

Introducing . . .

ACCORD LIMITED



**HEALTH CARE
GOVERNANCE
SERVICES**

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HEALTH CARE GOVERNANCE SERVICES

GENERAL INFORMATION

ACCORD LIMITED (ACCORD) is a Chicago-based firm of senior-level consultants with strong national reputations and diverse experience in serving the health care industry. Over the last twenty years we have served hundreds of health care organizations, the large majority of which are not-for-profit hospitals and health systems. Our clients include large integrated delivery systems and networks; teaching, urban and rural hospitals; public and private health organizations; Catholic and other faith based systems and hospitals; primary care and multi specialty clinics; insurers and associations.

One of **ACCORD**'s major areas of expertise is health care governance. We provide any level of assistance that our clients need, from a one-time board retreat to a comprehensive assessment of governance structure and functioning. This brochure provides an overview of our approach and a description of each governance service we offer.

ACCORD's APPROACH

Whether we work with a client for one day or months, we use a facilitative approach. Clients know their organization better than we do, so we involve them in each step of the project and invite ownership at each juncture. Our goal in partnering with our clients is to meet their needs on their terms and to provide objectivity, structure, and effective processes as we work together.

The processes we use are highly participative. We believe that the likelihood of change being implemented is dramatically increased if the board members, senior managers, and physician leaders have been involved in understanding the issues and creating the solutions. Therefore, we engage key stakeholders in upfront data gathering and in the discussion of proposed changes. This approach results in increased understanding and commitment to the ultimate solutions.

The recommendations we provide are both technically sound and tailored to our clients' organizations. Because proposed solutions are based on our observations of the unique characteristics and strategy of the client organization, they are implemented more successfully than "cookie cutter" approaches.

COMPREHENSIVE GOVERNANCE ASSESSMENT

The overall objective of a comprehensive governance assessment is to improve the efficiency and effectiveness of the governance function. At the beginning of each assessment, we help our clients determine the appropriate scope and focus of the project. We also discuss the advisability of proceeding with a full assessment.

ACCORD's assessments result in specific, actionable recommendations for how to improve governance at multiple levels. The type of issues identified and addressed through a comprehensive governance assessment often include:

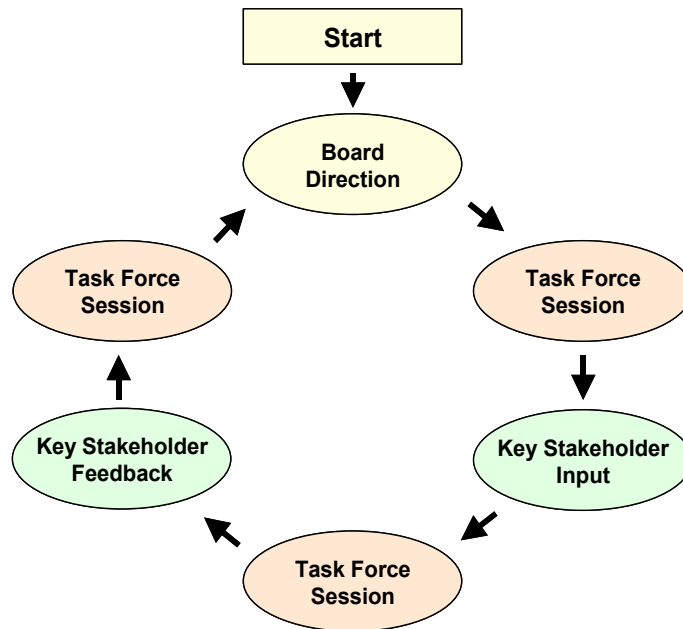
- Aligning the governance structure with the organization's mission and vision;
- Streamlining the number of boards and committees across the organization;
- Clarifying roles, responsibilities, and authority among the various boards and committees;
- Redefining the size and composition of each board and committee;
- Increasing communication among and within governance entities;
- Improving the effectiveness and efficiency of board and committee meetings;
- Developing board and committee member selection and evaluation criteria and processes;
- Determining appropriate term limits for board and committee members and chairs;
- Providing more opportunity for physician input and involvement in governance;
- Increasing the level and value of community input;
- Focusing on the orientation, development, education and evaluation of board and committee members.

