

Introducing . . .

ACCORD LIMITED



**HEALTH CARE
STRATEGIC PLANNING**

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HEALTH CARE STRATEGIC PLANNING

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. Our clients include large integrated delivery systems and networks; teaching, urban and rural hospitals; long-term care facilities; Catholic and other faith based systems and hospitals; primary care and multi specialty clinics; associations and insurers.

ACCORD consultants help health care organizations realize their potential – their visions of what they want to become. And we strengthen the organizations we serve by providing them with the management and governance strategies they need to respond to the rapid and dramatic changes in today's health care environment.

We do this by helping our clients to:

- Assess current strategies and make changes to respond to market and industry forces;
- Develop plans to achieve strategic goals and objectives;
- Ensure that governance and management structures support organizational strategies;
- Facilitate processes that result in collaborative arrangements among health care providers;
- Assess and shape organization culture;
- Increase team effectiveness at the board, executive, and medical staff levels;
- Enhance board and management performance.

Although **ACCORD** has deep and broad expertise in health care, we also serve clients in other industries. As a byproduct of working with numerous publicly and privately owned businesses, **ACCORD** consultants bring strong entrepreneurial and consumer perspectives to their consulting practice. We know when and how to challenge a client on strategic and business issues and can offer our health care clients innovative and practical solutions that have been used successfully in the private sector.

A NAME THAT STATES A MISSION

ACCORD — *agreement . . . balanced relationships . . . harmony*

Our goal in every consulting relationship is to achieve accord with our clients' organizations and among ourselves as peers. We believe that to reach accord, organizations must have vision, promote change, confront conflict, and move forward. We view our role as facilitator of this dynamic process.

STRATEGIC PLANNING

A significant portion of **ACCORD's** practice is focused on assisting clients with strategic planning. We believe that the development of a strategic plan is one of the most important tasks for an organization's leadership. An effective plan provides focus, minimizes risk, enhances the orderly progression of growth and management, and enables the organization to address major unforeseen external events that may occur. This is especially true when board members, physicians, managers, and other key stakeholders play an active and on going role in the strategic planning process.

❖ PURPOSE OF STRATEGIC PLANNING

Strategic planning is the process of analyzing the organization and its environment as it is today and as it might be in the future in order to create a formal program for guiding the development and success of the hospital or health system. The overriding reason for strategic planning is to focus and align the organization's resources in order to ensure that it achieves its mission. Other reasons for doing strategic planning include:

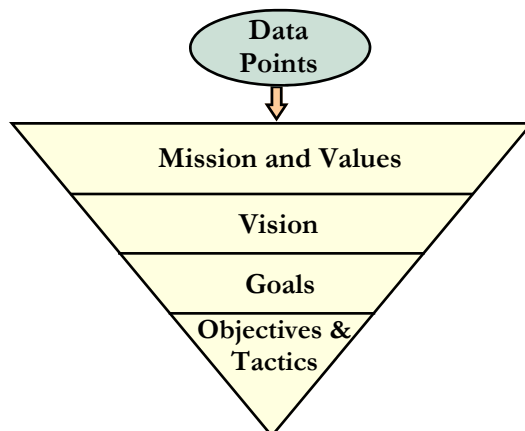
- To define, in measurable and objective terms, what is most important and needs to be achieved by the organization;
- To place the organization at a competitive advantage in the future;
- To anticipate problems and to take positive steps to eliminate them;
- To build commitment and orientation to a common purpose among key stakeholders including board members, sponsors, physicians, and managers;
- To chart a clear direction and furnish "marching orders" for management, physicians, and staff to follow;
- To ensure consistency in decision-making and to allocate resources most effectively and efficiently in areas such as: people, facilities, equipment, and product/service areas;
- To establish a firm basis for evaluating performance, both corporate and individual; and
- To provide a management framework which can be used to facilitate quick responses to changed conditions, unplanned events, market opportunities and deviations from the plan.

