

Introducing . . .

ACCORD LIMITED

**HEALTH CARE
GOVERNANCE SERVICES**

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HEALTH CARE GOVERNANCE SERVICES

GENERAL INFORMATION

ACCORD LIMITED (ACCORD) is a Chicago-based firm of senior-level consultants with strong national reputations and diverse experience in serving the health care industry. Over the last thirty years we have served over 400 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 speech at a board retreat to a comprehensive assessment of corporate 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 of, 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.

HEALTH CARE GOVERNANCE SERVICES

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, vision and operating model;
- Streamlining the number of corporations, boards and committees across the organization;
- Clarifying roles, responsibilities, and authority among the various boards and committees;
- Strengthening the relationship between management and the board;
- 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., conflicts of interest).
- Providing more opportunity for physician input and involvement in governance;
- Increasing the level and value of community input;
- Ensuring a healthy board culture;
- Mentoring board and committee chairs;
- Focusing on the orientation, development, education and evaluation of board and committee members;
- Assisting with the implementation of governance restructuring including developing a governance authority matrix, committee charters, job descriptions, policies, etc.

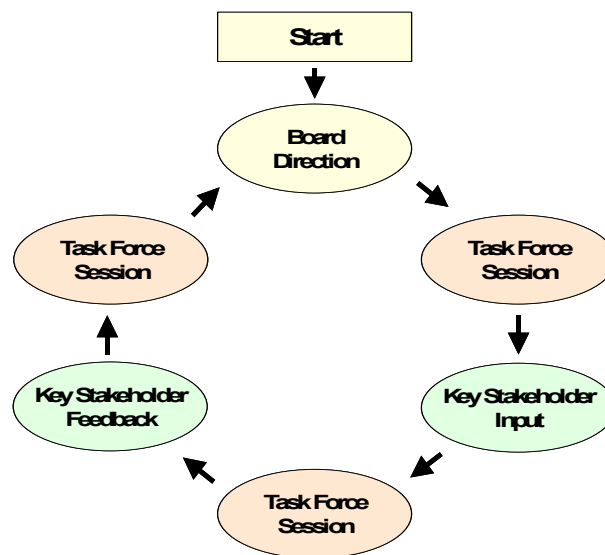
ACCORD's approach to comprehensive governance assessments maintains a balance between the need for the involvement of the stakeholders and the need to be efficient. To accomplish these dual goals, we suggest creating a small Governance Task Force. The Task Force is charged with reviewing information secured from stakeholders and then making recommendations to the board(s) 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 7-9 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.

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). We can create a single educational session or help the client develop an entire board education plan for the upcoming year. For a list of sample educational session topics, see page 9 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., fiduciary duties; core responsibilities; the distinction between governance and management/operations);
- 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 retreat or 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, agenda and pre-reading for the Board Retreat.

The hospitals, health systems, physician groups 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;
- Kicking off a governance restructuring initiative;
- Assistance implementing governance restructuring;
- Board self-evaluation and action planning;
- Board goal-setting;
- 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 9.

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 a 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 can use standardized tools from national organizations like The Governance Institute and Board Source to help evaluate the effectiveness of the entire governance function and of individual board members. We are also able to develop custom board self-assessment instruments. Those tools can be highly focused on 10-12 key issues or comprehensive assessments of 50-60 governance practices. We are able to assist with the administration of the surveys, analyze the data and create reports of the results.

An alternative approach to board evaluation is for **ACCORD** to conduct individual, confidential interviews with each board member and senior executive. We then summarize the results of the interviews.

Whether a board used a written instrument or individual interviews to assess their effectiveness, we 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:

GOVERNANCE

- Reaching for the Stars: Excellence in Governance
- Effective Governance of Transformed Care Systems
- Insight vs. Oversight: Achieving the Optimal Balance
- Trends in Health System Governance Structures and Practices
- Clarification of Roles and Responsibilities for Health System Boards
- Board Culture Enhancement
- Boards in Transition Before, During, or After a Merger or Affiliation
- Board Basics for New and Experienced Trustees
- The New Role of Physicians in Governance
- Institutional Integrity: The New Era of Accountability and Transparency
- Clarifying the Board / CEO Relationship
- Successful Board Orientation and Education
- Board Leadership Succession Planning
- Managing Conflicts of Interest on Boards
- Enhancing Public Hospital Governance Effectiveness
- The Nexus of Strategy and Governance in Times of Disruptive Change

