

Introducing . . .

ACCORD LIMITED

CONSULTING SERVICES

for

**HEALTH CARE
ORGANIZATIONS**

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CONSULTING SERVICES FOR HEALTH CARE ORGANIZATIONS

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. We established **ACCORD** because of our shared desire to create a company centered on exceeding clients' expectations.

We 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 and/ or mergers 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.

ACCORD serves clients in industries other than health care. 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.

CONSULTING SERVICES FOR HEALTH CARE ORGANIZATIONS

OUR RANGE OF SERVICES

ACCORD LIMITED provides consulting assistance to a wide variety of health care organizations. Our clients include large integrated delivery systems and networks; teaching, urban and rural hospitals; Catholic and other faith based systems and hospitals; and primary care and multi-specialty clinics.

We provide services in the areas of strategic planning, integrated delivery system development, mergers and other forms of collaboration, organizational diagnosis and change, and governance restructuring and board development.

A review of our approach in these areas follows.

STRATEGIC PLANNING

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: sponsors, board, physicians, senior management and other relevant parties;
- Eliciting board and executive staff input into the planning process to be used;
- Creating a workable, flexible plan with clear accountability for implementation.

Through these participative processes, clients identify their vision for the longer-term future, strategies to achieve the vision, measurable goals, and detailed tactical plans.

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 stakeholders in the process.

CONSULTING SERVICES FOR HEALTH CARE ORGANIZATIONS

OUR RANGE OF SERVICES (continued)

GOVERNANCE SERVICES

One of **ACCORD**'s major areas of expertise is health care governance. We provide a wide range of assistance, from a one-time board retreat to a comprehensive assessment of governance structure and functioning. Brief descriptions of each governance service we offer are provided below.

Comprehensive Governance Assessments

ACCORD recognizes that the massive changes taking place in the health care industry have found organizations to re-think their governance models. As experts in governance, we provide technically sound and implementable recommendations based on:

- Comparative research and analysis of similar organizations;
- Interviews with key board members and executives regarding current governance and organization structures;
- Our observations regarding the unique characteristics and strategy of the organization; and
- Application of our experience and expertise in creating effective and efficient governance functioning and structure.

ACCORD's assessment 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 and vision;
- Streamlining the number of boards and committees across the organization;
- Clarifying roles, responsibilities, and authority among the various boards and committees and between board and management;
- Redefining the composition of each board and committee;
- Increasing communication among and within governance entities;
- Improving the effectiveness and efficiency of board and committee meetings.

Board Orientation and Education

For boards to be effective in this 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).

CONSULTING SERVICES FOR HEALTH CARE ORGANIZATIONS

OUR RANGE OF SERVICES (continued)

GOVERNANCE SERVICES (continued)

Board Orientation and Education (continued)

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);
- What boards can do differently to be more effective.

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 conference. Issues addressed during board retreats have included:

- Education on national health care issues;
- Information on governance best practices;
- Board self-evaluation and action planning;
- Board goal-setting;
- System / Hospital strategic direction-setting;
- Kick-off for a comprehensive governance assessment;
- Board responsibilities and fiduciary duties.

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 periodic board evaluation and development process.

We use customized self-evaluation surveys or standardized tools from the Governance Institute in San Diego, California, to help evaluate the effectiveness of the entire governance function and of individual board members. We then recommend specific developmental actions aimed at increasing the effectiveness of the board, committees and board members.

CONSULTING SERVICES FOR HEALTH CARE ORGANIZATIONS

OUR RANGE OF SERVICES (continued)

MERGER / COLLABORATION FACILITATION

The management of the merger process must begin long before the “letter of intent” is signed. Indeed, failure to address key organizational issues up-front causes many mergers to fail or, at the very least, not achieve the objectives that originally stimulated the merger discussion.

ACCORD provides facilitation assistance in the creation of relationships through mergers and other collaborative arrangements once the partners have been identified. These services include:

- **Readiness and Culture Compatibility Assessment.** Norms, beliefs and values of the organization must be examined to determine compatibility, what needs to be done to fit the cultures together, and answer the question as to whether it is worth the effort.
- **Structuring and Facilitating the Entire Process.** An organized approach for pursuing the merger must be established early in the process, including the formation of a joint committee, identifying other outside assistance required, developing a work plan, and identifying methods for involving key stakeholders. **ACCORD** assists in the above and then provides facilitation services in all major meetings and events related to the merger process and documents the results of each step.
- **Implementation Planning.** A merger is not a discrete, short-lived project, but rather, an ongoing change process that must be led and managed from initial discussions through a period of two to three years after the papers are signed. **ACCORD** helps to ensure that assignments and accountability for implementation are clearly spelled out.
- **Communication Counsel Throughout The Merger Process.** During times of significant uncertainty and change, rumors fly, morale plummets, and internal productivity suffers. Externally, local news media and community leaders need to be informed and involved. **ACCORD** helps the merging organizations determine when confidentiality is required, and when open communications are needed, **ACCORD** can provide professional assistance in this important area.

CONSULTING SERVICES FOR HEALTH CARE ORGANIZATIONS

OUR RANGE OF SERVICES (continued)

INTEGRATED DELIVERY SYSTEM DEVELOPMENT

The majority of health care organizations today are members in integrated delivery systems (IDS) and continue to strive for meaningful integration. For those organizations considering the formation of or joining an existing IDS, **ACCORD** helps its clients determine the most appropriate IDS strategy for them to pursue.

