

Small team, big performance

Professional experience to meet your needs with precision and accountability.

Larry W. Walker, President



Larry Walker has been a health care management consultant for nearly two decades. He founded The Walker Company in 1991. Larry has worked with numerous hospitals, hospital associations and other health care clients nationwide on a broad range of assignments, including governance development, leadership workshops and retreats, and various types of market research. He served as Chairman of the Board of Trustees of Mt. Hood Medical Center, (Gresham, Oregon) and as a director of Legacy Health System, a large Portland, Oregon health care system, and two of its predecessor organizations.

Cindy Fineran, Senior Consultant



Cindy Fineran has sixteen years of experience in the health care field, with an emphasis on health insurance. She was a vice-president of sales and director of regulatory affairs for two large northwest health insurance companies, and has extensive experience in strategic planning, regulatory compliance and organizational effectiveness. She has directed compliance with state and federal regulation, internal, state and CMS audits, and was selected as one of seventeen initial participants in her company's regional pilot program for executive development. As a vice-president of sales, Cindy directed a team of thirty individuals.

Nicole Matson, Senior Consultant



Nicole Matson earned a Bachelors of Science in Business Administration and a Bachelors of Science in Health Care Administration at Oregon State University in Corvallis, Oregon in 2001. She earned a Masters Degree in Health Policy and Management from Oregon State University in June 2003, during which time she completed a six-month internship with The Walker Company. After graduation Nicole was a health care analyst in the Health Economics Department at Regence Blue Cross Blue Shield of Oregon. She became a consultant in January 2004.

Vone Indra, Executive Assistant



Vone Indra earned Bachelor of Science degrees in Business Administration and Health Management and Policy at Oregon State University in Corvallis, Oregon in June 2008. The following summer she completed a four-month internship with The Walker Company, where she worked on various projects, including leadership retreats, governance self-assessments, and market research. She became a full-time Executive Assistant in October 2008.

One source. Many solutions.

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Our clients say it best

“Larry Walker is an outstanding, enjoyable professional. He consistently exhibits flexibility, focus and an exceptional commitment to meeting client needs. I would recommend him highly.”

“Your comprehensive assessment tool, along with your insightful analysis, has enabled us to better understand our directors’ view of their leadership performance. We appreciate the excellence of your work and our valuable working relationship.”

“Very few speakers have equaled you in the amount of time and effort you put into your presentations. I am really glad that your hard work was appreciated by the participants, as confirmed by the fact that you achieved the highest rating of a speaker at this year’s conference.

“Your market research work exceeded our expectations. In addition to the top-notch quality of your work, dealing with you is simply a delightful experience.”

“One of my objectives was to have board members feel genuinely excited about the retreat and what was accomplished. A number of board members have told me that our summer retreat was one of the best they have ever attended. Much of the credit for this must go to you.”

“This retreat was the instrument we needed to bring the administration, commissioners and board members together as a team and to better understand our respective roles. Your communication style was very effective in diffusing tempers and resolving issues of conflict.”

“I have not been involved with any consultant who was as thorough as you. From the very first communication to the final report, you were an excellent leader.”

“You have exceeded our expectations on every aspect of the project. I have never gotten so much positive feedback on an outside consultant.”

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Hospital association clients

These hospital associations put their trust in us.