STRATEGY

- Shared Leadership in Transformational Times
- Engaging the Board in Strategic Planning: Rationale, Tools and Techniques
- Emerging Health Care Trends
- Physician - Hospital Alignment: State of the Art and Keys to Success
- Understanding Strategic Partnerships, Affiliations and Mergers
- The Board's Role in Developing Successful Strategic Partnerships

HEALTH CARE GOVERNANCE SERVICES

OTHER SERVICES PROVIDED BY ACCORD'S CONSULTANTS INCLUDE:

- **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.

- **MERGER / STRATEGIC PARTNERSHIP FACILITATION**

ACCORD provides facilitation assistance in the creation of mergers and other strategic partnership 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, board education, strategic planning, or other issues.

ALABAMA

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

ARIZONA

Arizona Hospital Healthcare Association
Banner Health, Phoenix
John C. Lincoln Health Network, Phoenix
Little Colorado Medical Center, Winslow
Maricopa County Special Health Care District,
Phoenix
Mercy Gilbert and Chandler Regional Medical
Centers, Gilbert
Northern Cochise Community Hospital, Tucson
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
El Camino Hospital, Mountain View
Emanuel Medical Center, Turlock
Enloe Medical Center, Chico
Hoag Memorial Hospital Presbyterian, Newport
Beach
North County Health Services, San Marcos
Palm Drive Hospital, Sebastopol
PIH Health, Whittier
Pomona Valley Hospital Medical Center, Pomona
Sharp Healthcare, San Diego
Sonoma Valley Health Care District, Sonoma
St. Joseph Health System, Orange
St. Mary Medical Center Foundation, Apple Valley
The Governance Institute, San Diego

COLORADO

Aspen Valley Hospital, Aspen
Catholic Health Initiatives, Denver

COLORADO (continued)

Saint Anthony North Hospital, Westminster
St. Mary's Hospital, Grand Junction

CONNECTICUT

Danbury Hospital, Danbury
Middlesex Health System, Middletown
Norwalk Health Services, Norwalk
St. Francis Hospital and Medical Center, Hartford
Silver Hill Hospital, New Canaan
Stamford Health System, Stamford
The Charlotte Hungerford Hospital, Torrington

DELAWARE

Bayhealth Medical Center, Dover
Nanticoke Health Services, Seaford
Riverside Hospital, Wilmington

DISTRICT OF COLUMBIA

Alliance of Community Health Plans
American Osteopathic Hospital Association
Foundation for Osteopathic Health Services
Washington Hospital Center

FLORIDA

Bay Medical Center, Panama City
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 Health, Fort Myers
Morton Plant Mease Health Care, Dunedin
Tampa General Hospital, Tampa
Wuesthoff Health Systems, Rockledge

GEORGIA

Georgia Hospital Association, Marietta
Gwinnett Health System, Inc., Lawrenceville

IDAHO

Portneuf Medical Center, Pocatello
Public Hospital Cooperative, Inc., Pocatello
St. Alphonsus Regional Medical Center, Boise
St. Luke's Health System, Boise
St. Luke's Wood River Medical Center, Ketchum

ACCORD's HEALTH CARE CLIENTS

ILLINOIS

Advocate Behavioral Health Partners, Chicago
Advocate Christ Hospital and Medical Center, Oak Lawn
Advocate Christ Medical Center, Oak Lawn
Advocate Health Care, Oak Brook
American Hospital Association, Chicago
American Society for Healthcare Engineering, Chicago
American Society for Healthcare 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
Greenville Regional Hospital, Greenville
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
KishHealth System, DeKalb
Kishwaukee Health System, DeKalb
Little Company of Mary Hospital and Health Care Centers, Evergreen Park
Mercy Hospital and Medical Center, Chicago
Mercy-Chicago Province Healthcare System, Naperville
Methodist Medical Center, Peoria
National Association for Health Care Quality, Skokie
Northwestern Memorial Hospital, Chicago
Norwegian American Hospital, Chicago
OSF HealthCare, Peoria
Passavant Hospital, Jacksonville
Pekin Memorial Hospital, Pekin
Presence Health, Chicago

