

Introducing . . .

**ACCORD** LIMITED

**HEALTH CARE  
GOVERNANCE SERVICES**

## TABLE OF CONTENTS

General Information	3
<b>ACCORD's Approach</b>	3
Comprehensive Governance Assessment	4
Board Orientation and Education	6
Board Retreats	7
Board Evaluation and Development	8
Retreat and Speech Topics	9
<b>ACCORD's Other Services</b>	10
<b>ACCORD's Health Care Clients</b>	11
<b>ACCORD's Consulting Team</b>	17

# HEALTH CARE GOVERNANCE SERVICES

## GENERAL INFORMATION

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**ACCORD LIMITED (ACCORD)** is a Chicago-based firm of senior-level consultants with strong national reputations and diverse experience in serving the health care industry. Over the last twenty seven 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

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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.

### 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;
- 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;
- 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.

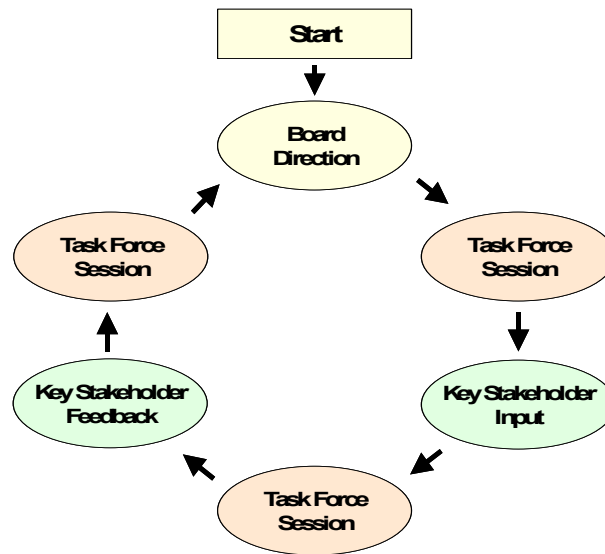
**ACCORD**'s approach to comprehensive governance assessments maintains a balance between the need for the involvement of the stakeholders and the need to be efficient. To accomplish these dual goals, we suggest creating a small Governance Task Force. The Task Force is charged with reviewing information 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 8-10 members.
- **ACCORD** facilitates a project initiation meeting with the Task Force in which the purpose of the governance assessment is clarified, the role of the Task Force is described, an approach to the project is agreed upon, relevant background materials are identified, and a project schedule is created.
- Input is secured by **ACCORD** through individual interviews and group sessions with key stakeholders such as the Task Force, other board and committee members, physician leaders, and senior management. Also at this time, **ACCORD** reviews governance-related documents (e.g., strategic plan, organizational charts, articles of incorporation and bylaws, board information packets and board meeting minutes).
- Based on the input sessions and document review, **ACCORD** develops recommendations and options for the Task Force's consideration.
- At the next Task Force meeting, **ACCORD** assists the Task Force in determining a set of preliminary recommendations regarding governance changes.
- **ACCORD** convenes feedback sessions with the key stakeholder groups that originally provided input. The purpose of these conversations is to present and receive feedback on the Task Force's preliminary recommendations. **ACCORD** writes a feedback report and distributes it to the Task Force before its next session.
- The Task Force re-convenes one or two times to develop a final set of recommendations based on the feedback received from the key stakeholders.
- The Task Force presents its final report to the full board, documenting the Task Force's recommendations for change and outlining an implementation plan.

## 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., core responsibilities, fiduciary duties of board members);
- The environment in which health care boards operate (e.g., national health care trends);
- What other boards are doing (e.g., best practices; restructuring; running meetings);
- What your board can do differently to be more effective.

We combine our expertise in governance, health care, business consulting, organizational development, and adult learning to help board members become more knowledgeable. We are not just “talking heads” giving canned speeches. We believe that the best learning situations include presentations of new information and discussions of that information among peers. Therefore, we encourage utilizing the expertise in the room to amplify our points and “bring the lessons home.”

