

Introducing . . .

ACCORD LIMITED

HEALTH CARE
STRATEGIC PLANNING

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. Since 1990, 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.

HEALTH CARE STRATEGIC PLANNING

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:

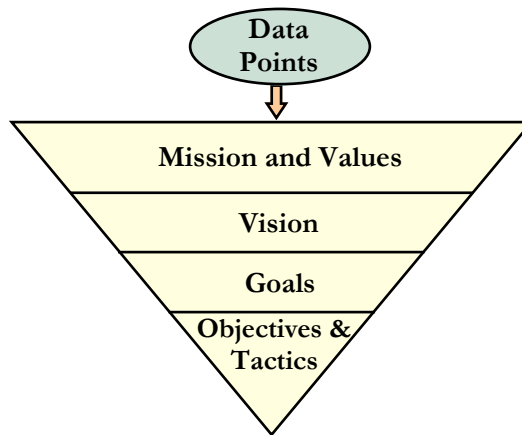
- To define, in measurable and objective terms, what is most important and needs to be achieved by the organization;
- To place the organization at a competitive advantage in the future;
- To anticipate problems and to take positive steps to eliminate them;
- To build commitment and orientation to a 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;
- 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;
- 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.

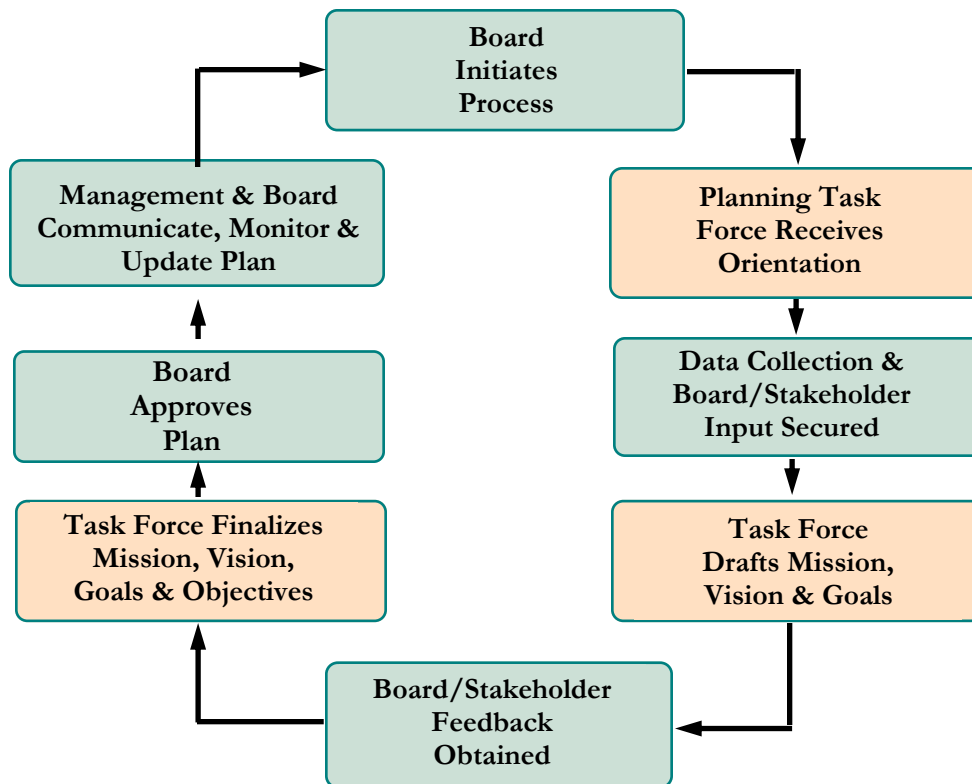
Input and feedback secured from the key stakeholder groups is brought back to the smaller Task Force for its consideration. In this way the planning process benefits from the opinions of a larger number of people and the efficiency of a smaller decision making group (the Task Force).

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.

HEALTH CARE STRATEGIC PLANNING

ACCORD'S APPROACH (CONTINUED)

❖ 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 but are not limited to:

- Organizational mission and values;
- Service area demographic projections;
- Consumer perception surveys;
- Health care industry challenges and trends;
- Labor supply and demand;
- Current services and locations;
- Payor mix;
- Actual and potential competitors' market share;
- Community health needs assessment;
- Current and projected financial situation;
- Current operational metrics;
- Clinical quality and safety performance;
- Information technology and facility plans;
- Patient, employee, physician, and payor satisfaction;
- Recruitment and retention data.

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.

HEALTH CARE STRATEGIC PLANNING

ACCORD'S APPROACH (CONTINUED)

❖ 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.

HEALTH CARE STRATEGIC PLANNING

ACCORD'S APPROACH (CONTINUED)

❖ 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.

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).

HEALTH CARE STRATEGIC PLANNING

ACCORD'S APPROACH (CONTINUED)

❖ 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.

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.

HEALTH CARE STRATEGIC PLANNING

ACCORD'S APPROACH (CONTINUED)

❖ 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: physicians to physicians, physicians to administration, and physicians to board. Stronger, more effective relationships with and among physicians often result in higher quality clinical care, improved patient satisfaction, increased access to care, and improved financial results for all parties.

❖ MERGER / COLLABORATION FACILITATION

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

ACCORD'S HEALTH CARE CLIENTS

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

MICHIGAN (continued)

Healthshare Group / Northern Michigan Hospital, Petoskey
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, Flemington
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
Penn Medicine Lancaster General Health, Lancaster
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

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 some of our consultants.

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 strategic planning; board education; governance assessment, restructuring and development; 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 for The Governance Institute, iProtean, and numerous state hospital associations. She was also on the faculty of the former American Hospital Association's Center for Health 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*, *Great Boards*, ACHE's *Healthcare Executive* and The Governance Institute's *BoardRoom Press*. 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 Society for Healthcare Strategy & Market Development and the American College of Healthcare Executives.

ACCORD'S CONSULTING TEAM

EDWARD A. KAZEMEK

As principal founder of **ACCORD LIMITED**, Mr. Kazemek 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 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. 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 80 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 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.

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