ACCORD's approach to comprehensive governance assessments maintains a balance between the need for the involvement of the stakeholders and the need to be efficient. To accomplish these dual goals, we suggest creating a small Governance Task Force. The Task Force is charged with reviewing information secured from stakeholders and then making recommendations to the board about changes in the structure and function of governance.

The role of the Task Force and the overall assessment process are described on the next page. The process shown is for a very comprehensive assessment. However, an organization may only need assistance with a few of the issues listed above. If that is the case, **ACCORD** can help design and facilitate a process that will address the specific challenges that an organization is facing.

COMPREHENSIVE GOVERNANCE ASSESSMENT

The graphic below depicts **ACCORD LIMITED**'s participative, comprehensive Governance Assessment Process:



- The Board creates a Governance Task Force comprised of 8-10 members.
- **ACCORD** facilitates a project initiation meeting with the Task Force in which the purpose of the governance assessment is clarified, the role of the Task Force is described, an approach to the project is agreed upon, relevant background materials are identified, and a project schedule is created.
- Input is secured by **ACCORD** through individual interviews and group sessions with key stakeholders such as the Task Force, other board and committee members, physician leaders, and senior management. Also at this time, **ACCORD** reviews governance-related documents (e.g., strategic plan, organizational charts, articles of incorporation and bylaws, board information packets and board meeting minutes).
- Based on the input sessions and document review, **ACCORD** develops options for the Task Force's consideration.
- At the next Task Force meeting, **ACCORD** assists the Task Force in determining a set of preliminary recommendations regarding governance changes.
- **ACCORD** convenes feedback sessions with the key stakeholder groups that originally provided input. The purpose of these conversations is to present and receive feedback on the Task Force's preliminary recommendations. **ACCORD** writes a feedback report and distributes it to the Task Force before its next session.
- The Task Force re-convenes one or two times to develop a final set of recommendations based on the feedback received from the key stakeholders.
- The Task Force presents its final report to the full board, documenting the Task Force's recommendations for change and outlining an implementation plan.

BOARD ORIENTATION AND EDUCATION

For boards to be effective in the challenging health care environment, their individual members must receive up-front orientation and on-going education. **ACCORD** works with our clients to develop materials and facilitate sessions for both new and existing board members in large group settings (e.g., all who serve in governance) or in small meetings (e.g., the hospital or system board). For a list of educational session topics, see page nine of this brochure.

As a result of our educational / orientation sessions, board members gain a better understanding of the following:

- What boards do (e.g., core responsibilities, fiduciary duties of board members);
- The environment in which health care boards operate (e.g., national health care trends);
- What other boards are doing (e.g., best practices; restructuring; running meetings);
- What your board can do differently to be more effective.

We combine our expertise in governance, health care, business consulting, organizational development, and adult learning to help board members become more knowledgeable. We are not just “talking heads” giving canned speeches. We believe that the best learning situations include presentations of new information and discussions of that information among peers. Therefore, we encourage utilizing the expertise in the room to amplify our points and “bring the lessons home.” Methods we use to engage participants include:

- Building opportunities for participants to “interrupt”;
- Asking questions of the audience;
- Utilizing small discussion groups.

We value practical, non-academic approaches to organizational challenges, so that is what we share with our audiences. Because we have worked with hundreds of organizations we can provide real-life examples and case studies. Weaving these examples and tools into our sessions helps participants make the connection between our sessions and their situations.

BOARD RETREATS

ACCORD consultants are also knowledgeable facilitators and speakers for Board Retreats. **ACCORD** can custom-design and facilitate an entire Board Retreat, or speak on a specific topic as part of a conference.

When asked to assist with a Board Retreat, **ACCORD**'s consultants generally interview key Retreat attendees and then work with our client contact to determine the appropriate objectives and agenda for the Board Retreat.

The hospitals, health systems, and associations with which we work have utilized Board Retreats for many different reasons. Issues addressed during Board Retreats have included:

- Education on national health care issues
- Information on governance trends
- Board self-evaluation and action planning
- Board goal-setting
- System / Hospital strategic direction-setting
- Kick-off for a comprehensive governance assessment
- Board responsibilities and fiduciary duties

A more complete list of popular retreat and speech topics can be found on page nine.

