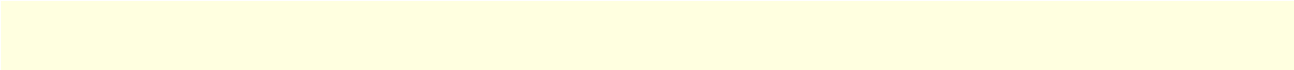


Introducing . . .

ACCORD LIMITED



**STRATEGIC PLANNING
FOR NOT-FOR-PROFIT
ORGANIZATIONS**

STRATEGIC PLANNING FOR NOT-FOR-PROFIT ORGANIZATIONS

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STRATEGIC PLANNING FOR NOT-FOR-PROFIT ORGANIZATIONS

INTRODUCTION TO ACCORD LIMITED

ACCORD LIMITED (ACCORD) is a Chicago-based firm of senior-level consultants with strong national reputations and diverse experience in serving not-for-profit organizations. Over the last twenty years we have served hundreds of organizations, a large number of which are in the not-for-profit sector.

ACCORD consultants help 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 rapid and dramatic changes in their environments.

We do this by helping our clients to:

- Assess current strategies and make changes to respond to environmental forces;
- Create or confirm the mission and long-range vision;
- Develop plans to achieve strategic goals and objectives;
- Ensure that governance and staff structures support organizational strategies;
- Facilitate processes that result in collaborative arrangements among stakeholders;
- Assess and shape organization culture;
- Increase team effectiveness at the board, executive, and staff levels;
- Enhance board and staff performance.

Although **ACCORD** has deep and broad expertise in not-for-profits, 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 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 FOR NOT-FOR-PROFIT ORGANIZATIONS

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 on achieving the mission, clarifies priorities, and enables the organization to address major unforeseen external events that may occur. This is especially true when board members, staff, funders, 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 its development and success. 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:

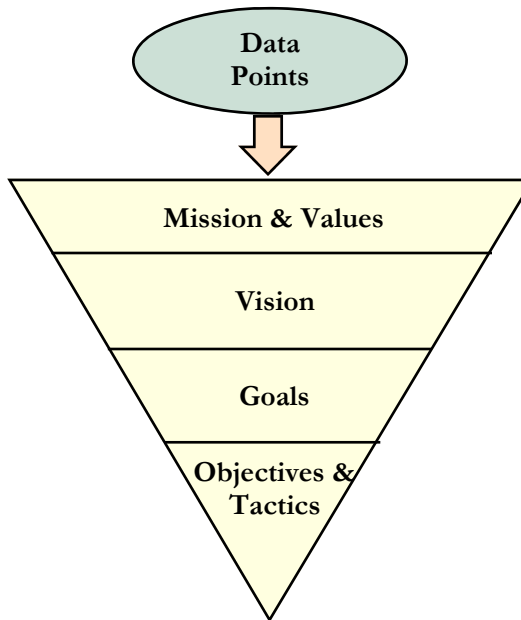
- To define, in measurable and objective terms, what is most important and needs to be achieved by the organization;
- To place the organization at a competitive advantage in the future;
- To anticipate problems and to take positive steps to eliminate them;
- To build commitment and orientation to a common purpose among key stakeholders including board members, staff and funders;
- To chart a clear direction and furnish "marching orders" for 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 organizational and individual; and
- To provide a framework which can be used to facilitate quick responses to changed conditions, unplanned events, market opportunities and deviations from the plan;
- To help raise funds to support the mission.

STRATEGIC PLANNING FOR NOT-FOR-PROFIT ORGANIZATIONS

STRATEGIC PLANNING (continued)

❖ CONCEPTUAL MODEL

Although the content of each plan differs, a typical strategic plan for not-for-profit clients 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 & Values: The primary purpose of the organization; the reason it exists. The Mission rarely changes; it is timeless. Values are also timeless and provide guidelines for behavior; they describe the way in which people are expected to act.

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 desired financial results, and more. The vision articulates the desired end result, not the means by which that result will be attained.

Goals: How the organization will focus its time, energy and resources in the next 1-3 years to achieve the vision. Includes measurable outcomes the organization will accomplish in the next 1-3 years; the “scorecard”.

Objectives & Tactics: Major initiatives that will be taken in the next 12 -18 months to achieve vision and goals. Includes responsibility and time frame. Describes shorter-term “down payments” on our goals.

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.

STRATEGIC PLANNING FOR NOT-FOR-PROFIT ORGANIZATIONS

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 partner 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 strategic planning engagements for not-for-profit organizations 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.

STRATEGIC PLANNING FOR NOT-FOR-PROFIT ORGANIZATIONS

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

- Board members;
- Other volunteers;
- Staff.

External Stakeholders

- Community, business, and political leaders;
- Funding sources;
- Client representatives.