HEALTH CARE STRATEGIC PLANNING

STRATEGIC PLANNING (continued)

❖ CONCEPTUAL MODEL

Although the content of each plan differs, a typical health care strategic plan has the following components:



- **Data Points:** The information that is used to inform the strategic plan. Data points include external and internal environmental assessments (see pages nine and ten for more information).
- **Mission:** The primary purpose of the organization; the reason it exists. The Mission rarely changes; it is timeless.
- **Values:** Guidelines for behavior; they describe the way in which people are expected to act. Values are also timeless.
- **Vision:** Clear definition of what the organization will look like in the longer-term (e.g., five years); description of the services the organization will provide; the geographic areas that will comprise its primary and secondary service areas; the desired financial results, and more. The vision articulates the desired end result, not the means by which that result will be attained.
- **Goals:** Measurable statements of what the organization will accomplish in the shorter term (e.g., two years) in areas such as quality, physician relations, market share, and financial results. Goals are the major priorities for the organization.
- **Objectives/Tactics:** Concrete, measurable initiatives that will be taken over the next one to two years to enable the achievement of the goals. Include the names of the individuals who are responsible for accomplishing the objectives / tactics as well as the due date, and resources that will be required.

The model described on this page is just one of the strategic planning frameworks that **ACCORD** has used with clients. If your organization has a different model and/or utilizes other terms, we would be happy to work within your existing framework.

HEALTH CARE STRATEGIC PLANNING

ACCORD's APPROACH

❖ ACCORD's CONSULTING APPROACH

ACCORD's overall approach to consulting is facilitative. Our goal is to ensure that every service we provide is useful and practical. We achieve this by involving clients in each step of the project and inviting ownership at each juncture. Clients know their organizations better than we can. Without client knowledge and insight into their organizations' operations, culture and history, our planning skills cannot be leveraged.

We realize that each organization's needs are unique, so we prefer to work as an internal / external team with your organization. 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 roles that we often play in health care strategic planning engagements include the following:

- Structure a planning process that is meaningful and useful for the organization;
- Assist with the gathering of relevant internal and external environmental data;
- Facilitate all planning meetings to ensure that the client develops plans that address all critical issues;
- "Challenge" the client on strategic and business issues and decisions;
- Ensure that the client asks the necessary questions and considers a variety of options; and
- Create a strategic plan document that ensures accountability for each action.

❖ STRATEGIC PLANNING APPROACH

ACCORD's strategic planning counsel can be as comprehensive as the client desires, i.e., beginning with information gathering and proceeding through implementation. Or, we can offer targeted planning interventions on specific issues, such as new product/service development. In any case, **ACCORD's** approach is collaborative, working with the client's data, expertise, and staff, thus minimizing the cost to the client and increasing the likelihood of successful implementation due to the active participation of key internal stakeholders.

HEALTH CARE STRATEGIC PLANNING

ACCORD's APPROACH (continued)

❖ STRATEGIC PLANNING APPROACH (continued)

We believe that the process of strategic planning is as important as the plan. Through participation in the process, stakeholders "buy in" to the changes that result and resistance to the plan is reduced, if not eliminated. For these reasons, **ACCORD** ensures a "team approach" to strategic planning through meaningfully involving the organization's key stakeholders including:

Internal Stakeholders

- Sponsors (if applicable);
- Board members and other volunteers;
- Physician leaders;
- Active medical staff;
- Senior and middle management.

External Stakeholders

- Community, business, and political leaders;
- Payors;
- Other health care providers;
- Social service agencies;
- Patients and families.

ACCORD recognizes that although it is critical to engage key stakeholders in planning, organizations do not want to make a career out of strategic planning. Therefore, we generally recommend a balanced, participative approach.

The key to this approach is to utilize a 9-10 member Strategic Planning Task Force to help design the planning process, analyze the environmental data, and draft the strategic plan.