ILLINOIS (continued)

Provena Saint Joseph Medical Center, Joliet
Rehabilitation Institute of Chicago, Chicago
Resurrection Healthcare, Chicago
Rockford Health System, Rockford
Rush University Medical Center / Rush-Copley Medical Center, Chicago
St. Clement Hospital / United Health System, Red Bud
St. Vincent's Hospital, Taylorville
Sarah Bush Lincoln Health System, Mattoon
Silver Cross Hospital, Joliet
Sinai Health System, Chicago
SIU Healthcare, Springfield
Tribrook - AM&G, Chicago
Wheaton Franciscan Services, Inc., Wheaton
Witt-Kieffer, Ford, Hadelman & Lloyd, Oak Brook

INDIANA

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

IOWA

Care Initiatives, West Des Moines
Genesis Health System, Davenport
Guttenberg Municipal Hospital, Guttenberg
Iowa Foundation for Medical Care, Des Moines
Mary Greeley Medical Center, Ames
Mercy Hospital-Iowa, Iowa City
Shenandoah Medical Center, Shenandoah
Trinity Health System, Quad City

KANSAS

Catholic Health Initiative, Louisville
HaysMed, The University of Kansas Health System, Hays
Mercy Regional Medical Center, Manhattan
Sisters of Charity of Leavenworth, Lenexa

ACCORD's HEALTH CARE CLIENTS

KENTUCKY

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

LOUISIANA

Beauregard Memorial Hospital, DeRidder
Lafayette General Health, Lafayette

MAINE

Eastern Maine Healthcare Systems, Brewer
MaineGeneral Health, Rockland

MARYLAND

Baylor Health System, Potomac
Frederick Regional Health System, Frederick
Maryland Hospital Education Institute, Elkridge
Medstar Health, Columbia
Ranken Jordan Pediatric Bridge Hospital, Rockland Heights
Tri-State Health Partners, Inc., Hagerstown
University of Maryland Medical System, Baltimore
Western Maryland Health System, Cumberland

MASSACHUSETTS

Baystate Health, Inc., Springfield
Cambridge Health Alliance, Cambridge
Commonwealth Care Alliance, Inc., Boston
Emerson Hospital, Concord
Harvard Pilgrim Health Care, Wellesley
Harvard Vanguard Medical Associates, Boston
New England Baptist Hospital, Boston
Northern Berkshire Healthcare, North Adams
Sisters of Providence Health System, Springfield
St. Anne's Hospital, Fall River
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
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

MICHIGAN (continued)

Henry Ford Health System, Detroit
Hurley Medical Center, Flint
LakeView Community Hospital, Paw Paw
MCG Telesis, Inc., Mt. Clemens
Memorial Medical Center of West Michigan, Ludington
Mercy Health Services-North, Cadillac
Mercy Health Services, Farmington
MidMichigan Health, Midland
North Oakland Medical Centers, Pontiac
NorthStar Health System, Iron River
Pontiac Michigan Hospitals, Pontiac
ProNational, Okemos
Sparrow Health System, Lansing
Spectrum Health, Grand Rapids
St. John Health System, Warren
St. Joseph's Mercy Hospitals, Clinton Township
St. Mary's Health Services, Grand Rapids
Trinity Health, Novi
West Branch Regional Medical Center, West Branch

MINNESOTA

Benedictine Health System, Duluth
Fairview Health Services, Minneapolis
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

Bryan Health, Lincoln
Catholic Health Corporation, Omaha
Catholic Health Initiatives, Omaha
Crete Area Medical Center, Crete
Heartland Health Alliance, Lincoln

ACCORD's HEALTH CARE CLIENTS

NEBRASKA (continued)

Preferred Professional Insurance Company, Omaha
The Nebraska Medical Center, Omaha

NEVADA

Carson Tahoe Regional Healthcare, Carson City
Washoe Health System, Reno

NEW HAMPSHIRE

North Country Healthcare, Littleton

NEW JERSEY

Hunterdon Healthcare System, Lambertville
Jersey Shore Medical Center, Neptune
New Jersey Hospital Association, Princeton
Solaris Health System, Edison
South Jersey Healthcare, Vineland
St. Joseph's Health, Paterson
Underwood Memorial Hospital, Woodbury