Methods we use to engage participants include:

- Building opportunities for participants to “interrupt”;
- Asking questions of the audience;
- Utilizing small discussion groups.

We value practical, non-academic approaches to organizational challenges, so that is what we share with our audiences. Because we have worked with hundreds of organizations we can provide real-life examples and case studies. Weaving these examples and tools into our sessions helps participants make the connection between our sessions and their situations.

## 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 American Hospital Association, The Governance Institute and Board Source to help evaluate the effectiveness of the entire governance function and of individual board members. We have also developed custom board self-assessment instruments. 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.

- **PHYSICIAN COLLABORATION**

**ACCORD** utilizes a facilitated, collaborative approach to the development of physician relationships of any type: physician to physician, physician to administration, and physician to board. Stronger, more effective relationships with and among physicians often result in higher quality clinical care, improved patient satisfaction, increased access to care, and improved financial results for all parties.

- **MERGER / 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  
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  
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 Memorial Health System, Ft. Myers  
Morton Plant Mease Health Care, Dunedin  
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  
Passavant Hospital, Jacksonville  
Pekin Memorial Hospital, Pekin  
Presence Health, Chicago  
Provena Saint Joseph Medical Center, Joliet

### ILLINOIS (continued)

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  
Mercy Regional Medical Center, Manhattan  
Sisters of Charity of Leavenworth, Lenexa

### KENTUCKY

Jewish Hospital HealthCare Services, Louisville  
Kentucky Medical Insurance Company, Louisville

## ACCORD's HEALTH CARE CLIENTS

### KENTUCKY (continued)

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

### MARYLAND

Baylor Health System, Potomac  
Frederick Regional Health System, Frederick  
Maryland Hospital Education Institute, Elkridge  
Medstar Health, Columbia  
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  
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  
Henry Ford Health System, Detroit  
Hurley Medical Center, Flint

### MICHIGAN (continued)

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  
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

Catholic Health Corporation, Omaha  
Catholic Health Initiatives, Omaha  
Crete Area Medical Center, Crete  
Heartland Health Alliance, Lincoln  
Preferred Professional Insurance Company,  
Omaha  
The Nebraska Medical Center, Omaha

## ACCORD's HEALTH CARE CLIENTS

### NEVADA

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

### NEW JERSEY

Jersey Shore Medical Center, Neptune  
New Jersey Hospital Association, Princeton  
Solaris Health System, Edison  
South Jersey Healthcare, Vineland  
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  
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  
Northeast Health, Troy  
Orange Regional Medical Center, Goshen  
St. Peter's Health Partners, Albany  
ViaHealth, Rochester

### NORTH CAROLINA

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  
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  
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

## ACCORD's HEALTH CARE CLIENTS

### PENNSYLVANIA (continued)

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

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

### TEXAS (continued)

Incarinate 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

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 22 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 American Hospital Association's Center for Healthcare Governance, The Governance Institute, iProtean, and numerous state hospital associations. 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, AHA's Great Boards, 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.

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.

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### **EDWARD A. KAZEMEK**

As Chairman 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 more than 35 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 27 years, Mr. Kazemek has concentrated his consulting practice on serving the health care industry, primarily on governance enhancement and strategy matters. Before co-founding **ACCORD LIMITED**, Mr. Kazemek was a national partner in one of the largest professional services organizations in the United States. Prior to that, Mr. Kazemek was the Chairman of a highly successful national consulting firm, which he co-founded in 1974.

Mr. Kazemek's areas of specialization include: strategic planning, governance assessment, restructuring and development, organizational analysis and development, change management, merger / collaborative arrangements, and facilitating integration and effective management in complex organizations.

More than 75 articles / monographs written by Mr. Kazemek have been published in professional and trade journals and newspapers and magazines. Mr. Kazemek is a frequent speaker on a number of business and health care subjects, such as strategic planning approaches, governance effectiveness, change management, merger / collaborative ventures, and organization development issues. He 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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### **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 is the founder of the Great Boards newsletter and website, now published through the American Hospital Association. 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 northern New Jersey. 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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