



**Introducing . . .**

ACCORD LIMITED

---



HEALTH CARE  
GOVERNANCE SERVICES

## TABLE OF CONTENTS

General Information	3
<b>ACCORD's Approach</b>	3
Comprehensive Governance Assessment	4
Board Orientation and Education	6
Board Retreats	7
Board Evaluation and Development	8
Retreat and Speech Topics	9
<b>ACCORD's Other Services</b>	10
<b>ACCORD's Health Care Clients</b>	12
<b>ACCORD's Consulting Team</b>	16
<b>ACCORD's Support Team</b>	21

# 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;
- Recommending changes to board policies and procedures based on best practices (e.g., IRS Form 990).
- 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.

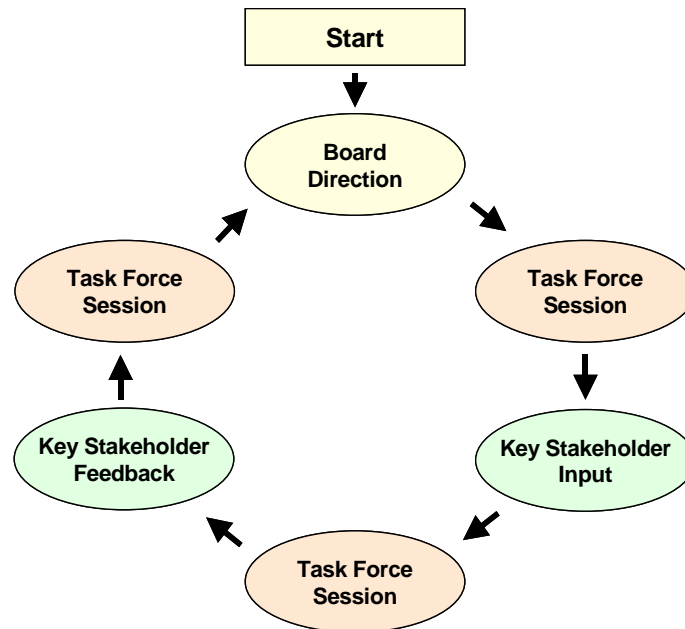
**ACCORD**'s approach to comprehensive governance assessments maintains a balance between the need for the involvement of the stakeholders and the need to be efficient. To accomplish these dual goals, we suggest creating a small Governance Task Force. The Task Force is charged with reviewing information 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.

# HEALTH CARE GOVERNANCE SERVICES

## 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 recommendations and 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.

# HEALTH CARE GOVERNANCE SERVICES

## 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 sample 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.

# HEALTH CARE GOVERNANCE SERVICES

## 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
- Board culture enhancement

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 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

- ❖ Engaging the Board in Strategic Planning: Rationale, Tools and Techniques
- ❖ Emerging Health Care Trends
- ❖ Involving Physicians in Strategic and Service-Line Planning
- ❖ Revitalizing Your Organization through a Board-Driven Strategic Direction-setting Process
- ❖ Strategy, Structure and Integration: The Principal Levers for Health System Financial Success
- ❖ Understanding Strategic Partnerships and Mergers

### GOVERNANCE

- ❖ Board Basics for New and Experienced Trustees
- ❖ Advanced Practices in Health Care Governance
- ❖ Institutional Integrity: Personal Imperatives for Directors in the New Era of Accountability and Transparency
- ❖ Clarifying the Board / CEO Relationship
- ❖ Streamlining Governance
- ❖ Successful Board Orientation and Education
- ❖ Board Leadership Succession Planning
- ❖ Conflict of Interest on Health Care Boards
- ❖ Enhancing Public Hospital Governance Effectiveness

### PHYSICIAN RELATIONSHIPS

- ❖ Physician - Hospital Alignment: State of the Art and Keys to Success
- ❖ Building Trust - What Works and What Doesn't
- ❖ Focus on Quality to Facilitate Physician Collaboration
- ❖ The Role of Governance in Addressing Physician Discontent