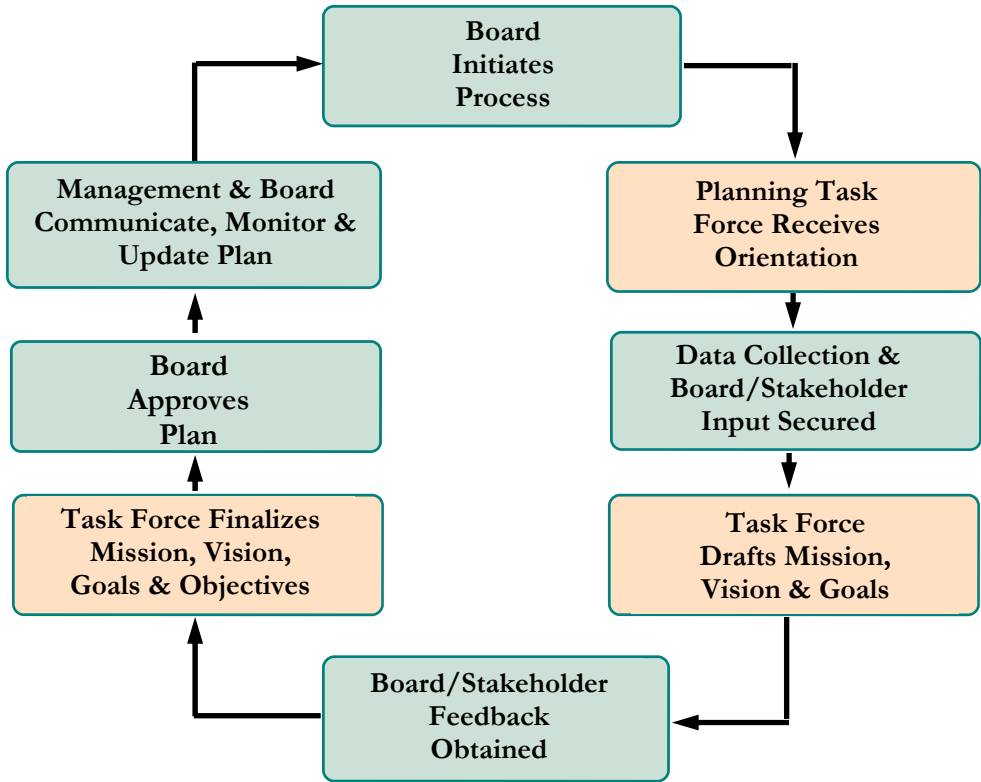
The Task Force generally includes senior managers, board members, and physician leaders. Input and feedback secured from the key stakeholder groups is brought back to the smaller Task Force for its consideration. In this way the planning process benefits from the opinions of a larger number of people and the efficiency of a smaller decision making group (the Task Force).

HEALTH CARE STRATEGIC PLANNING

ACCORD's APPROACH (continued)

❖ STRATEGIC PLANNING PROCESS

The graphic below depicts a typical balanced strategic planning process:



The process described above includes the active involvement of the Board; since one of the core responsibilities of governance is helping to determine the future of the organization. **ACCORD** believes that the Board and management should work together to identify strategic issues and create plans to address those issues. The appropriate level of Board involvement in strategic planning includes:

- Understanding the health care environment, key stakeholders' perspectives, and the community's health care needs;
- Assisting management in the creation of the mission, vision, and goals;
- Expecting management to set short-term objectives and actions;
- Monitoring management's progress toward implementation of the vision, goals and objectives.

The following pages provide more detail on each step of the participative planning process.

HEALTH CARE STRATEGIC PLANNING

ACCORD's APPROACH (continued)

❖ PROJECT INITIATION

To initiate strategic planning, we meet with the client to discuss the following:

- Who will participate on the Strategic Planning Task Force and who will serve as the Planning Coordinator;
- Which stakeholder groups will provide input and feedback;
- Internal and external environment information needed to inform the planning process;
- The project schedule.