Some clients choose to incorporate multiple topics into a single retreat, while others prefer to concentrate on one purpose. Another decision that needs to be made is whether **ACCORD** will facilitate a discussion and/or action planning during the retreat. After **ACCORD** interviews the CEO and Board Chair, we can provide advice on the best combination of topics and processes for the Retreat.

BOARD EVALUATION AND DEVELOPMENT

To make good decisions in the rapidly-changing health care environment, boards and committees must be working well. The best way to determine if a governance function is effective is to institute an annual board evaluation and development process. The type of process recommended by **ACCORD** entails much more than just the annual self-evaluation that many boards do to comply with Joint Commission mandates. The **ACCORD**-facilitated board evaluation process is just beginning when a self-assessment is completed.

We use customized self-evaluation surveys or standardized tools from The Governance Institute in San Diego to help evaluate the effectiveness of the entire governance function and of individual board members. We then recommend specific developmental actions aimed at increasing the effectiveness of the board, committees, and board members.

ACCORD can also facilitate a session with the board in which the results of the assessments are shared and the board creates its own developmental action plans to address the weakest areas identified in their self evaluations. This process increases the likelihood that the evaluation results in positive change.

HEALTH CARE GOVERNANCE SERVICES

RETREAT AND SPEECH TOPICS

Some examples of topics that **ACCORD** has addressed during board retreats, orientation sessions, or educational programs are listed below.

STRATEGY

- ❖ Strategic Planning that Matters: Engaging Key Stakeholders
- ❖ The Board's Role in Strategic Planning
- ❖ Engaging Physicians in Strategic Planning
- ❖ Emerging Health Care Trends
- ❖ Revitalizing Your Organization through a Board-Driven Direction-setting Process
- ❖ Strategy, Structure and Integration: The Principal Levers for Health System Financial Success

GOVERNANCE

- ❖ Trustee: Trusted by Whom to Do What
- ❖ The Key Ingredients of High-Performing Governance
- ❖ Better Understanding of the Board / Management Relationship
- ❖ Streamlining Governance and Retaining Community Involvement
- ❖ Boards as Health Care Change Agents
- ❖ Conflict of Interest on Health Care Boards

PHYSICIAN RELATIONSHIPS

- ❖ Physician Collaboration: Building Trust and Services
- ❖ Coordinating Clinical Care Across the Health System
- ❖ Addressing Physician Discontent through a Governance Assessment and Restructuring Process

GENERAL HEALTH CARE ISSUES

- ❖ Leadership During Turbulent Times
- ❖ Earning Customer and Employee Loyalty
- ❖ Culture-Sensitive Cost Reduction
- ❖ Building Acceptance and Support for Closure or Conversion of an Acute Care Hospital

All of our orientation and educational sessions are custom-designed with a specific audience in mind. We work with our clients to determine the best content and process for their boards.

ACCORD's OTHER SERVICES

❖ STRATEGIC PLANNING

Through participative processes, **ACCORD** helps clients identify their vision for the longer-term future, strategies to achieve the vision, measurable goals, and detailed tactical plans. **ACCORD** ensures a “team approach” to strategic planning through meaningful involvement of an organization’s key stakeholders: sponsors, board, physicians, senior management and other relevant parties. Ultimately, a workable, flexible plan with clear accountability for implementation is created.

❖ ORGANIZATIONAL DIAGNOSIS AND CHANGE MANAGEMENT

ACCORD provides in-depth analysis of organizational and management culture, structures, reporting relationships, decision-making processes, and communications channels. As a result of these assessments, roles, responsibilities and authority are clear, management passion and effectiveness are increased, and the organization is revitalized.

❖ PHYSICIAN COLLABORATION

ACCORD utilizes a facilitated, collaborative approach to the development of physician relationships of any type: physician to physician, physician to administration, and physician to board. Stronger, more effective relationships with and among physicians often result in higher quality clinical care, improved patient satisfaction, increased access to care, and improved financial results for all parties.

