



MSA HR CAPITAL™

An Integrated Healthcare Strategies Practice



MORE KNOWLEDGE. BETTER DECISIONS.



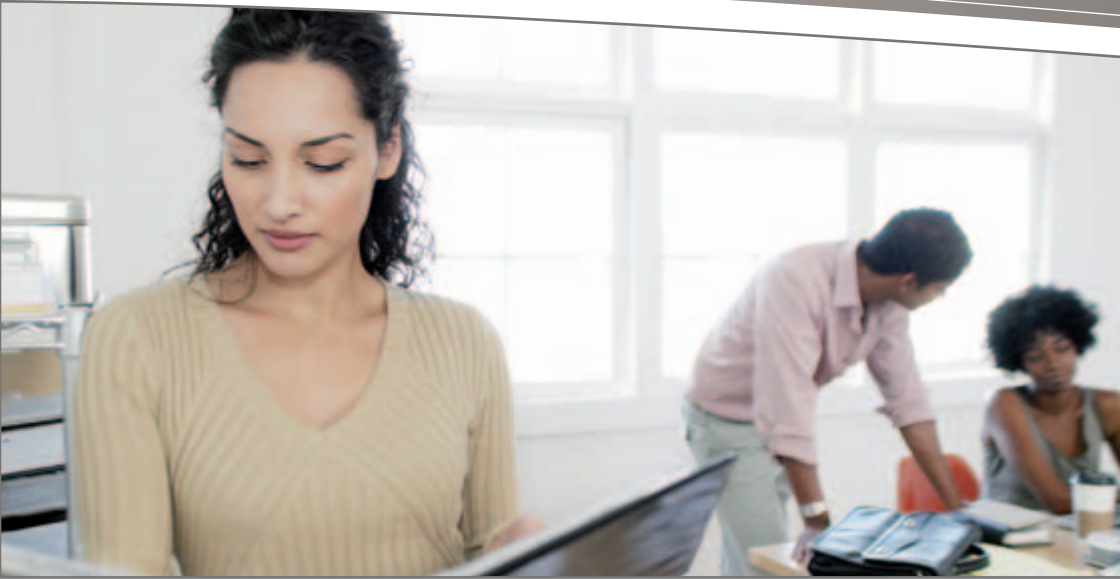
PRACTICAL, WORKABLE SOLUTIONS TO IMPROVING YOUR HR CAPITAL

Efficiently managing the largest expense in healthcare while improving employee relations is a challenging task. MSA HR Capital, an Integrated Healthcare Strategies Practice, brings a unique and unparalleled depth of experience and expertise to help healthcare organizations develop lasting strategies to meet this complex need.

With more than 30 years of providing successful advice and support, MSA HR Capital helps make your entire human resource environment function more effective on a strategic and operational level. Our straightforward and practical

solutions to complex, long-standing issues are designed to enhance your ability to effectively recruit and retain your employees and leadership in order to make your entire organization more efficient and productive. We work exclusively in healthcare, so you know that we understand your core issues.

How do we do it? We first work with you to determine how the organization defines success. Then, by assessing your organization's existing procedures and comparing them to your long-term objectives, we can identify areas



“WE MAKE HUMAN RESOURCE
LEADERS MORE SUCCESSFUL.”

for improvement. Next, with insight developed from working with some of the most respected and highly regarded healthcare organizations in the nation, we recommend a variety of strategies to address your immediate problems—whether it’s compensation inequity, performance management, labor relations, or leadership. We then drive strategic change by helping you implement solutions, while also creating a comprehensive communications plan for your employees, leadership, and community.

One common characteristic of highly successful healthcare organizations is a corresponding, highly successful human resources practice. MSA HR Capital is focused on helping you reach your goals, reducing your costs, and creating an engaged and aligned employee and leadership environment. You know that investing in your most valuable assets—your employees, physicians and leaders—can create a high rate of return. Measuring that return by the improved care and service to communities you serve is our shared goal.