Alabama Hospital Association	Metropolitan Chicago Healthcare Council
Alaska State Hospital & Nursing Home Association	MHA, An Association of Montana Healthcare Providers
American Health Information Management Association	Michigan Hospital Association
American Hospital Association	Minnesota Hospital Association
American Psychoanalytic Association	Mississippi Hospital Association
American Society for Healthcare Human Resources Administration	Missouri Hospital Association
Arizona Hospital and Healthcare Association	Nebraska Hospital Association
Arkansas Association of Hospital Trustees	Nevada Hospital Association
Association for Healthcare Resources & Materials Management	New Hampshire Hospital Association
Association of Medical Device Reprocessors	New Jersey Hospital Association
Colorado Hospital Association	New Mexico Hospital Association
Connecticut Hospital Association	North Carolina Hospital Association
Florida Hospital Association	North Dakota Hospital Association
Georgia Hospital Association	Ohio Hospital Association
Greater Cincinnati Health Council	Oklahoma Hospital Association
Group Services for America's Blood Centers	Oklahoma Organization of Nurse Executives
Healthcare Association of Hawaii	Ontario Hospital Association
Healthcare Trustees of New York State	Oregon Association of Hospitals & Health Systems
Hospital & Healthsystem Association of Pennsylvania	South Carolina Hospital Association
Hospital Council of East Central Michigan	South Dakota Association of Healthcare Organizations
Idaho Hospital Association	Tennessee Hospital Association
Illinois Hospital Association	Texas Healthcare Trustees
Indiana Hospital Association	Texas Hospital Association
Iowa Hospital Association	Utah Hospital & Health Systems Association
Kansas Hospital Association	Vermont Association of Hospitals and Health Systems
Kentucky Hospital Association	Virginia Hospital & Healthcare Association
Louisiana Hospital Association	Washington State Hospital Association
Maine Hospital Association	West Virginia Hospital Association
Maryland Healthcare Education Institute	Wisconsin Hospital Association
	Wyoming Hospital Association

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RetreatWORKS™

Unleashing the power and potential of ideas.

Building teamwork, collaboration and consensus



Leadership workshops and retreats offer a valuable way to identify and resolve problems, discuss and develop mission, values and vision, determine association objectives and strategies, build teamwork and consensus, and accomplish other significant work.

We custom-tailor our planning and facilitation to meet your unique needs and organizational process requirements. We ensure attainment of the most critical factors: *Participation, consensus, creative thinking and the development of specific organizational development actions.*

- Development of retreat planning objectives and outcomes
- Pre-retreat research, including online surveys, personal interviews and focus groups
- Meeting materials, including agendas, name tents, case studies, background materials, retreat evaluation and other meeting support documents
- Planning and coordination of retreat logistics
- Meeting management and facilitation
- Development of comprehensive retreat reports
- Follow-up consultation on next steps

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AssessmentWORKS™

A powerful process for building governance gain.

An accountable and affordable way to assess governing performance



AssessmentWORKS™ is a comprehensive and challenging governance self-assessment process. It has been tested and proven through successful use by hospital association clients and hospitals nationwide.

AssessmentWORKS™ enables boards to better understand their strengths and weaknesses, and

develop action plans to improve board performance, close governance gaps and create real governance gain.

- Development of customized leadership effectiveness rating criteria using our exclusive AssessmentWORKS™ Self-Assessment Organizer
- Self-assessment administration, including development of online and printed surveys
- Development of a comprehensive printed or PowerPoint® report, including graphs, charts and key themes and findings
- On-site or online presentation of self-assessment results
- Assistance with development of a board leadership improvement plan using our “Governance Gain” leadership improvement prioritization toolkit
- Optional “real time” assessment conducted onsite, with immediate assessment results and discussion of new governance initiatives

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OpinionWORKS™

Improving organizational intelligence.

Practical, proven techniques for securing critical viewpoints and building new knowledge



The Walker Company has a broad range of experience conducting market research, ranging from one-on-one key informant interviews to comprehensive written surveys, Web-based surveys and focus groups. Whether your research is part of a

comprehensive strategic planning process or simply designed to gather critical information from members in a specific area of concern, The Walker Company's practical experience and understanding of health care challenges and issues are your assurance of a well-organized, affordable and value-added project.

- Focused, concrete information-gathering objectives
- Research design and implementation
- Results analysis and determination of implications
- Concise, professionally designed research reports

- Employee opinion surveys
- Member issues and needs surveys
- Member satisfaction surveys
- Member focus groups
- Association communication assessments

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KnowledgeWORKS™ Governance Programs

Building governance knowledge capital.