❖ MERGER / COLLABORATION FACILITATION

ACCORD provides facilitation assistance in the creation of mergers and other collaborative arrangements. These services include structuring and facilitating the entire process, designing the governance and management structures, and creating implementation plans. **ACCORD** typically teams up with the client’s legal, financial and other advisors on engagements of this type.

❖ CUSTOMER AND EMPLOYEE LOYALTY

ACCORD helps clients design and implement a process that results in the identification of existing barriers to excellent “customer” service. Since this process engages front-line employees in the problem identification and solution generation, it results in increased loyalty on the part of both employees and customers.

ACCORD's HEALTH CARE CLIENTS

ACCORD has assisted the following health care organizations and many others with governance assessments, strategic planning, or other issues.

ALABAMA

Baptist Health System, Birmingham
Huntsville Hospital, Huntsville
Medical Assurance, Birmingham
ProAssurance, Birmingham

ARIZONA

Banner Health System, Phoenix
Maricopa County Special Health Care District,
Phoenix
Phoenix Children's Hospital, Phoenix

ARKANSAS

Baxter Regional Medical Center, Mountain Home

CALIFORNIA

Alta Bates Summit Medical Center, Oakland
Barton Memorial Hospital, South Lake Tahoe
Catholic Healthcare West, Pasadena
Corona Regional Medical Center, Corona
Eastern Plumas Health Care, Portola
Enloe Medical Center, Chico
The Governance Institute, San Diego

COLORADO

Aspen Valley Hospital, Aspen
Catholic Health Initiatives, Denver

CONNECTICUT

The Charlotte Hungerford Hospital, Torrington
Danbury Hospital, Danbury
Stamford Health System, Stamford

DELAWARE

Riverside Hospital, Wilmington
Nanticoke Memorial Hospital, Seaford

DISTRICT OF COLUMBIA

American Osteopathic Hospital Association
Foundation for Osteopathic Health Services
Washington Hospital Center

FLORIDA (continued)

Halifax Fish Community Health, Port Orange
Halifax Health, Daytona Beach
Health Care District of Palm Beach County, West Palm
Beach
Intracoastal Health System, West Palm Beach
Jackson Health System, Miami
Lee Memorial Health System, Ft. Myers
Morton Plant Mease Health Care, Dunedin

GEORGIA

Georgia Hospital Association, Marietta

IDAHO

St. Luke's Wood River Medical Center, Ketchum
Portneuf Medical Center, Pocatello
Public Hospital Cooperative, Inc., Pocatello

ILLINOIS

Advocate Behavioral Health Partners, Chicago
Advocate Christ Medical Center, Oak Lawn
Advocate Health Care, Oak Brook
Advocate Health Care / Christ Hospital and Medical
Center, Oak Lawn
American Hospital Association, Chicago
American Society for Healthcare Engineering, Chicago
American Society for Healthcare Risk Management,
Chicago
American Society for Hospital Risk Management,
Chicago
ASC Health System, O'Fallon
Association for Healthcare Resource & Materials
Management of the American Hospital Association,
Chicago
BroMenn Healthcare, Normal
Center for Healthcare Leadership, Chicago
Chicagoland Healthcare Risk Management Society,
Chicago

ACCORD's HEALTH CARE CLIENTS

ILLINOIS (continued)

Columbus-Cabrini Medical Center, Chicago
Consolidated Catholic Health Care, Oak Brook
Franciscan Sisters of Chicago Service Corporation, Chicago
Healthcare Financial Management Association, Westchester
Hope Children's Hospital / Christ Hospital and Medical Center, Oak Lawn
Hospital Research & Education Trust, Chicago
Hospital Sisters Health System, Springfield
Joint Commission on Accreditation of Healthcare Organizations, Oak Brook Terrace
King-Bruwaert House, Hinsdale
Kishwaukee Health System, DeKalb
KishHealth System, DeKalb
Little Company of Mary Hospital and Health Care Centers, Evergreen Park
Mercy-Chicago Province Healthcare System, Naperville
Mercy Hospital and Medical Center, Chicago
Methodist Medical Center, Peoria
National Association for Health Care Quality, Skokie
Northwestern Memorial Hospital, Chicago
Norwegian American Hospital, Chicago
Pekin Memorial Hospital, Pekin
Rehabilitation Institute of Chicago, Chicago
Rockford Health System, Rockford
Rush Prudential Health Plans, Chicago
St. Clement Hospital / United Health System, Red Bud
St. Vincent's Hospital, Taylorville
Silver Cross Hospital, Joliet
Sinai Health System, Chicago
Tribrook - AM&G, Chicago
Wheaton Franciscan Services, Inc., Wheaton
Witt-Kieffer, Ford, Hadelman & Lloyd, Oak Brook
Spencer Hospital, Spencer