## 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.

# 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  
Hoag Memorial Hospital Presbyterian, Newport  
Beach  
The Governance Institute, San Diego

## **COLORADO**

Aspen Valley Hospital, Aspen  
Catholic Health Initiatives, Denver

## **CONNECTICUT**

The Charlotte Hungerford Hospital, Torrington  
Danbury Hospital, Danbury  
Norwalk Health Services, Norwalk  
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  
Provena Saint Joseph Medical Center, Joliet  
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

Community Health Network, Indianapolis  
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  
Methodist Hospital, Henderson  
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 Pilgrim Health Care, Wellesley  
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  
Memorial Medical Center of West Michigan,  
Ludington  
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, Osaga 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  
Heartland Health Alliance, Lincoln  
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  
Great Lakes Health System, Buffalo  
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  
Premier, Inc., Charlotte  
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

Good Shepherd Health Care System, Hermiston  
Salem Hospital, Salem  
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  
Marshfield Clinic, Marshfield  
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  
Memorial Hospital of Sweetwater County, Rock  
Springs  
Wyoming Hospital Association, 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 33 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

### KARMA BASS

Karma Bass brings more than 15 years of executive management, consulting and health care governance experience to her role as Vice President for **ACCORD LIMITED**.

Ms. Bass is a sought-after speaker, facilitator and consultant with deep knowledge and experience in governance, philanthropy, health care policy, and board effectiveness. She has conducted board retreats, facilitated difficult conversations among boards, executive management teams and physician leaders, and provided expert guidance to organizations across the country. Having served as President and CEO of Alliance Healthcare Foundation, a non-profit organization in San Diego, California, Ms. Bass has first-hand experience in the challenges of leading an organization during these turbulent times. While at Alliance, she oversaw management of the organization's \$65 million in investments and provided grants of \$2 million a year to healthcare programs serving the region's underserved. Her experience of managing and reporting to her own eleven-person not-for-profit board gives her a uniquely-valuable perspective as a consultant to hospital and health system boards today.

Prior to AHF, Ms. Bass spent 10 years at The Governance Institute where she held various positions including Vice President, Membership Services and Director of Research and Publications. During this time, she worked closely with the organization's membership of 400+ hospital and health system CEOs and boards to identify best practices in the field and translate them into tools that could be adopted across the industry. She has extensive experience conducting research and writing on board effectiveness for hospitals and health systems.

Ms. Bass also served as Director of Program Development at the Hospital Association of San Diego & Imperial Counties, where she led the region's effort at responding to the California hospital community benefit law, developing a unique, collaborative approach that has been recognized nationally.

Ms. Bass is board-certified in healthcare management and holds a master's degree in public health with a focus in health services administration from San Diego State University. She received her bachelor's degree from the University of California, San Diego. She lives in Carlsbad, California with her husband and two children.

## ACCORD's CONSULTING TEAM

### BARBARA SHOMAKER

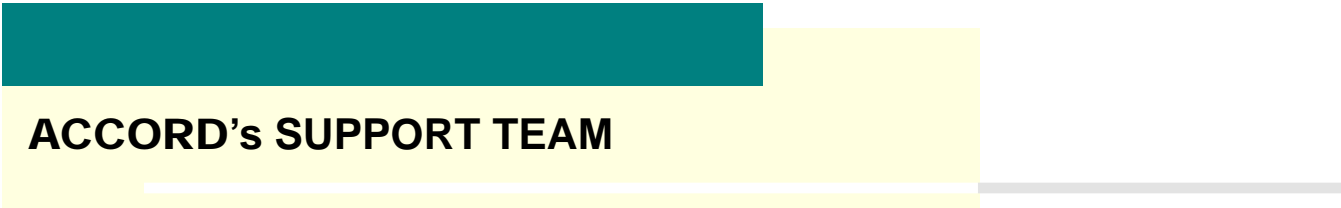
Ms. Shomaker, co-founder and former President of **ACCORD LIMITED**, serves as an Executive Advisor to a select number of clients and supports the firm's marketing activities.

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](mailto:accord@accordlimited.com)