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 7-10 member Strategic Planning Task Force to help design the planning process, analyze the environmental data, and draft the strategic plan.

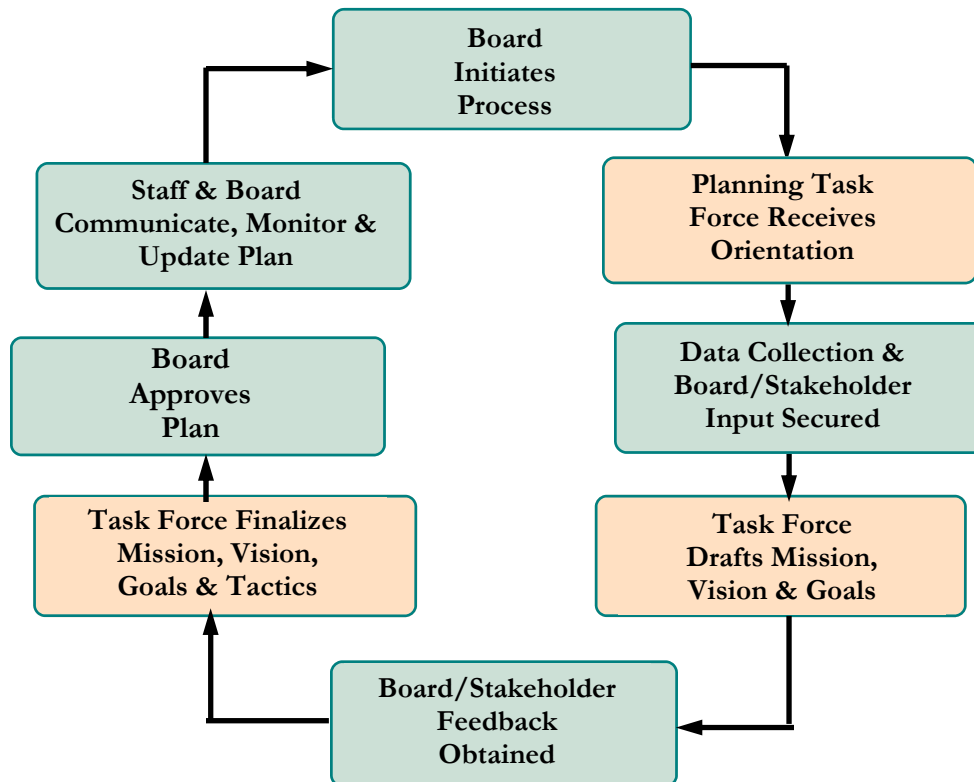
The Task Force generally includes senior staff and board members. Input and feedback secured from the key stakeholder groups is brought back to the smaller Task Force for its consideration. In this way the planning process benefits from the opinions of a larger number of people and the efficiency of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

STRATEGIC PLANNING FOR NOT-FOR-PROFIT ORGANIZATIONS

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 staff 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 environmental trends, key stakeholders' perspectives, and the community's needs;
- Assisting staff in the creation of the mission, vision, and goals;
- Expecting staff to set short-term objectives and tactics;
- Monitoring staff's progress toward implementation of the vision, goals and objectives.

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

STRATEGIC PLANNING FOR NOT-FOR-PROFIT ORGANIZATIONS

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 sound decisions and strategic choices. The types of information that might be included are:

- Organizational mission and values;
- Market/client demographics and needs;
- Current services and locations;
- Industry and funding challenges and trends;
- Actual and potential competitors for funding and services;
- Current and projected financial situation;
- Staff satisfaction;
- Client satisfaction.

STRATEGIC PLANNING FOR NOT-FOR-PROFIT ORGANIZATIONS

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 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, funding 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 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 organization, 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?
- What is your vision of what we could / should become?

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 organization. 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.

STRATEGIC PLANNING FOR NOT-FOR-PROFIT ORGANIZATIONS

ACCORD'S APPROACH (continued)

❖ STRATEGIC PLANNING RETREAT (continued)

We then facilitate a two-day 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 or revising the mission statement and values;
- 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

STRATEGIC PLANNING FOR NOT-FOR-PROFIT ORGANIZATIONS

ACCORD'S APPROACH (continued)

❖ FOLLOW-UP SESSION (continued)

assumptions and goals, and make adjustments to strategies and time frames for implementation. 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 document. The primary data comes directly out of the retreats 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 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 communicating the plan throughout the organization and to interested external groups.

❖ MONITORING AND UPDATING

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

STRATEGIC PLANNING FOR NOT-FOR-PROFIT ORGANIZATIONS

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 not-for-profit 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 not-for-profit 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.