INDIANA

Floyd Memorial Hospital and Health Services, New Albany
Holy Cross Health System, South Bend
Howard Regional Health System, Kokomo
Jay County Hospital, Portland
Saint Joseph Regional Medical Center, Inc., South Bend
St. Vincent Health, Inc., Indianapolis

IOWA

Genesis Health System, Davenport
Iowa Foundation for Medical Care, Des Moines
Mercy Hospital-Iowa, Iowa City
Shenandoah Medical Center, Shenandoah

KANSAS

Catholic Health Initiative, Louisville

KENTUCKY

Jewish Hospital HealthCare Services, Louisville
Kentucky Medical Insurance Company, Louisville
Owensboro Mercy Health System, Owensboro
Sisters of Charity of Leavenworth Health System, Lenexa
St. Elizabeth Medical Center, Covington

LOUISIANA

Beauregard Memorial Hospital, DeRidder

MARYLAND

Baylor Health System, Potomac
Western Maryland Health System, Cumberland

MASSACHUSETTS

Harvard Vanguard Medical Associates, Boston
St. Anne's Hospital, Fall River
Sisters of Providence Health System, Springfield
Youville Hospital & Rehabilitation Center, Cambridge
Northern Berkshire Healthcare, North Adams

ACCORD's HEALTH CARE CLIENTS

MICHIGAN

Battle Creek Health System, Battle Creek
Beaumont Hospital, Royal Oak
Bon Secours Health System, Inc., Grosse Pointe
Cascades Health Group, Jackson
Cheboygan Memorial Hospital, Cheboygan
Detroit Medical Center, Detroit
Foote Hospital, Jackson
Garden City Hospital, Garden City
Genesys Health System, Grand Blanc
Healthshare Group / Northern Michigan Hospital, Petoskey
Henry Ford Health System, Detroit
LakeView Community Hospital, Paw Paw
MCG Telesis, Inc., Mt. Clemens
Mercy Health Services, Farmington
Mercy Health Services-North, Cadillac
North Oakland Medical Centers, Pontiac
Pontiac Michigan Hospitals, Pontiac
ProNational, Okemos
St. John Health System, Detroit
West Branch Regional Medical Center, West Branch
St. Joseph's Mercy Hospitals, Clinton Township
St. Mary's Health Services, Grand Rapids
Sparrow Health System, Lansing
Stratton-Cheeseman Management Company, East Lansing
Trinity Health, Novi

MINNESOTA

Benedictine Health System, Duluth
First Plan of Minnesota, Duluth
St. Mary's / Duluth Clinic Health System, Duluth

MISSOURI

Ascension Health, St. Louis
Carondelet Health System, St. Louis
Catholic Health Association, St. Louis
Hannibal Regional Hospital, Hannibal
Lake Regional Health System, Osage Beach
Saint Luke's Health System, Kansas City
Unity Health, St. Louis

MONTANA

St. Vincent Healthcare, Billings

NEBRASKA

Catholic Health Corporation, Omaha
Catholic Health Initiatives, Omaha
Preferred Professional Insurance Company, Omaha
The Nebraska Medical Center, Omaha

NEVADA

Carson-Tahoe Hospital, Carson City
Washoe Health System, Reno

NEW JERSEY

Jersey Shore Medical Center, Neptune
Solaris Health System, Edison

NEW YORK

Cortland Regional Medical Center, Cortland
Greater Rochester Health System, Rochester
Orange Regional Medical Center, Goshen
ViaHealth, Rochester