We're your trusted source for leading-edge governance education programs and resources



The Walker Company has developed and presented governance education programs to thousands of trustee attendees at hospital association conferences.

Our programs are designed to engage and stimulate audiences to action. By including the audience as active participants in programs, attendees are more attentive, and they retain more of what they learn.

Our governance programs often feature OptionWORKS™, our powerful yet easy-to-use wireless software and hardware “polling” technology. OptionWORKS™ enables meeting participants to provide anonymous feedback on specific topics or issues and see the immediate results of their viewpoints and those of their colleagues. It combines a unique PowerPoint® application with wireless response cards to improve group participation, communication, energy, and focus.

When educational programs are fun, entertaining, thought-provoking and memorable, they create *learning that lasts*.

- *Governance InterACTIVE™* programs use games, mock board meetings, panel discussions and other creative venues to involve, inform and inspire audiences to better understanding and greater performance.
- *Boardroom Basics* programs discuss the fundamental roles and responsibilities of hospital boards and individual trustees.
- *Governance Insights* programs provide valuable information and context on current and emerging issues and trends that affect hospital success.
- *Leadership Perspectives* programs discuss the leadership habits and essentials that are critical in today's complex health care environment.
- Association-sponsored trustee orientations and other workshops are custom-tailored to your objectives

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Trustee Foundations™ Online Governance Education

Governance education on call 24/7/365.

We're your trusted source for leading-edge governance education programs and resources



Today's dynamic and rapidly changing health care environment demands well-informed and highly-effective governance. Trustees are most effective when they are able to interpret and analyze information, challenge assumptions and conventional wisdom, and provide intelligent, knowledge-based leadership.

Our Trustee Foundations™ governance education programs are on-call 24/7/365, and are available through our unique online governance education “store.” We partner with associations to offer our Trustee Foundations™ programs to your members via an association web site link to our governance education program web site, www.trusteelace.net, and through other marketing channels.

Trusteelace.net offers tools for boards to assess their governance education needs, and select the Trustee Foundations™ programs that best meet those needs. A broad range of topics is available. Easy on-line ordering and immediate program downloads provide hospitals with timely, professional programs and other resource materials when they want them.

- Easy online ordering and immediate download
- Concise 20 minute programs are ideal for education at board meetings
- Broad range of topics to meet governance education needs
- Professional presentations with polished hand-outs and support materials
- Perfect “tee-up” for strategic leadership discussions
- Ideal for group presentation and discussion, or individual viewing
- Association sponsorship demonstrates added membership value to hospitals and trustees
- Also includes a fully customizable governance manual, and 26 customizable sample governance policies in easy-to-use toolkits

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Governance Newsletter Service

Strengthen trustee knowledge and build association connections and loyalty.

Our high-quality, customized trustee newsletter is an affordable solution for impacting members' trustees



Hospital trustees need current, timely and relevant information and ideas to ensure continuous development of their healthcare and leadership knowledge. And hospital associations need ways to communicate with their members' trustees about important state health care developments, advocacy needs and association events.

Our governance newsletter is a low-cost, professionally written and designed publication produced exclusively for the state's hospital trustees. We've produced quarterly trustee newsletters since 2002 for several state hospital associations. Each 8-page newsletter features three timely stories on topics relevant in today's hospital boardrooms. Every quarter you receive a top-notch newsletter that ensures continual,

high-quality communication with your members' trustees, and that strengthens trustee awareness of the role and value of the association to their hospital.

- Practical, proven solution for associations that want to help their members ensure continuous governance knowledge development
- Professionally designed and written
- All details handled by The Walker Company, including writing, design and coordination with printers
- Branded with the association's logo and colors
- Page 2 customized for a unique message from the association
- Delivered quarterly to the association as a PDF that may be emailed to member CEOs or printed and sent to hospitals and their trustees
- No long-term commitment

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