NEW MEXICO

CHRISTUS St. Vincent Regional Medical Center,
Santa Fe
University of New Mexico Hospitals, Albuquerque

NEW YORK

Adirondack Medical Center, Saranac Lake
Albany Medical Center, Albany
Bassett Healthcare Network, Cooperstown
Cortland Regional Medical Center, Cortland
Great Lakes Health System, Buffalo
Greater Rochester Health System, Rochester
Healthcare Trustees of New York State, Rensselaer
Kingsbrook Jewish Medical Center, Brooklyn
Montefiore Medicine, Bronx
Northeast Health, Troy
Orange Regional Medical Center, Goshen
St. Peter's Health Partners, Albany
ViaHealth, Rochester

NORTH CAROLINA

Atrium Health, Charlotte
Cape Fear Valley Health System, Fayetteville
Mission Health Inc., Asheville
Mountain Area Health Education Center, Asheville
New Hanover Health Network, Wilmington
North Carolina Hospital Association, Cary
Novant Health, Winston Salem

NORTH CAROLINA (continued)

Premier, Inc., Charlotte
Transylvania Community Hospital, Brevard
University Health Systems of Eastern Carolina,
Greenville
Wayne Memorial Hospital, Goldsboro
Wilson Medical Center, Wilson

NORTH DAKOTA

St. Alexius Medical Center, Bismarck

OHIO

Catholic Healthcare Partners, Cincinnati
Cleveland Clinic, Cleveland
Cuyahoga Falls General Hospital, Cuyahoga Falls
Firelands Regional Medical Center, Sandusky
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
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 Health, Salem
St. Anthony Medical Center, Pendleton

PENNSYLVANIA

Adorers of the Blood of Christ (St. Anne's Home),
Columbia
Albert Einstein Healthcare Network, Philadelphia
Catholic Health East, Newton
Center for Organ Recovery and Education,
Pittsburgh
Community Hospital of Lancaster, Lancaster

ACCORD's HEALTH CARE CLIENTS

PENNSYLVANIA (continued)

Conemaugh Health System, Johnstown
Franciscan Health System, Aston
Franciscan Services Corporation, Sylvania
Grand View Hospital, Sellersville
Heritage Valley Health System, Beaver
Hospital Trustee Association of Pennsylvania
Mercy Hospital, Altoona
Mount Nittany Health System, State College
Norristown Regional Health Services, Norristown
Northeastern Hospital of Philadelphia, Philadelphia
Pocono Medical Center, East Stroudsburg
St. Joseph Hospital, Reading
St. Vincent Health System, Erie
Temple University Health System, Philadelphia
Windber Medical Center, Windber

RHODE ISLAND

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

SOUTH CAROLINA

South Carolina Hospital Association, Columbia

SOUTH DAKOTA

Sioux Valley Hospitals and Health System, Sioux Falls

TENNESSEE

Ballad Health, Johnson City
Baptist Hospital, Nashville
Bristol Regional Medical Center, Bristol
Consolidated Catholic Casualty Risk Retention Group,
Nashville
Cornerstone of Recovery, Louisville
Memorial Health Care System, Chattanooga
Methodist Healthcare, Memphis
Middle Tennessee Health Care Group, Nashville
Mountain States Health Alliance, Kingsport
Sumner Regional Health Systems, Gallatin
St. Jude Children's Research Hospital, Memphis
Tennessee Hospital Association, Brentwood
Vanderbilt University Medical Center, Nashville
Wellmont Health System, Kingsport

TEXAS

Baylor Health Care System, Dallas
Baylor Regional Medical Center at Grapevine,
Grapevine
Catholic Health South, San Antonio
CHRISTUS Health, Houston
Incarnate Word Health System, San Antonio
Memorial Hermann Health System, 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
United Regional Health Care System, Wichita Falls

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

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

WASHINGTON

Confluence Health, Wenatchee
Evergreen Healthcare, Kirkland
Franciscan Health System Northwest, Tacoma
Group Health Cooperative, Seattle
Group Health Physicians, Seattle
Harrison Memorial Hospital, Bremerton
Providence Health & Services, Renton