NORTH CAROLINA

Cape Fear Valley Health System, Fayetteville
Mission Health Inc., Asheville
Mountain Area Health Education Center, Asheville
North Carolina Hospital Association, Cary
Transylvania Community Hospital, Brevard
University Health Systems of Eastern Carolina, Greenville
Wilson Medical Center, Wilson

NORTH DAKOTA

St. Alexius Medical Center, Bismarck

NORTH DAKOTA

St. Alexius Medical Center, Bismarck

OHIO

Catholic Healthcare Partners, Cincinnati
Cleveland Clinic, Cleveland
Cuyahoga Falls General Hospital, Cuyahoga Falls
Forum Health Care, Youngstown
Franciscan Services Corporation, Sylvania

ACCORD's HEALTH CARE CLIENTS

OHIO

HM Health Services, Youngstown
Humility of Mary Health Care System, Lorain
Humility of Mary Health Partners, Middleburg Heights
Lake Hospital System, Painesville
New Health Management, Cleveland
OhioHealth, Columbus
Parma Community General Hospital, Parma
Sisters of Charity Health Care Systems, Inc., Cincinnati
Southern Ohio Medical Center, Portsmouth
Trinity Health System, Steubenville
UHHS/CSAHS-Cuyahoga, Inc., Independence
University Hospital Health System, Shaker Heights

OREGON

St. Anthony Hospital, Pendleton

PENNSYLVANIA

Adorers of the Blood of Christ (St. Anne's Home),
Columbia
Center for Organ Recovery and Education, Pittsburgh
Community Hospital of Lancaster, Lancaster
Fox Rothschild LLP, Pittsburgh
Franciscan Health System, Aston
Norristown Regional Health Services, Norristown
Northeastern Hospital of Philadelphia, Philadelphia
Pocono Medical Center, East Stroudsburg
St. Joseph Hospital, Reading
Temple University Health System, Philadelphia
Windber Medical Center, Windber

RHODE ISLAND

Bradley Hospital, East Providence
Vector Healthsystems, Providence
Women and Infants Hospital, Providence

SOUTH CAROLINA

South Carolina Hospital Association, Columbia

SOUTH DAKOTA

Sioux Valley Hospitals and Health System, Sioux Falls

TENNESSEE

Baptist Hospital, Nashville
Bristol Regional Medical Center, Bristol
Consolidated Catholic Casualty Risk Retention
Group, Nashville
Cornerstone of Recovery, Nashville
Memorial Health Care System, Chattanooga
Methodist Healthcare, Memphis

TEXAS

Baylor Health Care System, Dallas
Baylor Regional Medical Center at Grapevine,
Grapevine
CHRISTUS, San Antonio and Houston
Incarnate Word Health System, San Antonio
Memorial Hermann Healthcare, Houston
Methodist Health System, Dallas
Middle Tennessee Healthcare Group LLC, Nashville
Saint Thomas Hospital, Nashville
Sisters of Charity Health Care System, Houston
St. Joseph Health System, Bryan/College Station
Sumner Regional Health Systems, Gallatin
Vanderbilt University Medical Center, Nashville

UTAH

Holy Cross Health Services of Utah, Salt Lake City

VERMONT

Linden Lodge, Brattleboro
Retreat Healthcare, Brattleboro
Southern Vermont Health Services, Corp.,
Brattleboro
Vermont Association of Hospitals & Health Systems,
Montpelier

VIRGINIA

Fauquier Health System, Warrenton
Loudon Healthcare, Inc., Leesburg
Rockingham Memorial Hospital, Harrisonburg

WASHINGTON

Evergreen Healthcare, Kirkland
Franciscan Health System Northwest, Tacoma
Harrison Memorial Hospital, Bremerton