❖ BOARD INITIATION

The Board is responsible for officially initiating the planning process. It charges the Task Force with developing a strategic plan for the Board's approval.

❖ PLANNING TASK FORCE ORIENTATION

Once the members of the Strategic Planning Task Force have been selected, we conduct an orientation session. The objectives of this session are usually to:

- Review the strategic planning framework and terms;
- Share and receive input on the overall process;
- Obtain recommendations regarding the stakeholders to be included in the input sessions and feedback loops;
- Identify data that would be helpful for informing the process.

❖ INFORMATION GATHERING

It is critical for the Strategic Planning Task Force to have enough information to make key decisions and strategic choices. The types of information that might be included are:

- Organizational mission and values;
- Market demographics and needs;
- Current services and locations;
- Health care industry challenges and trends;
- Actual and potential competitors;
- Current and projected financial situation;
- Clinical quality and safety performance;
- Patient, employee, physician, and payor satisfaction.

HEALTH CARE STRATEGIC PLANNING

ACCORD's APPROACH (continued)

❖ INFORMATION GATHERING (continued)

We help clients to identify and organize the appropriate information for inclusion in a preparation package that will be distributed to the Strategic Planning Task Force. Since **ACCORD** consultants have facilitated many health care strategic planning processes, we are able to help our clients assemble the right level of information.

To minimize fees, it is normally **ACCORD**'s approach to assist the client in gathering information for planning. We focus on information that is essential to planning and avoid overloading the process with unnecessary information. However, if the clients' information is outdated, we can coordinate market studies, competitor assessments, payor information, and other quantitative analyses needed for planning purposes.

❖ STAKEHOLDER INPUT

A critical component of the strategic planning process is engaging key stakeholders in discussions about the current state and potential future of the health care organization. **ACCORD** suggests using a combination of individual interviews and facilitated group sessions to secure input from these stakeholders. The total number of input sessions and interviews will vary for each hospital or health system, but the goal is to learn the perspectives of all major groups on issues such as:

- What is the community's current perception of our organization?
- What are our major strengths, weaknesses, and opportunities?
- What are the most critical strategic issues facing our organization in the next three to five years?

ACCORD consultants assist our clients in determining the type and number of stakeholder input sessions. We also provide objective facilitation of these sessions, and write summaries of the information secured.

❖ STRATEGIC PLANNING RETREAT

The strategic planning retreat is the cornerstone to **ACCORD**'s planning approach. It is during the retreat that we facilitate consensus building and decision making around the future direction and focus of the hospital or health system. Prior to the retreat we develop retreat objectives, agenda and a participant preparation package. Planning participants are asked to complete a pre-retreat questionnaire and reading as preparation for the planning retreat.

HEALTH CARE STRATEGIC PLANNING

ACCORD's APPROACH (continued)

❖ STRATEGIC PLANNING RETREAT (continued)

We then facilitate a planning retreat. We recommend that the meeting be held off-site in a retreat setting. The flow of the strategic planning retreat is very structured so that all objectives are met. While the process is structured, it is also highly participative. Our role in the retreat is to facilitate the meeting and to ensure the development of an effective plan.

During the retreat, the group identifies and analyzes a wide range of planning alternatives. At the conclusion of the retreat, alternatives will have been assessed, decisions reached, and a uniform commitment developed by the group. Typically, the agenda items for a strategic planning retreat include the following:

- Analyzing the internal strengths and weaknesses and external threats and opportunities to draw strategic implications;
- Identifying major concerns, issues and decisions that are confronting the organization and will confront it within the next three to five years;
- Developing a mission statement;
- Developing a draft strategic vision and major goals for the organization;
- Discussing the next steps in the planning process (including feedback sessions with stakeholders).