*Exclusive to Healthcare. Dedicated to People.SM
That’s Integrated Healthcare Strategies.*



HR CAPITAL STRATEGIC PLANNING

All healthcare organizations have both short- and long-term financial, facilities, capital and quality improvement plans. We also find that the most successful healthcare organizations have a short- and long-term HR Capital or ‘people’ plan to support and supplement the other strategic initiatives in the organization. Beyond workforce planning, connecting the HR activities and processes to the various strategic plans enhances their chance for success and the overall performance improvement of the organization.

With our breadth of experience and knowledge in all areas of HR Capital, we are uniquely positioned to help develop, and, more importantly, connect the ‘People’ plan to the activities and efforts in

the financial and quality initiatives of the organization.

Because the biggest expenses in running a successful healthcare organization are the wages and benefits of the employees and leaders, MSA HR Capital is dedicated to enhancing the strategic positioning of human capital by creating more effective and efficient human resource processes and procedures.

Human resource functions are complex and require a focus on management and operational support, as well as maintaining organizational integrity and employee advocacy. Prioritizing and balancing these sometimes conflicting responsibilities can lead to ineffectiveness and inefficiencies.



Just as other key areas are regularly reviewed, we conduct an assessment of your current human resource systems to identify and analyze opportunities for both operational and financial improvement in your organization. Our focus is on enhancing the performance of the human resources function, by identifying any redundancies and process improvements. The assessment also helps ensure compliance with federal, local, and state requirements, as well as opportunities for improvement in unemployment and workers' compensation expense.

With our extensive experience of working with human resource leaders and staff, as well as CEOs, we use the assessment to create a new operational focus and work hand-in-hand with you to implement the right procedures, systems, and communications to fit the needs

and expectations of your organization. Our service is grounded in the “best practices” we have identified through our work with hundreds of healthcare organizations like yours—whether it’s a health system, community hospital or academic research facility.

The final result is a streamlined human resources organization that is more efficient and effective—one of the key components we find in today’s highly successful healthcare organizations.

“PRACTICAL, WORKABLE SOLUTIONS
TO YOUR MOST COMMON HUMAN
RESOURCE ISSUES.”

“WHEN HUMAN RESOURCE
CAPITAL IS SUCCESSFUL, THE
WHOLE ORGANIZATION IS
SUCCESSFUL...”



LEADERSHIP AND EMPLOYEE COMPENSATION STRATEGIES

One of the most challenging issues in employee relations is managing employee compensation effectively and efficiently. You must not only satisfy your key employees and manage a budget, but also attract and retain the best talent in your area.

At MSA HR Capital, it is our goal to maximize the largest financial outlay in the organization by designing custom strategies that make your employees feel confident in the fairness of their total compensation, while at the same time, reducing or limiting your overall compensation spending.

Our unique approach lies in our broad knowledge of the current compensation practices of over 2,000 healthcare organizations across the country, and our extensive knowledge of employee

relations. By looking at your retention and recruitment needs and challenges first, we can scientifically compare your current compensation plan to those of your competitors using our Compensation System Assessment. Next, we construct a realistic retention and recruitment plan that is tailored to your environment.

By developing unique pay programs based on your needs, the compensation expense can be maximized and focused, while at the same time our experienced employee relations approach allows us to develop innovative and effective implementation strategies which help ensure a positive employee experience.



IMPROVING PERFORMANCE THROUGH KNOWLEDGE GATHERING

Working with the simple premise that more knowledge results in better decisions, MSA HR Capital has led the way in becoming the most comprehensive survey firm in healthcare today.

Whether conducting a comprehensive episodic survey or asking just one question for an immediate concern, MSA HR Capital's knowledge gathering capabilities are uniquely positioned to provide extensive normative data and still be responsive and flexible to your needs. Our M3 product helps fill the knowledge 'holes' which challenge many healthcare organizations. This is accomplished by providing 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 comparison to actually make changes and improvements. By using information from our comprehensive "Measurement" Survey, we can statistically determine areas the organization and department leaders can best focus their efforts on for maximum return.

