



**INTEGRATED HEALTHCARE
STRATEGIES™**

EXCLUSIVE TO HEALTHCARE. DEDICATED TO PEOPLE.™



INTEGRATED HEALTHCARE STRATEGIES:



WELCOME TO INTEGRATED HEALTHCARE STRATEGIES

HEALTHCARE ORGANIZATIONS FACE different challenges than other firms. While on the surface your issues appear similar to those of other industries – executive recruiting, executive and employee compensation, performance management, board governance, human resources management, and labor relations – we know they are different. With over 30 years of strategic consulting experience provided exclusively to healthcare on organization-wide issues, and consultants with healthcare field experience, Integrated Healthcare Strategies (IHStrategies) has a unique depth and breadth of knowledge of the healthcare issues your organization faces.

IHStrategies, with our four specialty practices, is designed to provide executives and boards easy access to the information and counsel they need to meet the challenges of today's highly complex healthcare organizations.

With convenient access to healthcare-specific services, insightful consulting advice from industry professionals, and “best practice” experiences of over one thousand healthcare organizations, our clients can successfully create the components, build the structure, and readily maintain the integrity of integrated strategic solutions critical to their long-term success.

Exclusive to Healthcare. Dedicated to People.SM

OUR INTEGRATED SPECIALTY PRACTICES

IHSTRATEGIES ASSISTS CLIENTS in their journey to achieving success by supporting the alignment of employee, physician, leadership, and board performance to organizational goals through the services of our specialty practices.

EXECUTIVE COMPENSATION AND GOVERNANCE

You can depend on the industry leader to provide you with valuable insights, design, implementation strategy, and support for a variety of executive compensation, governance, and leadership issues and challenges. These services include executive total compensation program review and design, reasonableness opinions, leadership continuity planning, governance model design development, board education and development, CEO performance development and appraisals, physician leader services, and many other governance and compensation services.

MSA EXECUTIVE SEARCH

No matter where you are today in the process of choosing a new executive, our customized search methodology can assist you. With statistics such as 100% of CEO searches closed on the first slate presentation, the most comprehensive candidate evaluation in the industry, and a 98% client retention rate, it's no wonder we are one of the top healthcare retained executive search firms in the country.

MSA HR CAPITAL

To be most effective, your human resources function must support your strategic objectives. MSA HR Capital brings a unique and unparalleled depth of experience and expertise to help healthcare organizations develop efficient and effective people strategies to improve performance. We tailor performance enhancement solutions for your specific work environment to ensure that you reach objectives by integrating your management, compensation, labor relations, and employee engagement goals into one seamlessly operating whole.

PHYSICIAN SERVICES

In a time of increased regulatory scrutiny, Physician Services stands behind their work to evaluate and create compensation plans for healthcare organizations. In addition to ensuring fair market value and commercial reasonableness, our consultants will help you develop and maintain a successful relationship with your employed and affiliated physicians. Consulting services can address physician total compensation plan designs, including more complex arrangements such as call-pay, clinical co-management, and medical directorships. In addition, Physician Services can assist with organizational structure evaluation, program development, practice management, and physician opinion assessments.

EXECUTIVE COMPENSATION AND IMPROVING PERFORMANCE AT THE INTERSECTION

HEALTHCARE LEADERSHIP TEAMS face growing pressure to achieve challenging performance goals from both internal and outside sources. While there are common themes, each organization responds to these challenges in a unique way representative of its culture, community, history, and objectives. The IHStrategies Executive Compensation and Governance consultants focus on enhancing an organization's success by improving performance at the intersection of the board, executive leadership, and physician leadership.

Our consultants take the time to understand your organization, its strategy, and its culture, before reviewing or designing programs for you. This ensures our analysis and recommendations meet your specific needs. We help you design and implement performance enhancement strategies and compensation programs for all members of your leadership team. Following is an overview of our service offerings.

EXECUTIVE TOTAL COMPENSATION SERVICES

Utilizing an intensive process including research and analysis from our proprietary database, we help boards and management develop, refine, and administer executive total compensation programs. Our executive compensation services include:

EXECUTIVE COMPENSATION PROGRAM REVIEWS: Analysis of all components of total compensation or review of specific components of the greatest concern (e.g., salary, incentives, benefits, or perquisites) in comparison to peer organizations

EXECUTIVE COMPENSATION PROGRAM DESIGN: Design of any compensation program element including annual and long-term performance based incentive plans, retention incentive plans, and executive benefit/retirement plans

TOTAL COMPENSATION TALLY SHEETS: Summary of total compensation that assists committees in identifying and quantifying potential financial obligations associated with the executive's total compensation package