STRATEGIC PLANNING FOR NOT-FOR-PROFIT ORGANIZATIONS

A PROMISE TO OUR CLIENTS

Many organizations profess philosophies that are not carried out in their actions. At **ACCORD**, our mission is 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.

STRATEGIC PLANNING FOR NOT-FOR-PROFIT ORGANIZATIONS

ACCORD'S OTHER SERVICES

❖ GOVERNANCE SERVICES

One of **ACCORD's** other major areas of expertise is governance of not-for-profit organizations. We provide any level of assistance that our clients need, from a one-time board retreat to a comprehensive assessment of governance structures and functioning.

❖ ORGANIZATIONAL DIAGNOSIS AND CHANGE MANAGEMENT

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

❖ 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 staff structures, creating implementation plans, and providing communication assistance. **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 NOT-FOR-PROFIT CLIENTS — PARTIAL LIST

ACCORD has assisted the following not-for-profit organizations and many others with governance assessments, strategic planning, or other issues.

Adorers of the Blood of Christ (St. Anne's Home)
(Columbia, Pennsylvania)

Advocate Health Care (Oak Brook, Illinois)

American Hospital Association (Chicago, Illinois)

American Osteopathic Hospital Association
(Washington, DC)

American Society for Healthcare Risk Management
(Chicago, Illinois)

American Society for Healthcare Engineering
(Chicago, Illinois)

Association for Healthcare Resource & Materials
Management (Chicago, Illinois)

Association of Governing Boards of Universities and
Colleges (Washington, DC)

Athletes Against Drugs (Chicago, Illinois)

Aurora Health Care (Milwaukee , Wisconsin)

Better Boys Foundation (Chicago, Illinois)

Big Brothers Big Sisters of Metropolitan Chicago
(Chicago, Illinois)

The Catholic Charities of the Archdiocese of
Chicago (Chicago, Illinois)

Center for Organ Recovery and Education
(Pittsburgh, Pennsylvania)

Chicago Architecture Foundation (Chicago, Illinois)

Chicagoland Healthcare Risk Management Society
(Chicago, Illinois)

Community Support Services, Inc. (Chicago, IL)

Consolidated Catholic Health Care (Oak Brook,
Illinois)

Foundation for Osteopathic Health Services
(Washington, DC)

Franciscan Sisters of Chicago (Chicago, Illinois)

Golden Apple Foundation (Chicago, Illinois)

Giant Steps (Lisle, Illinois)

Healthcare Financial Management Association
(Westchester, Illinois)

Hospital Research & Education Trust (Chicago,
Illinois)

The Institute of Continuing Legal Education (Ann
Arbor, Michigan)

Illinois Foundation for Quality Health Care (Oak
Brook, Illinois)

Iowa Foundation for Medical Care (West Des
Moines, Iowa)

Joint Commission on Accreditation of Healthcare
Organizations (Oak Brook Terrace, Illinois)

King-Bruwaert House (Burr Ridge, Illinois)

Little Brothers - Friends of the Elderly (Chicago,
Illinois)

Loyola University Chicago Family Business Center
(Chicago, Illinois)

Metropolitan Family Services (Chicago, Illinois)

National Association for Health Care Quality
(Skokie, Illinois)

Northwestern Memorial Hospital (Chicago, Illinois)

Professional Convention Management Association
(Chicago, Illinois)

Rehabilitation Institute of Chicago (Chicago,
Illinois)

River North Chicago Dance Co. (Chicago, Illinois)

The Ruth Page Foundation (Chicago, Illinois)

St. Elizabeth Hospital Community Foundation
(Appleton, Wisconsin)

St. Isaac Jogues Parish (Hinsdale, Illinois)

St. Joseph Carondelet Child Center (Chicago,
Illinois)

San Jose International Airport (San Jose, California)

University of Chicago Laboratory Schools (Chicago,
Illinois)

Vermont Association of Hospitals & Health
Systems (Montpelier, Vermont)

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. 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 30 years of experience in the management consulting field serving a variety of industries and types of organizations, including health care, not-for-profit, manufacturing, distribution, financial services, 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 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

As former President of **ACCORD LIMITED**, Ms. Shomaker is responsible for guiding the Firm's human resources and monitoring our internal quality assurance process.

Ms. Shomaker has over 30 years of experience as a consultant to a variety of industries including health care, not-for-profit, 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 and development, facilitating mergers and consolidations, customer and employee retention strategies, succession planning and board self-evaluation and development.

Ms. Shomaker is a Board member of Loyola Family Business Center, a faculty member of The Governance Institute, and is a frequent speaker before association and industry groups, particularly in the areas of strategic planning, closely-held business issues, and employee / customer loyalty strategies. Among the organizations to which she has presented are: The Governance Institute, Direct Marketing Association, National Office Products Association, American Banking Association and state hospital associations around the country.

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

E-mail: accord@accordlimited.com