Regulation, Certificate of Need Section and Novant Health, Inc. and Forsyth Memorial Hospital, Inc. d/b/a Forsyth Medical Center*, 09 DHR 3116

Hearing Testimony, September 21 and 22, 2009, *Charlotte-Mecklenburg Hospital Authority, d/b/a Carolinas HealthCare System and Presbyterian Healthcare System d/b/a Presbyterian Hospital-York, LLC v. South Carolina Department of Health and*

Environmental Control and Amisub of South Carolina, Inc. d/b/a Piedmont Healthcare System, d/b/a Fort Mill Medical Center, 06-ALJ-07-0713-CC

Deposition Testimony, February 4, February 9, and May 13 2009, Charlotte-Mecklenburg Hospital Authority, d/b/a Carolinas HealthCare System and Presbyterian Healthcare System d/b/a Presbyterian Hospital-York, LLC v. South Carolina Department of Health and Environmental Control and Amisub of South Carolina, Inc. d/b/a Piedmont Healthcare System, d/b/a Fort Mill Medical Center, 06-ALJ-07-0713-CC

Hearing Testimony, October 23, 24, 28, 2008, Novant Health, Inc. and Medical Park Hospital, Inc. d/b/a Medical Park Hospital v. NC Department of Health and Human Services Division of Health Service Regulation, Certificate of Need Section and Davie County Emergency Health Corporation d/b/a Davie County Hospital, North Carolina Baptist Hospital, Town of Bermuda Run, Town of Mocksville, and Davie County, 08 DHR 0688; Davie County Emergency Health Corporation d/b/a Davie County Hospital and North Carolina Baptist Hospital and Town of Bermuda Run, Town of Mocksville, and Davie County v. NC Department of Health and Human Services Division of Health Service Regulation, Certificate of Need Section and Novant Health, Inc. and Medical Park Hospital, Inc. d/b/a Medical Park Hospital, 08 DHR 0689

Deposition Testimony, September 11, 2008, Novant Health, Inc. and Medical Park Hospital, Inc. d/b/a Medical Park Hospital v. NC Department of Health and Human Services Division of Health Service Regulation, Certificate of Need Section and Davie County Emergency Health Corporation d/b/a Davie County Hospital, North Carolina Baptist Hospital, Town of Bermuda Run, Town of Mocksville, and Davie County, 08 DHR 0688; Davie County Emergency Health Corporation d/b/a Davie County Hospital and North Carolina Baptist Hospital and Town of Bermuda Run, Town of Mocksville, and Davie County v. NC Department of Health and Human Services Division of Health Service Regulation, Certificate of Need Section and Novant Health, Inc. and Medical Park Hospital, Inc. d/b/a Medical Park Hospital, 08 DHR 0689

Deposition Testimony, February 20, 2007, Rex Hospital, Inc. v. NC Department of Health and Human Services, Division of Facility Services, Certificate of Need Section and WakeMed, 06 DHR 1488

Deposition Testimony, October 12, 2006, Novant Health, Inc., and The Presbyterian Hospital d/b/a Presbyterian Hospital Huntersville v. NC Department of Health and Human Services, Division of Facility Services, Certificate of Need Section and Mooresville Hospital Management Associates, Inc. d/b/a Lake Norman Regional Medical Center, 06 DHR 0566

Deposition Testimony, June 15, 2006, County of Union, Union Health Services, LLC and Union Memorial Regional Medical Center, Inc. v. NC Department of Health and

Human Services, Division of Facility Services, Certificate of Need Section and Presbyterian SameDay Surgery Center at Monroe, LLC, 06 DHR 0150

Hearing Testimony, March 24, 2006, United Home Care, Inc. v. NC Department of Health and Human Services Division of Facility Services, Certificate of Need Section and Liberty Home Care II, LLC and Total Care Home Health of North Carolina, Inc., 05 DHR 1456 and Total Care Home Health of North Carolina, Inc. v. NC Department of Health and Human Services Division of Facility Services, Certificate of Need Section and Liberty Home Care II, LLC and United Home Care, Inc., 05 DHR 1464

Deposition Testimony, March 2, 2006, United Home Care, Inc. v. NC Department of Health and Human Services Division of Facility Services, Certificate of Need Section and Liberty Home Care II, LLC and Total Care Home Health of North Carolina, Inc., 05 DHR 1456 and Total Care Home Health of North Carolina, Inc. v. NC Department of Health and Human Services Division of Facility Services, Certificate of Need Section and Liberty Home Care II, LLC and United Home Care, Inc., 05 DHR 1464

Deposition Testimony, June 3, 2005, Community Hospice of the Carolinas, Inc., d/b/a Community Home Care and Hospice v. NC Department of Health and Human Services, Division of Facility Services, Certificate of Need Section and United Hospice, Inc., d/b/a United Hospice Eastern Carolina and Advantage Hospice & Home Care, Inc., 04 DHR 2214

Deposition Testimony, June 22, 2004, Winter Village Medical Properties, LLC (Lessor) and Physicians East, P.A. (Lessee) v. NC Department of Health and Human Services, Division of Facility Services, Certificate of Need Section and Greenville MRI, LLC and Eastern Radiologists, Inc., 03 DHR 2411

