



ADVISORY SERVICESSM

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Pamela R. Knecht

www.accordlimited.com

An Overview of Services and Experience

Pamela R. Knecht, president of **ACCORD LIMITED**, has provided consulting services to a wide range of industries and organizations over her 28-year career. During the last 13 years she has focused on assisting the boards and CEOs of not-for-profit hospitals, health systems, and associations across the country with governance assessment, restructuring, and development; strategic planning; organizational diagnosis and change management; team effectiveness; and physician-hospital collaboration.



Working closely with her clients to custom-design and facilitate processes and events that enable sponsors, board members, physician leaders and senior-level executives, Ms. Knecht helps 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.

Ms. Knecht is a frequent speaker and facilitator at hospital and health system board retreats as well as at local, regional, and national healthcare conferences. She is a faculty member and facilitator of events sponsored by The Governance Institute, the American College of Healthcare Executives, the American Hospital Association, The Joint Commission, and numerous state hospital associations.

She became a Governance Advisor at The Governance Institute in 2007.

Ms. Knecht has authored a number of articles for *AHA's Trustee Magazine*, The Governance Institute's *BoardRoom Press*, and *ACHE's Healthcare Executive*. Her articles and white papers address various aspects of strategic planning and board effectiveness, including structure, composition, and functioning.

Prior to joining **ACCORD LIMITED**, Ms. Knecht was a consultant for an executive education and organization development firm that served the Fortune 200. Ms. Knecht 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, Ms. Knecht 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 American College of Healthcare Executives, the Society for Healthcare Strategy & Market (independent), and the Chicago Chapter of the Organizational Development Network.

Representative Client List

- Advocate Christ Medical Center, Oak Lawn, IL
- Affinity Health System, Appleton, WI
- American Society for Healthcare Engineering, Chicago, IL
- Battle Creek Health System, Battle Creek, MI
- Harrison Medical Center, Bremerton, WA
- Huntsville Hospital, Huntsville, AL
- Iowa Foundation for Medical Care, Des Moines, IA
- Lee Memorial Health System, Fort Meyers, FL

Comprehensive Governance Assessments

Ms. Knecht assists clients in assessing the effectiveness and efficiency of their current governance structure and processes. These assessments result in specific, actionable plans for improving governance, including the alignment of governance structures with the organization's mission and vision, streamlining the number of boards and committees, and clarifying roles, responsibilities, and authority among boards, committees, and management.

Board Retreats

Ms. Knecht custom-designs and facilitates educational, planning, and board self-evaluation retreats designed to enhance the board's performance and/or clarify the organization's direction and priorities. She also conducts orientation workshops for newer board members to ensure clarity around the board's core responsibilities, fiduciary duties, and the role of management. Finally, Ms. Knecht assists in the development of a meaningful board self-evaluation and goal-setting process.

Strategic Planning Retreats and Engagements

Ms. Knecht specializes in the design and facilitation of participative approaches to developing longer-range plans that result in enthusiastic support for a new or revised strategic plan. She assists clients with the entire process of securing input from key stakeholders, assessing the internal and external environments, and developing a mission, core values, and vision along with measurable goals and detailed tactical plans.

Sample Presentations & Retreat Themes

Ms. Knecht is available to tailor and deliver presentations for board retreats and educational sessions on a wide variety of healthcare, governance, and leadership topics including:

- Advanced practices in healthcare governance
- Board self-assessment and goal setting
- Board dynamics and culture
- The board's role in overseeing quality and patient safety
- Strategic direction-setting: the key to board performance
- Creating a mission, vision, and strategic goals
- Ensuring integrity, accountability, and transparency
- Physician collaboration: building trust and services
- Leadership team effectiveness



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Toll Free (877) 712-8778
6333 Greenwich Drive • Suite 200
San Diego, CA 92122
GovernanceInstitute.com