EMPLOYMENT AGREEMENT REVIEW: Analysis of the provisions of executive employment agreements for competitiveness and comprehensiveness

RETENTION PLAN DESIGN: Development of a plan that positively influences and rewards the timing of an executive's departure

REASONABLENESS OPINIONS: Documentation of total compensation in comparison to the marketplace that assists in establishing reasonableness of executive compensation

ORGANIZATION STRUCTURE AND TITLING: Review of organization structure and position titling for effectiveness and market competitiveness

GOVERNANCE

OF BOARD, EXECUTIVE, AND PHYSICIAN LEADERSHIP

“THEIR BREADTH AND DEPTH OF KNOWLEDGE GIVES THEM GREAT CREDIBILITY WITH EXECUTIVE MANAGEMENT AND OUR BOARD OF TRUSTEES. THE DEGREE TO WHICH THEY UNDERSTAND OUR BUSINESS, OUR STRENGTHS, AND OUR CHALLENGES MAKES THEM EXTRAORDINARILY RESPONSIVE, ON POINT, AND EFFECTIVE.”

BOARD SERVICES

Using proven, state-of-the-art organizational design and education, we help boards enhance the effective use of their time and talent through:

BOARD PERFORMANCE APPRAISALS: Ensures continuous governance process improvement through a board self-assessment tool

GOVERNANCE ENHANCEMENT PLANS: Assists boards with reorganizing during and after mergers, streamlining governance models and committee structures, creating board education and development plans, and developing useful governance policy and procedure systems

COMMUNICATION TOOL KIT: Provides materials and guidance to help manage the process of communicating transparent and accountable executive pay to the media and other constituents

GOVERNANCE OF EXECUTIVE COMPENSATION MANUALS: Provides the governing body with necessary guidance to oversee design and administration of executive base, fringe, and incentive compensation programs

CEO PERFORMANCE EVALUATION: Supports CEOs and their boards in managing the challenge of CEO performance appraisals

CEO VACANCY PLANNING: Provides trustees with a plan for managing during a CEO vacancy

LEADERSHIP CONTINUITY SERVICES

We help boards and CEOs ensure stability and performance with changes in executive leadership through Leadership Continuity Planning, Leadership Transition Planning, and Leadership Succession Planning.

PHYSICIAN LEADER SERVICES

We help boards, CEOs and CMOs improve their return on investment from compensation and performance strategies for physician leaders and medical directors through Physician Leader Culture and Effectiveness Audits, Physician Leader Compensation Designs, and Physician Leadership Academies.

Whether you are a member of the board, an executive, or a physician leader, the IHStrategies team of experts will advise you on best practices in the areas of governance, leadership, and compensation for your unique team.



MSA EXECUTIVE SEARCH

THE LEADER IN EXECUTIVE SEARCH FOR HEALTHCARE

WE UNDERSTAND THAT no organization is the same, which is why our search methodology is customized to each client. MSA Executive Search, one of the top retained executive search firms in the country, is dedicated to finding the right executive to lead your healthcare organization into the future. You benefit from our more than 25 years of experience recruiting world-class healthcare executives for hospitals and health systems across the country. This experience gives our clients the strategic advantage of working with a search firm that truly understands their day-to-day leadership needs, has a unique perspective on the industry, and knows “who’s who” in the executive marketplace.

The amount of hands-on time spent with clients and candidates is critically important to the success of your search. Our thorough process, including validated executive assessments, leads the healthcare search industry to assure that no stone is left unturned. In addition to placing leaders at all levels – from CEOs and CMOs to Vice Presidents, Physician Practice Leaders, and specialized Directors – we can assist you with leadership assessment, team assessment, executive on-boarding, and recruiting support. When you put your trust in us, we don’t rest until the job is done... and done well.

THE RIGHT CANDIDATE EVERY TIME



With our MSA SearchDIRECT service, we offer the best talent, methods, experience, and results for director and manager level positions in the healthcare industry. A streamlined process allows us to offer attractive pricing options, while still performing one of the most efficient, yet still thorough, selection processes.

Our clients work with us year after year because they value and enjoy the highest level of personal service, along with exceptional results. By listening to your goals and understanding your needs, we provide you with the right individuals to help your organization achieve success, year after year.

“THE MSA EXECUTIVE SEARCH TEAM IS EXCELLENT. THEY NOT ONLY IDENTIFY SUPERB CANDIDATES, BUT OFFER MANY SERVICES NOT FOUND IN OTHER FIRMS. THEY ARE A FIRST CLASS COMPANY ALL AROUND.”