Deposition Testimony, June 15, 2004, Southeastern Orthopaedic Specialists, P.A. (Lessee) And Alliance Imaging, Inc. (Lessor) v. NC Department of Health and Human Services, Division of Facility Services, Certificate of Need Section and High Point Regional Health System; Triad Imaging, Inc.; Community General Health Partners, Inc. D/B/A Thomasville Medical Center; And Randolph Hospital, Inc., 03 DHR 2310

Hearing Testimony, May 18, 2004, Good Hope Health System, LLC v. NC Department of Health and Human Services, Division of Facility Services, Certificate of Need Section, et al., 03 DHR 1838

Deposition Testimony, May 4, 2004, Good Hope Health System, LLC v. NC Department of Health and Human Services, Division of Facility Services, Certificate of Need Section, et al., 03 DHR 1838

Deposition Testimony, October 28, 2003, *Native Angels Home Care Agency, Inc., v. NC Department of Health and Human Services, Division of Facility Services, Certificate of Need Section and Community Health, Inc., d/b/a Community Home Care and Hospice; Consolidated Health Services, Inc.; and Tender Loving Care Home Health Agency, Inc. d/b/a Healthkeeperz Hospice and Palliative Care Center*, 03 DHR 0903

Deposition Testimony, September 9, 2003, *The Presbyterian Hospital v. NC Department of Health and Human Services, Division of Facility Services, Certificate of Need Section and Mooresville Hospital Management Associates, Inc. d/b/a Lake Norman Regional Medical Center*, 03 DHR 0567

Deposition Testimony, February 28, 2002, *Mooresville Hospital Management Associates, Inc. d/b/a Lake Norman Regional Medical Center v. NC Department of Health and Human Services, Division of Facility Services, Certificate of Need Section and The Presbyterian Hospital*, 01 DHR 1416

Hearing Testimony, October 9 – November 9, 2000, *Greensboro Heart Center, LLC v. NC Department of Health and Human Services, Division of Facility Services, Certificate of Need Section and The Moses H. Cone Memorial Hospital and The Moses H. Cone Memorial Hospital Operating Corporation*, 00 DHR 0375

Deposition Testimony, March 23, 2000, *Fletcher Hospital, Inc. d/b/a Park Ridge Hospital v. NC Department of Health and Human Services, Division of Facility Services, Certificate of Need Section and Henderson County Hospital Corporation d/b/a Margaret R. Pardee Memorial Hospital*, 99 DHR 1197

Hearing Testimony, November 10 – 16, 1999, *Cabarrus Diagnostic Imaging, Inc. v. NC Department of Health and Human Services, Division of Facility Services, Certificate of Need Section and Cabarrus Memorial Hospital d/b/a NorthEast Medical Center*, 99 DHR 0396; *Cabarrus Memorial Hospital d/b/a NorthEast Medical Center v. NC Department of Health and Human Services, Division of Facility Services, Certificate of Need Section and Cabarrus Diagnostic Imaging, Inc.*, 99 DHR 0392

Deposition Testimony, July 8, 1999, *Cabarrus Diagnostic Imaging, Inc. v. NC Department of Health and Human Services, Division of Facility Services, Certificate of Need Section and Cabarrus Memorial Hospital d/b/a NorthEast Medical Center*, 99 DHR 0396; *Cabarrus Memorial Hospital d/b/a NorthEast Medical Center v. NC Department of Health and Human Services, Division of Facility Services, Certificate of Need Section and Cabarrus Diagnostic Imaging, Inc.*, 99 DHR 0392

Deposition Testimony, October 28, 1998, *Frye Regional Medical Center v. NC Department of Health and Human Services, Division of Facility Services, Certificate of Need Section and Catawba Memorial Hospital*, 98 DHR 0743

Deposition Testimony, December 3, 1997, *Lynnhaven VI, LLC d/b/a Glen Alpine Health and Rehabilitation Center v. NC Department of Human Resources, Division of Facility Services, Certificate of Need Section and Carolina Health Care Center of Burke, LLC, Grace Properties, Inc. and Grace Nursing Center, Inc., Burke Health Investors, LLC d/b/a Burke Health Care Center*, 97 DHR 0925; *Grace Properties, Inc., and Grace Nursing Center, Inc., v. NC Department of Human Resources, Division of Facility Services, Certificate of Need Section and Carolina Health Care Center of Burke, LLC, Lynnhaven VI, LLC d/b/a Glen Alpine Health and Rehabilitation Center, Burke Health Investors, LLC d/b/a Burke Health Care Center*

Deposition Testimony, May 28, 1997, *Carolina Imaging Center, Inc. v. NC Department of Human Resources, Division of Facility Services, Certificate of Need Section and Cumberland County Hospital System Inc., d/b/a Cape Fear Valley Medical Center*, 96 DHR 1570

Deposition Testimony, April 10 – 12, 1996, *Roanoke-Chowan Hospital v. NC Department of Human Resources, Division of Facility Services, Certificate of Need Section and Bertie Home Care, Inc.*

OTHER ACTIVITIES

American College of Healthcare Executives
Society for Healthcare Strategy and Market Development, AHA
Carolinas Society for Healthcare Strategy and Market Development
Perinatal ComfortCare, Board member