WEST VIRGINIA

Cabell Huntington Hospital, Huntington
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 Center, Waukesha
Aurora Medical Group, Milwaukee
Aurora Metro Region, Milwaukee
Beloit Health System, Beloit
Blood Center of Southeastern Wisconsin, Milwaukee
Blood Center of Wisconsin, Milwaukee
Burlington Clinic, Burlington
Children's Hospital and Health System, Milwaukee
Families International, Inc., Milwaukee
Family Service of Milwaukee, Milwaukee
Fond du Lac Physicians Group, Fond du Lac
Franciscan Health Care System, Milwaukee
Franciscan Sisters of Christian Charity, Manitowoc
Greater Milwaukee Pathologists, S.C., Milwaukee
Gundersen Lutheran Medical Center, La Crosse
Hartford Memorial Hospital, Hartford
Hartford Parkview Clinic, Hartford
Howard Young Health Care, Woodruff
Lakeshore Medical Clinic, Milwaukee
Marshfield Clinic, Marshfield
Mercy Hospital Foundation, Oshkosh
Milwaukee Psychiatric Hospital, Wauwatosa
Ministry Health Care, Milwaukee
Oshkosh Physicians Group, Oshkosh
ProHealth Care, Waukesha
Rogers Behavioral Health System, Inc., Oconomowoc
Sacred Heart / St. Mary's Hospital, Rhinelander
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
Versiti, Milwaukee
Visiting Nurse Association, Milwaukee

WISCONSIN (continued)

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

PAMELA R. KNECHT

Pamela R. Knecht, President and CEO of **ACCORD LIMITED**, has provided consulting services to a wide range of industries and organizations over her 36-year career. During the last 25 years, she has focused on assisting the boards and CEOs of physician groups, not-for-profit hospitals, health systems, health plans and associations across the country with board education; 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 retreats as well as at local, regional, and national health care conferences. She is a faculty member for The Governance Institute, the American Hospital Association, iProtean, and numerous state hospital associations. She was also on the faculty of the former Center for Healthcare Governance. In 2007, she was selected by The Governance Institute as a Governance Advisor for their members.

Pam has authored numerous articles for AHA's Trustee Magazine, The Governance Institute's BoardRoom 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.

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 Health Executives Forum, the Society for Healthcare Strategy & Market Development and the American College of Healthcare Executives.

ACCORD's CONSULTING TEAM

DEBRA STOCK

Debra Stock is a Strategic Partner with **ACCORD LIMITED**. Over her 35-year career, Debra Stock has been a nationally recognized health care leader with extensive experience working with hospitals and health systems to improve their boards' performance.

For more than 15 years, Debra served as Vice President of Trustee Services for the American Hospital Association. In this role Debra served as the AHA's national expert on health care governance issues, trends and best practices. She oversaw the development of best-in-class governance resources, tools, education, products and services for boards and CEOs across the country and was a sought-after speaker at board retreats and state hospital association meetings on many governance topics. She also oversaw the AHA's biennial national healthcare governance survey which provides the most current data on health care governance trends and practices.

Debra also served as a senior leader with the AHA's Center for Healthcare Governance where she led the Center's board assessment service and worked with hundreds of health care systems, academic medical centers, and rural hospitals to conduct their board assessments and develop actionable development plans to help improve board performance.

Earlier in her career, Debra also served in other consulting, health care association, and hospital management positions.

Today, Debra is President of Debra Stock & Associates, LLC, a boutique consulting firm that helps hospitals and health systems across the country realize their potential for governance excellence through customized board assessments, board orientation, tailored board development programs, board retreats, board meeting evaluations and board leadership coaching.

Debra holds an MBA from DePaul University, Chicago, Illinois and a bachelor's degree in International Relations from McDaniel College in Westminster, Maryland.

ACCORD's CONSULTING TEAM

LUANNE R. STOUT

Luanne R. Stout, a Strategic Partner with **ACCORD LIMITED**, is the President/CEO of Luanne R. Stout & Associates, Inc., a governance consulting firm. She has over 40 years of governance experience, including 20 years as Vice President/Chief Governance Officer/Corporate Secretary for one of the largest non-profit health care systems in the country. She has worked with non-profit and public systems, hospitals, physician organizations, joint ventures, and others to develop their governance structure and infrastructure, including after mergers and progressive governance restructuring.