MSA HR CAPITAL

ENGAGING AND ALIGNING LEADERSHIP AND EMPLOYEES

HIGH PERFORMING HEALTHCARE organizations share a common trait – a highly engaged, aligned, and committed leadership and employee team. Creating this high-functioning culture and environment requires a comprehensive understanding of the organization's current situation, developing clear objectives and direction, implementing both strategic and tactical efforts for improvement, and aligning compensation and performance to effectively motivate both leadership and employees.

MSA HR Capital is designed to meet all these needs and brings a unique and unparalleled depth of experience and expertise to help healthcare organizations develop efficient and effective 'People' strategies to improve performance.

Consulting services offered include:

- Leadership, Employee, and Physician Opinion Surveys
- Knowledge Gathering Surveys
- Leadership Alignment and Management Development Programs
- HR Function Enhancement
- Leadership and Employee Compensation
- Leadership and Employee Performance Improvement Strategies
- National and Regional Compensation Surveys
- Special Project Management Support including Mergers, New Hospital 'People' Plans, Labor Strategies and Avoidance, Staff Reductions, and Change Management

Every healthcare organization is challenged to both create a more engaged work and leadership environment, but to also effectively and efficiently manage the largest cost – the people who provide the care. MSA HR Capital brings insightful and unique approaches to these long-standing issues, as well as assistance in implementing those approaches and strategies in the most efficient manner possible. Using over 35 years of experience in effective communication approaches, as well as proven strategies to manage costs while improving engagement, alignment, and commitment, MSA HR Capital is fundamentally positioned to ensure the organization's 'stewardship' value is met.

What separates us from others is that we work in partnership with our clients to provide innovative, workable, and cost effective solutions to complex 'People' problems. Like our clients, we only focus on healthcare and are personally committed to helping them better meet the needs of their communities. Our pride and sense of accomplishment comes from our clients' success, which is one of the reasons we have such long and deep relationships with hospitals and healthcare organizations throughout the nation, in many cases lasting over three decades.

INNOVATIVE HR SOLUTIONS



Following the simple concept that more knowledge leads to better decisions, MSA HR Capital has developed extensive and effective knowledge gathering capabilities. With a singular focus on healthcare, our tools are already customized and directed to the unique environment that exists in delivering patient care and service. Our consultants understand healthcare and as prior healthcare leaders themselves, have faced the same challenges many of our clients are experiencing. This understanding of industry complexities is a fundamental aspect of all our consulting support – whether in conducting a comprehensive employee and leadership engagement survey, or more importantly, assisting in developing and implementing follow-up strategies for higher performance.

For over three decades we have provided valuable advice and support while working in partnership with multi-hospital highly integrated healthcare systems, prestigious academic institutions, highly awarded community hospitals, and critical access facilities. We can help you:

- Design and develop a world class HR function
- Establish a culture which leads to national recognition and outstanding service to the community
- Manage costs through a more efficient compensation practice
- Establish priorities of effort and time through a proven knowledge gathering tool
- Successfully make it through a difficult employee relations crisis

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THE HR CAPITAL GROUP IS VERY KNOWLEDGEABLE, FLEXIBLE, AND CREATIVE IN FINDING WAYS TO MEET CUSTOMER NEEDS. THEY MADE OUR HUMAN RESOURCES GROUP MORE EFFECTIVE ON A STRATEGIC AND OPERATIONAL LEVEL.

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PHYSICIAN SERVICES

PHYSICIAN STRATEGY AND COMPENSATION EXPERTS

LOOKING FOR A consulting firm dedicated to creating successful relationships between healthcare organizations and their practicing physicians? The solution is IHStrategies' Physician Services practice.

Our experienced consultants can help your organization develop compensation programs that are not only in line with fair market value and are commercially reasonable, but also consistent with best practices. All of our senior consultants have previously held healthcare administration roles, and have completed thousands of physician-focused client engagements – earning us a reputation as an industry leader.

While the challenges of your healthcare organization can be unique, Physician Services' extensive and broad ranging client list lends itself to an

unmatched level of experience. Successful client outcomes with similar challenges qualifies us to help you find a solution. We spend considerable time and effort researching and exploring trends and technical issues in order to develop and test innovative approaches not usually considered by other consulting firms.

Perhaps most importantly, our solutions come with peace of mind. Our consulting team is willing to back up our opinion in the face of scrutiny from outside organizations, such as the Centers for Medicare and Medicaid Service (CMS), the Department of Justice (DOJ), and the Office of the Inspector General (OIG). Physician Services has been asked to provide expert testimony in federal investigations on multiple occasions and is routinely sought out by legal counsel to opine on the fair market value and commercial reasonableness of physician contracts.