In the event that an organization decides to pursue forming or joining an IDS, **ACCORD** facilitates processes and decision-making events focused on:

- The nature of the relationship (e.g., merger, acquisition, alliance, etc.);
- Governance arrangements;
- Organization and management structures;
- Strategic plan development;
- Physician integration.

ACCORD consultants typically team up with the client's legal, financial and other advisors on engagements of this type.

For evolving health systems struggling to reap the benefits of the IDS business model, **ACCORD** offers its clients the following services designed to enable them to take advantage of the massive changes occurring in the health care industry.

- Conducting an "IDS Development Assessment" to clarify the organization's current situation and identify obstacles to further integration.
- Aligning the organization's governance and management structures with the IDS strategy.
- Facilitating structured interventions to resolve conflicts related to IDS

CONSULTING SERVICES FOR HEALTH CARE ORGANIZATIONS

OUR RANGE OF SERVICES (continued)

PHYSICIAN RELATIONSHIP ENHANCEMENT

To be successful, health care delivery organizations must foster healthy relationships among physicians, and between physicians and the hospital or health system. It has been found that strong, effective relationships with physicians result in higher quality clinical care, improved patient satisfaction, increased access to care, and improved financial results for all parties.

ACCORD helps build physician relationships of any type: physician to physician; physician to administration; and physician to board. **ACCORD**'s approach to physician relationship development is facilitative and collaborative in nature. By encouraging each constituency group to honestly express their ideas and concerns in a safe environment, problems that were previously "unsolvable" become manageable. Once all parties have moved into a problem-solving mode, they can work together towards the common goal of providing high quality care to patients. As a result, they help one another become more successful both professionally and financially.

The following issues are typical of those addressed during the discussions and planning sessions that **ACCORD** facilitates:

- Developing a shared understanding of the benefits of strong physician relationships
- for the physicians, the health system, the board, and the community served;
- Identifying potential barriers to successful physician relationships;
- Developing integrated service lines across multiple facilities;
- Creating alternative physician business models;
- Resolving conflict among physicians, board members, and administration;
- Clarifying roles and responsibilities within the clinic and/ or corporate setting;
- Agreeing on action plans regarding physician collaboration initiatives.

CONSULTING SERVICES FOR HEALTH CARE ORGANIZATIONS

OUR RANGE OF SERVICES (continued)

ORGANIZATIONAL DIAGNOSIS AND CHANGE MANAGEMENT

ACCORD provides in-depth analysis of organizational and management structures and can help executive staffs manage significant change in organizational through:

- Evaluating an organization's structure, reporting relationships, decision-making processes, and communications channels;
- Presenting structured feedback, conclusions, and recommendations; and
- Assisting with change implementation;

Specifically, **ACCORD** provides the following types of consultation:

System Assessment

Especially helpful in faith based health care organizations, the process used by **ACCORD** helps Systems evaluate how well they are:

- Living their missions and values;
- Supporting their internal customers;
- Fostering the development of collaborative relationships; and
- Ensuring the perpetuation of health care ministry.

Team Effectiveness

Using tailored instruments and interventions, **ACCORD** offers outcome-oriented team effectiveness consulting that allows executives and managers to:

- Identify team strengths and weaknesses;
- Confront conflict;
- Build consensus on how to improve team effectiveness;
- Identify ways to make the team more effective; and
- Utilize team members' distinct skills.

Aligning Structure with Strategy

ACCORD provides objective analysis and opinion regarding the congruence between an organization's vision/ strategy and its organizational structure. Recommendations for changing the management or governance structure and counsel on implementing those changes are part

CONSULTING SERVICES FOR HEALTH CARE ORGANIZATIONS

OUR RANGE OF SERVICES (continued)

CUSTOMER AND EMPLOYEE LOYALTY RETENTION

Customer and employee retention have been proven to have a significant impact on bottomline results and are inextricably linked. **ACCORD** has worked with many organizations both within and outside the health care market place to implement strategies and processes that move “exceeding customer and employee expectations” beyond sloganism to a fully supported organizational initiative for achieving that goal.

ACCORD's services in this area include the following:

- Tailored quantitative and qualitative data gathering with employees, customers, physicians and other stakeholders around factors that facilitate and inhibit building loyalty. This data gathering focuses on service improvements rather than on satisfaction, allowing organizations to hone in on those issues that have the greatest impact on retention and loyalty.
- Data analysis, identification and prioritization of concrete loyalty building opportunities that the organization should pursue to positively impact customer and employee retention.
- Structuring, initiating and launching organizational teams for improving loyalty.
- Using strategic planning processes for establishing specific loyalty building strategies and tactical plans that move good intentions into action, accountability and positive results.

ACCORD has worked with many outstanding service organizations including Disney, Barnes and Noble and the Follett Corporation to help them focus their service improvements. “Lessons learned” from these premiere companies enrich **ACCORD**'s consulting to health care organizations in this critical strategic area.

CONSULTING SERVICES FOR HEALTH CARE ORGANIZATIONS

A DIFFERENTIATING APPROACH

Our 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 skills cannot be leveraged.

Organizations use consultants for different reasons: To help confront inertia, to solve difficult problems and make hard decisions; or to be proactive, reinforce internal strengths, and make strategic gains.

We realize that each organization's needs are unique. Our role 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.

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 solicit 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.

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



CONSULTING SERVICES FOR HEALTH CARE ORGANIZATIONS

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.

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.

ACCORD's CONSULTING TEAM

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.

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 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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