Millions of healthcare employees, leaders, and physicians have participated in our surveys, covering 80 different opinion variables—including engagement, job satisfaction, salary, physician relationships, management effectiveness, and productivity. With this extensive information, we have been able to develop a knowledge of healthcare employees and leaders which is unsurpassed.

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.

Creating performance management tools using the most up-to-date methods, and applying them to the unique healthcare environment is a special service of MSA HR Capital.

With over 30 years of employee relations consulting experience, we create effective performance improvement programs by combining 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.

“BETTER INFORMATION AND INSIGHT
INTO YOUR MOST CHALLENGING
HUMAN RESOURCES ISSUES.”

“MORE KNOWLEDGE . . .

BETTER DECISIONS.”

LABOR STRATEGY

Managing potential labor union threats has dramatically changed in the last few years. The historical consultative and legal approach of creating an almost mystical, high drama atmosphere no longer fits in today's more sophisticated and experienced leadership environment. Healthcare leaders today have developed the skills and ability to manage a number of potential crises—from financial, quality or public relations issues. Seeking advice and support from experienced professionals who recognize the strengths and needs of the organization is key to developing an effective overall plan. The traditional labor approach of motivating through fear, intimidation and blind focus, simply is not appropriate or effective for leaders or employees.

By bringing a broader employee relations approach to your labor relations issues, we work with you to effectively diffuse the immediate issues and provide solutions which are appropriate and lasting well beyond the crisis at hand.

For over 30 years, MSA HR Capital has been a nationally recognized leader in assisting healthcare organizations in preventing union organizing efforts. Using our comprehensive knowledge and expertise in employee relations and the healthcare

employee, we identify key concerns, developing effective communication and issue resolution strategies.

In environments where unions already exist, MSA HR Capital has the unique expertise to help organizations determine bargaining strategies from a human capital performance viewpoint. This approach helps minimize the union's impact on the organization, and prevents the union from spreading to other groups in the hospital.

MSA HR Capital has helped thousands of healthcare organizations maintain their ability to work directly with their employees, or, if already unionized, regain that ability. Having a positive employee relations environment alone is not enough in today's aggressive union organizing environment. As unions struggle in their attempts to persuade employees to support organizing in a traditional election process, they have resorted more and more to attacking the reputation of healthcare organizations. This is an attempt to pressure them to allow the union representation without interference. Determining the vulnerability to this type of 'reputation attack' and developing proven strategies to thwart the effort is a particular expertise of MSA HR Capital.

EXCLUSIVE TO HEALTHCARE. DEDICATED TO PEOPLE.SM

The bottom line is this: you cannot be a successful healthcare organization without a successful human capital strategy. Integrated Healthcare Strategies offers a unique combination of experience, knowledge, and depth of expertise which creates a strategic advantage as you manage your employees, leaders, and human resource functions. The experience we have gained from working with hundreds of similar healthcare organizations allows us to provide workable and successful solutions to your most complex human capital challenges.

When you partner with Integrated Healthcare Strategies, you also get the full benefit of our complete range of consulting services, including: executive search, physician relationship services, leadership transition planning, trustee governance solutions and executive compensation planning. You tap into 30 years of experience in designing healthcare solutions for organizations like yours.

“EXECUTABLE TACTICS TO IMPLEMENT
YOUR WELL-DEVELOPED STRATEGY.”

Integrated Healthcare Strategies is more than just a healthcare consulting firm. We set the national standard in identifying, studying, and applying the best models for managing people. We believe that using scientifically tested best practices is truly the only way to maximize the positive working relationships with your employees, executives, and physicians, while simultaneously improving your productivity and reducing your costs.

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That's Integrated Healthcare Strategies.*

www.IHStrategies.com



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EXECUTIVE TOTAL COMPENSATION ❖ MSA EXECUTIVE SEARCH ❖ PHYSICIAN SERVICES

MSA HR CAPITAL ❖ GOVERNANCE & LEADERSHIP SERVICES