❖ FEEDBACK LOOP

If desired, **ACCORD** can facilitate group feedback sessions with some or all of the stakeholder groups that originally provided input. The purpose of these sessions is to share the draft vision and goals before the Task Force finalizes the plan. **ACCORD** writes a summary report of the feedback received, and provides it to the Task Force prior to its next meeting.

❖ FOLLOW-UP SESSION

Within a month of the original retreat, we conduct a one or two-day follow-up session with the Task Force to review and finalize the plan. This meeting and the month preceding it provide everyone with an opportunity to reflect upon the plan, test financial assumptions and goals, and make adjustments to strategies and time frames for implementation.

HEALTH CARE STRATEGIC PLANNING

ACCORD's APPROACH (continued)

❖ FOLLOW-UP SESSION (continued)

The objectives for this session usually include:

- Finalizing the mission, vision and goals;
- Identifying specific tactics/actions for achieving each goal (tactics define who will do what, by when);
- Determining the process for using the plan as a basis for accountability, performance appraisal and compensation; and
- Identifying immediate next steps for communicating, implementing and monitoring the plan.

❖ STRATEGIC PLAN REPORT

The data generated in the preceding steps provides the basis to prepare a strategic plan. The primary data comes directly out of the retreat and reflects the plans and decisions reached by the group as well as the feedback secured from stakeholders. The final strategic plan is developed within two weeks of the follow-up session.

❖ QUARTERLY OR SEMI-ANNUAL FOLLOW-UP MEETINGS

We will meet with the planning team on a quarterly or semi-annual basis to help review plan progress, make recommendations on plan implementation and to assess overall performance against the plan.

❖ PLAN COMMUNICATION

Effectively communicating the vision, goals and key strategies to important stakeholders is crucial to making the plan an organizational reality. **ACCORD** can assist organizations in developing processes and communication messages for conveying the plan throughout the organization and to interested external groups. The resulting communication plan will detail who will receive what by when, and in what form.

❖ MONITORING AND UPDATING

As part of the strategic planning process, we help the board and management determine how best to monitor progress toward the plan. The final strategic plan document also includes a schedule for updating the strategic plan.

HEALTH CARE STRATEGIC PLANNING

WHAT DIFFERENTIATES ACCORD

Many consulting firms offer strategic planning consulting. We believe that **ACCORD's** planning services are superior to those of our competitors because:

- We are experienced with the issues and concerns of health care organizations;
- We utilize a participative approach that builds consensus in spirit and in action;
- We are flexible and willing to modify the project approach to meet client needs;
- We bring both a strong business and a strong process perspective to planning;
- We view facilitation as an important part of our role. However, we also view ourselves as business advisors to our clients and will actively challenge strategies and collaborate in decision making;
- We are objective, straightforward and open in providing evaluative feedback and observations on strategies;
- We offer creative, innovative but practical solutions that have been used successfully by other health care organizations;
- We focus on the implementability of plans. A handsome document is meaningless if the plan isn't implemented. We help clients ensure that the plans are measurable and can be translated into action;
- We position planning as a basis for performance appraisal and compensation;
- We are committed to our clients' success. We form personal, long-lasting relationships with clients. These relationships are characterized by frequent informal follow-up, sharing of information and resources that are relevant to our clients' organizations, and ongoing interactions with clients regarding the challenges associated with implementing their strategic plans.

HEALTH CARE STRATEGIC PLANNING

A PROMISE TO OUR CLIENTS

Many organizations profess philosophies that are not carried out in their actions. At **ACCORD**, our philosophy and mission are to exceed our clients' expectations. We back this promise with our commitment to quality.

- At the outset of each engagement, we clarify client expectations and desired outcomes.
- During a project, we ask for feedback as to how we are meeting client expectations.
- At the conclusion of a project, we revisit the expectations and ask the client to evaluate the degree to which the desired outcomes were achieved. If clients are dissatisfied in any way, we work with them to correct or enhance the situation.