ACCORD's HEALTH CARE CLIENTS

WEST VIRGINIA

West Virginia United Health System, Morgantown

WISCONSIN

Affinity Health System, Inc., Oshkosh
Alternative Delivery & Community Programs,
Milwaukee
Aurora Behavioral Health Services, Milwaukee
Aurora Health Care, Milwaukee
Aurora Health Center, Waukesha
Aurora Medical Group, Milwaukee
Aurora Metro Region, Milwaukee
Blood Center of Southeastern Wisconsin, Milwaukee
Burlington Clinic, Burlington
Children's Hospital and Health System, Milwaukee
Family Service of Milwaukee, Milwaukee
Fondulac Physicians Group, Fondulac
Franciscan Health Advisory Services, Milwaukee
Franciscan Sisters of Christian Charity, Manitowoc
Greater Milwaukee Pathologists, S.C., Milwaukee
Gundersen Lutheran Medical Center, LaCrosse
Hartford Memorial Hospital, Hartford
Hartford Parkview Clinic, Hartford
Lakeshore Medical Clinic, Milwaukee
Mercy Hospital Foundation, Oshkosh
Milwaukee Psychiatric Hospital, Wauwatosa
Oshkosh Physicians Group, Oshkosh
St. Elizabeth Hospital Community Foundation,
Appleton
St. Luke's Medical Center, Milwaukee
St. Mary's Hospital Medical Center/St. Vincent
Hospital, Green Bay
Sheboygan Clinic, Sheboygan
Sheboygan Memorial Medical Center, Sheboygan
Sinai Samaritan Medical Center, Milwaukee
The Monroe Clinic, Monroe
Valley View Medical Center, Plymouth
Visiting Nurse Association, Milwaukee
West Allis Memorial Hospital, Milwaukee
Wisconsin Health Information Network, Brookfield

WYOMING

Cheyenne Regional Medical Center, Cheyenne

ACCORD's CONSULTING TEAM

EDWARD A. KAZEMEK

As Chairman/CEO of **ACCORD LIMITED**, Mr. Kazemek has overall responsibility for the development and operations of the Firm. He works closely with other **ACCORD** consultants to ensure the highest level of quality service and to identify creative solutions to the issues and problems facing our clients.

Mr. Kazemek has more than 30 years of experience in the management consulting field serving a variety of industries and types of organizations, including health care, manufacturing, distribution, financial services, not-for-profit, closely-held and Fortune 1000 companies. For the past 25 years, Mr. Kazemek has concentrated his consulting practice on serving the health care industry, primarily on governance enhancement and strategy matters. Before co-founding **ACCORD LIMITED**, Mr. Kazemek was a national partner in one of the largest professional services organizations in the United States. Prior to that, Mr. Kazemek was the Chairman of a highly successful national consulting firm, which he co-founded in 1974.

Mr. Kazemek's areas of specialization include: strategic planning, governance assessment, restructuring and development, organizational analysis and development, change management, merger/collaborative arrangements, and facilitating integration and effective management in complex organizations.

More than 75 articles/monographs written by Mr. Kazemek have been published in professional and trade journals and newspapers and magazines. Mr. Kazemek is a frequent speaker on a number of business and health care subjects, such as strategic planning approaches, governance effectiveness, change management, merger/collaborative ventures, and organization development issues. He is also on the faculty and one of the Governance Advisors of The Governance Institute in San Diego, California.

Mr. Kazemek completed his undergraduate and graduate work in the Behavioral Sciences Program at the University of Illinois, Chicago. He also completed a number of post-graduate programs in organization development and change management, including Cape Cod Institute workshops taught by Dr. Edgar Schein and Dr. Warren Bennis.

ACCORD's CONSULTING TEAM

PAMELA R. KNECHT

Pamela R. Knecht, President of **ACCORD LIMITED**, has provided consulting services to a wide range of industries and organizations over her 29-year career. During the last fifteen years, she has focused on assisting the boards and CEOs of not-for-profit hospitals, health systems, and associations across the country with governance assessment, restructuring and development; strategic planning; organizational diagnosis and change management; team effectiveness; physician collaboration; and merger/affiliation facilitation.

Pam works closely with her clients to custom-design and facilitate processes and events that enable sponsors, board members, physician leaders and senior-level executives to clarify their mission, vision and goals. In addition, she helps them to develop their organizations, their teams, and themselves to support implementation of their strategic plans and to enhance their efficiency and effectiveness.