Luanne also specializes in the development of advancing relationships among parent and entity boards, governance infrastructure, board processes and standards, division of authority and authority matrices, engaging board members, board portals, and the development of chief governance officers and governance teams.

Health care systems and hospitals supported by Luanne have been widely recognized for leading edge governance practices by The Joint Commission, the American Hospital Association (including its Blue Ribbon Panels on Governance), the Texas Hospital Association (including its Excellence in Governance Award), the national Malcolm Baldrige National Quality Award examiners, bond credit rating agencies, and others.

Luanne has been published, quoted, and featured in respected trade journal articles and has been a featured speaker in national and state conferences across the country.

Luanne has a master's degree in Health Care Administration from the University of Texas at Arlington, a bachelor's degree in Interdisciplinary Studies in Health Care Administration from the University of Texas at Arlington and is a certified nurse paralegal. Although she works across the country, she is based in the Dallas/Fort Worth area.

ACCORD's CONSULTING TEAM

MARY K. TOTTEN

Mary Totten, a Strategic Partner with **ACCORD LIMITED**, specializes in governance education, consulting and communication. For more than 25 years, she has been a speaker and consultant to hospitals, health systems and other health organizations on board oversight of quality, governance restructuring, board orientation and evaluation, medical staff credentialing, and strategic planning. She has guided the work and written the final reports for four national Blue Ribbon Panels on health care governance and developed tools and other resources to implement their recommendations.

Mary was co-founder of Health Governance Digest, a national newsletter for health care boards. She was an owner and principal of the American Governance & Leadership Group, which was purchased by the American Hospital Association in 2004.

Mary conducts board retreats and education programs and has authored six books and more than 100 articles on governance and leadership issues. She has served as a trustee and board officer on school, hospital and health system boards, most recently on the board of Silver Cross Hospital in New Lenox, IL, where she chaired the Risk, Audit and Legal Affairs Committee.

She also co-founded and from 2009-2014 served as President of Best On Board, a governance education company that delivers online health care board education programs, and worked with insurers and others to fund delivery of these resources in five states, two national organizations and a variety of individual hospitals and health systems. Best On Board is now owned by the Montana Health Network. Mary has a Bachelor of Arts degree from the University of Wisconsin at Madison and a MBA from Northwestern University's Kellogg School of Management.

ACCORD's CONSULTING TEAM

EDWARD A. KAZEMEK

As the principal founder of **ACCORD LIMITED**, Mr. Kazemek works closely with other **ACCORD** consultants to identify creative solutions to the issues and problems facing our clients.

Mr. Kazemek has approximately 40 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 30 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 85 articles / monographs written by Mr. Kazemek have been published in professional and trade journals and newspapers and magazines including the best-selling white pages published by The Governance Institute on the board's role in strategic direction-setting; the evolution of health systems; and addressing challenges to an institution's integrity and physician collaboration. 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 was also on the faculty and one of the Governance Advisors of The Governance Institute in San Diego, California for over 15 years.

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

BARRY S. BADER

Barry S. Bader is a Senior Advisor to **ACCORD LIMITED**. Before joining **ACCORD** in 2015, Barry headed his own firm, Bader & Associates, specializing in the governance of hospitals and health systems. Since 1980 Barry has facilitated board retreats and consulted on governance assessment, improvement and redesign initiatives for hospitals, health systems and other health related organizations throughout the U.S. and Canada.

Barry is an advocate for governance accountability, integrity and transparency; visionary strategic thinking; streamlined board and committee structures; ongoing board education and active engagement; and a strong relationship between the governing board and CEO.

He founded the Great Boards website and newsletter which was published through the American Hospital Association's Center for Healthcare Governance. He also served on the faculty and was a Governance Advisor for The Governance Institute. He has served on the Board of Trustees of Suburban Hospital, Bethesda, MD as well as the Board Quality Committee at Phoenix Children's Hospital.

Prior to his consulting career, Barry held positions with the Maryland Hospital Education Institute, the American Bankers Association, the National Civil Service League and the U.S. Equal Employment Opportunity Commission. He resides in Scottsdale, Arizona and upstate New York. Barry has served as a senior advisor and faculty member for the American Hospital Association's Center for Healthcare Governance and as a member of the Center's National Board of Advisors.

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