HEALTH CARE STRATEGIC PLANNING

ACCORD's OTHER SERVICES

❖ GOVERNANCE SERVICES

One of **ACCORD**'s other 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.

❖ 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 clarified, 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 RETENTION

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
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
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
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

Halifax Fish Community Health, Port Orange
Intracoastal Health System, West Palm Beach

FLORIDA (continued)

Lee Memorial Health System, Ft. Myers
Jackson Health System, Miami
Morton Plant Mease Health Care, Dunedin
Halifax Health, Daytona Beach

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
Columbus-Cabrini Medical Center, Chicago
Consolidated Catholic Health Care, Oak Brook
Franciscan Sisters of Chicago Service Corporation, Chicago

ACCORD's HEALTH CARE CLIENTS

ILLINOIS (continued)

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
Illinois Foundation for Quality Health Care, Oak Brook
Joint Commission on Accreditation of Healthcare Organizations, Oak Brook Terrace
King-Bruwaert House, Hinsdale
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

INDIANA

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

INDIANA

Howard Regional Health System, Kokomo
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
Spencer Hospital, Spencer

KANSAS

Sisters of Charity of Leavenworth Health System, Lenexa
Catholic Health Initiative, Louisville

KENTUCKY

Jewish Hospital HealthCare Services, Louisville
Kentucky Medical Insurance Company, Louisville
Owensboro Mercy Health System, Owensboro
St. Elizabeth Medical Center, Covington

MARYLAND

Baylor Health System, Potomac
Western Maryland Health System, Cumberland

MASSACHUSETTS

Harvard Pilgrim Health Care, Wellesley
Northern Berkshire Healthcare, North Adams
St. Anne's Hospital, Fall River
Sisters of Providence Health System, Springfield
Youville Hospital & Rehabilitation Center, Cambridge

MICHIGAN

Battle Creek Health System, Battle Creek
Beaumont Hospital, Royal Oak
Bon Secours Health System, Inc., Grosse Pointe
Cascades Health Group, Jackson
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

ACCORD's HEALTH CARE CLIENTS

MICHIGAN (continued)

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
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
West Branch Regional Medical Center, West Branch

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
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

NEW YORK

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

NORTH CAROLINA

Mission Health Inc., Asheville
Mountain Area Health Education Center, Asheville
North Carolina Hospital Association, Cary
Premier, Inc., Charlotte
Transylvania Community Hospital, Brevard
University Health System of Eastern Carolina,
Greenville

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
HM Health Services, Youngstown
Humility of Mary Health Care System, Lorain
Humility of Mary Health Partners, Middleburg
Heights
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
Lake Hospital System, Painesville

OREGON

Good Shepherd Health Care System, Hermiston
Salem Hospital, Salem
St. Anthony Hospital, Pendleton

ACCORD's HEALTH CARE CLIENTS

PENNSYLVANIA

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

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
Middle Tennessee Healthcare Group LLC, Nashville
Saint Thomas Hospital, Nashville
Sumner Regional Health Systems, Gallatin
Vanderbilt University Medical Center, Nashville
Sisters of Charity Health Care System, Houston

TEXAS

Baylor Regional Medical Center at Grapevine,
Grapevine
Baylor Health Care System, Dallas
CHRISTUS, San Antonio and Houston
Incarnate Word Health System, San Antonio
Memorial Hermann Healthcare, Houston
Methodist Health System, Dallas
St. Joseph Health System, Bryan/College Station

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

WEST VIRGINIA

West Virginia United Health System, Morgantown

ACCORD's HEALTH CARE CLIENTS

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
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
Wyoming Medical Center, Casper

ACCORD's **CONSULTING TEAM**

Our highly qualified consultants come from diverse backgrounds. They are known for their ability to solve problems creatively and bring about positive change. As is clear from the foregoing client list, they have worked with a wide variety of health care organizations nationwide. This section includes biographies for each of our consultants.

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. 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 an active 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.

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