Pam is a frequent speaker and facilitator at hospital and health system board retreats as well as at local, regional, and national health care conferences. She is a faculty member and facilitator of events sponsored by The Governance Institute, the American College of Healthcare Executives, the American Hospital Association, The Joint Commission, the Society for Healthcare Strategy and Market Development, and numerous state hospital associations. She became a Governance Advisor at The Governance Institute in 2007.

Pam has authored a number of articles for AHA's Trustee Magazine, The Governance Institute's Board Room Press, and ACHE's Healthcare Executive. Her articles and white papers address various aspects of strategic planning and board effectiveness including structure, composition and functioning. Her most recent white papers are *Engaging the Board in Strategic Planning: Rationale, Tools and Techniques* and *Aligning Hospitals and Physicians: Formulating Strategy in a Changing Environment*.

Prior to joining **ACCORD LIMITED** Pam was a consultant for an executive education and organization development firm that served the Fortune 200. Pam and her colleagues helped CEOs and their direct reports to understand the strategic challenges that would be facing their industry and organization over the next five to ten years. During the previous ten years, Pam consulted within the computer and telecommunications industries where her clients included not-for-profit, for profit, privately-held and publicly traded organizations.

Ms. Knecht is a graduate of Smith College in Northampton, Massachusetts, and is a member of the Chicago Chapter of the Organization Development Network, the Chicago Health Executives Forum, and the Society for Healthcare Strategy & Market Development.

ACCORD's CONSULTING TEAM

BARBARA SHOMAKER

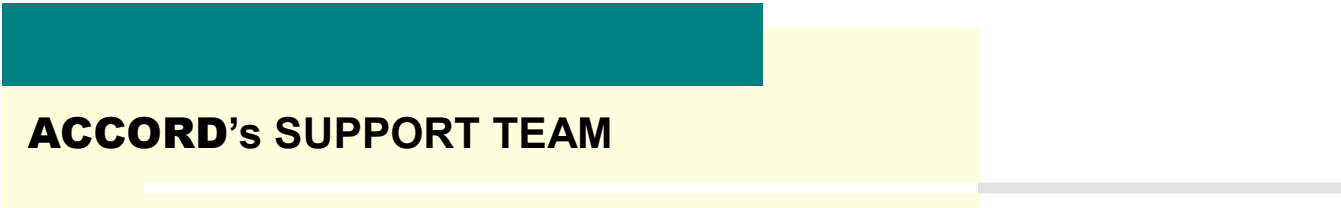
Ms. Shomaker, co-founder and former President of **ACCORD LIMITED**, serves as an Executive Advisor to a select number of clients and supports the firm's marketing activities.

She has over 30 years of experience as a consultant to a variety of industries including health care, financial services, retail, manufacturing, hotels and restaurants, family businesses and Fortune 1000 companies. Formerly, she was a practice leader and partner in one of the largest accounting and consulting organizations in the country. Prior to that, Ms. Shomaker was a vice president of a national consulting firm.

Her areas of specialization include: strategic and business planning, organizational assessment, development structure and design, facilitating mergers and consolidations, customer and employee retention strategies, succession planning, board self-evaluation and development, and leadership development.

Ms. Shomaker is a Board member of Loyola Family Business Center and is a frequent speaker before association and industry groups, particularly in the areas of strategic planning and closely-held business issues. She is also a faculty member with The Governance Institute, where she has made presentations on strategic planning, customer and employee satisfaction and organizational effectiveness.

Ms. Shomaker completed her Bachelor's degree in Education from Ohio State University and has done graduate work in Loyola University's Industrial Relations program.



ACCORD's SUPPORT TEAM

CLAUDIA HOEXTER

Without our office manager, **ACCORD** could not function. Claudia manages the office, produces proposals and reports, interacts with all **ACCORD** clients, and performs a myriad of other tasks.

MARIA RYAN

Maria makes sure that invoices to clients are accurate, that vendors get paid in a timely manner, and that **ACCORD** gets paid from what is left. Maria is our controller and computer systems support professional.

ACCORD LIMITED
150 East Huron
Suite 1101
Chicago, IL 60611
Phone: 312-988-7000
Fax: 312-988-7006
accord@accordlimited.com