HOSPITALS AND PHYSICIANS



We can help you with the following challenges:

- Physician Fair Market Value & Commercial Reasonableness Assessments
- Physician Compensation Review and Design
- Medical Directorships
- Recruitment and Retention Strategies
- Physician Affiliation
- Employment of Physicians and Professional Service Agreements
- Call Coverage (and other complex compensation structures)
- Clinical Co-Management

- Compensation Program Development
- Practice Management
- Physician Opinion Assessment
- Organizational & Governance Structure Development

Our thorough process includes comparisons of your current performance metrics to national and regional data as well as to our own extensive proprietary database, to give you the confidence that your organization is in line with today's "best practice" standards of operation. Our services are proven to provide value to you and your physicians and to position you for success now and into the future.

“THE PHYSICIAN SERVICES GROUP IS TOP NOTCH AND HAS THE RESPECT OF BOTH OUR EXECUTIVES AND DOCTORS. THEY ARE THE GOLD STANDARD FOR PHYSICIAN COMPENSATION CONSULTING.”

COMPENSATION AND OPINION SURVEYS

MORE KNOWLEDGE. BETTER DECISIONS.

THE MOST COMPREHENSIVE SURVEYS IN HEALTHCARE

IHSTRATEGIES LEADS THE way as the most comprehensive survey firm in the healthcare industry. We combine knowledge gained from more than 35 years of human resource and compensation consulting experience with advanced tools and technology to produce some of the best surveys for the healthcare industry. These surveys are invaluable tools to help you make critical, informed decisions.

Millions of healthcare employees, leaders and physicians have participated in our compensation and opinion surveys leading to a knowledge of healthcare leaders and employees which is unsurpassed.

With the scalability to provide a large system-wide opinion survey or a national executive compensation survey, to a smaller survey for a group of employees or leaders about an immediate issue, IHStrategies provides knowledge to help you make better decisions.

SURVEY DATA AND RESULTS UNAVAILABLE ANYWHERE ELSE

IHStrategies conducts and publishes a suite of annual healthcare compensation surveys and knowledge gathering/opinion surveys. The quality of our data and expertise of our consultants are reflected in our surveys.

NATIONAL HEALTHCARE COMPENSATION SURVEYS

IHStrategies delivers premier resources for helping you make critical compensation decisions. We conduct a wide variety of national compensation surveys that include leadership (executive and middle-management), staff, nursing, and medical director positions. Our IHStrategies Compensation Surveys website allows participants to quickly and easily download our surveys and electronically submit their completed survey online.

“ THEY NOT ONLY PROVIDE THE CREDIBLE DATA WE NEED, BUT EXPERT PERSPECTIVE AND ANALYTICS TO HELP US BEST UTILIZE IT TO CREATE POSITIVE CHANGE. ”

THE MOST COMPREHENSIVE IN HEALTHCARE

IHStrategies has an industry-leading proprietary database of compensation and benefits information focused exclusively on healthcare.

Not only is our database one of the largest in healthcare, affording clients the highest level of confidence and credibility, our data reflects a wide variety of healthcare organizations.

Our national surveys include:

LEADERSHIP COMPENSATION SURVEY: The superior data source on executive, director, and management positions, it features total compensation data including salaries, short- and long-term incentives, benefits, perquisites, and severance. It covers hundreds of benchmark positions at the executive, director, and manager level, and provides comprehensive data on salary structures, bonus plans, budget increases, benefits, and more. Data is reported by revenue, size, and region. Custom peer group reports and analyses are also available.

STAFF COMPENSATION SURVEY: One of the most recognized and valued surveys on staff compensation available. It provides a wealth of data for all positions, including salary structures, differentials, pay practices, compensation philosophies, hiring policies, incentive plans, and more. It includes hundreds of benchmark positions and a special section on best practices and issues in staff compensation. Custom peer group reports and analyses are also available.

NURSING COMPENSATION SURVEY: This nursing focused survey includes an exhaustive list of nursing benchmark positions – ranging from the top nursing executive to the staff level RN, including nursing support staff. This survey includes comprehensive data on special pay practices including call pay practices, shift differentials, certification pay, career ladders, incentives, and more. Data is reported nationally and by region, with custom reports available. We also offer a special report for Magnet-designated organizations.

MEDICAL DIRECTOR SURVEY: One of the most comprehensive resources available on medical director compensation for physicians who provide administrative-related duties. The survey also includes information on medical director contract administration and the methodologies used to determine compensation.

CUSTOM SURVEY CAPABILITIES: IHStrategies prides itself on over 20 years of experience in customizing surveys to meet specific client needs. Examples include surveys on short-term incentive plans, state associations, medical groups, benefits, “hot jobs”, perquisites, governance, exclusive peer groups, market segments, and topical surveys. If your organization is in need of data not found in our annual surveys, please contact us to learn how we can assist.

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COMPENSATION AND OPINION SURVEYS

KNOWLEDGE GATHERING AND OPINION SURVEYS

The MSA HR Capital practice of IHStrategies has led the way in becoming the most comprehensive opinion survey firm in healthcare today.

Our knowledge gathering and opinion surveys cover 80 different opinion variables including engagement, satisfaction, commitment, and alignment. With this extensive information we have been able to develop essential knowledge of healthcare leaders, employees, and physicians.

We differentiate ourselves by providing more than just data. As a consulting firm who conducts knowledge gathering surveys, we can offer more than just numbers – we provide the consulting expertise and processes to help you understand what the numbers mean and use them to perform at a higher level. We offer:

- Exclusiveness to healthcare. Our entire benchmark database consists of healthcare organizations, including multiple high-performing, award winning organizations

- An extensive normative database with benchmark data for over 250 departments and 13 different demographics, which provides an enhanced ability to effectively identify and prioritize areas for improvement and alignment

- Excellent customer service, working with your organization to identify and resolve your unique needs

- Cutting-edge technology that allows for online administration, reporting, and action planning options through our KnowledgeNow website

Customized and flexible approach that produces unique solutions for your organization

Expert advice to tie results into successful outcomes, driving overall organization performance to the highest level

We utilize survey tools which provide information not only to measure the organization's engagement and alignment on a regular basis, but also to gather enough knowledge with normative (benchmark) comparisons to actually make changes and improvements. By using information from our comprehensive Measurement Survey, we can statistically determine areas in which the organization and department leaders can best focus their efforts for maximum return.

Having a flexible process allows us to design a custom survey that fits the needs and issues of your organization. Once you have the results of your survey in hand, MSA HR Capital enhances your overall operations through the implementation of innovative approaches and practices that address key issues uncovered by the results.

With over 35 years of employee relations consulting experience, we create effective performance improvement programs by applying knowledge obtained through our surveys of what motivates healthcare employees and leaders. This unique expertise results in establishing appropriate standards, as well as effective incentives and support, which can result in measurable improvements in the organization's performance – even where other programs have failed.



OUR EXTENSIVE DATABASE

THE IHSTRATEGIES DATABASE contains information exclusively on healthcare and allows us to provide our clients with expert advice on healthcare compensation, benefits, employees, and leadership based on solid data. Our comprehensive database contains:

- Over 700 benchmark positions
- Over 20,000 executives
- Thousands of directors, managers, and supervisors
- Over 1 million staff-level incumbents

Our database, as diverse as it is expansive, reflects a wide variety of healthcare organizations:

- Over 2,500 hospitals, health systems, and their related organizations in all 50 states
- Over 150 integrated delivery systems
- Over 65 pediatric hospitals
- More than 100 academic healthcare organizations

With a comprehensive range of benchmark positions, we can more precisely match jobs in your organization to our data. Our up-to-date information ranges from staff-level to the executive suite, as well as physicians and mid-level providers and includes:

- Base salaries
- Short-term and long-term incentive plans
- Salary structures and pay practices
- Trends and salary movement by position
- Qualified and non-qualified benefits
- Perquisites and severance
- Compensation philosophies
- Physician compensation and productivity

This database supports our consulting practice experts and is regularly updated and enhanced based on industry trends and challenges.



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DESIGNED TO MEET THE CHALLENGES OF TODAY'S
HIGHLY COMPLEX HEALTHCARE ORGANIZATIONS.

Research tells us that one of the most important factors cited by healthcare executives in selecting a consulting partner is their experience and track record – specifically in healthcare. Integrated Healthcare Strategies works exclusively in healthcare to assist you with physician strategy and compensation, employee compensation, executive compensation, human capital solutions, labor relations, leadership transition planning, executive search, employee surveys, performance management, and trustee governance solutions.

We are the only firm in the country offering a suite of services that focus specifically on healthcare

solutions, and the only firm that understands how critical people are to the success of your organization. To work as effectively as possible, you must have the right people – properly compensated and performing in alignment with the goals and objectives of your organization. You can depend on the industry leader to take you through the critical process steps your organization needs to achieve success.

For more information about Integrated Healthcare Strategies and how we can be of service to your organization, please call 1-800-327-9335 or visit us at www.IHStrategies.com.

EXECUTIVE COMPENSATION AND GOVERNANCE

MSA EXECUTIVE SEARCH V MSA HR CAPITAL V PHYSICIAN SERVICES

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