

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.

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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 and health system clients

These clients and many more put their trust in us.

Baxter Regional Medical Center, Mountain Home, AR
Billings Clinic, Billings, MT
Bon Secours HealthSource, Richmond, VA
Brim Healthcare, Portland, OR
BryanLGH Health System, Lincoln, NE
Cabell Huntington Hospital, Huntington, WV
Cannon Falls Community Hospital, Cannon Falls, MN
Central Oregon District Hospital, Redmond, OR
Central Peninsula General Hospital, Soldotna, AK
Columbia Memorial Hospital, Hudson, NY
Coquille Valley Hospital, Coquille, OR
Creek Nation Health System, Muscogee, OK
Daniels Memorial Hospital, Scobey, MT
Davis Health System, South Phillippi, WV
Delta Regional Medical Center, Greenville, MS
Divine Savior Healthcare, Portage, WI
Eastern Maine Health Care, Bangor, ME
Eastern Maine Medical Center, Bangor, ME
Erlanger Health System, Chattanooga, TN
Franklin Square Hospital Center, Baltimore, MD
Franklin Community Health Network, Farmington, ME
Good Shepherd Health Care System, Hermiston, OR
Granite Falls Municipal Hospital, Granite Falls, MN
Gunnison Valley Hospital, Gunnison, CO
Harrison Medical Center, Bremerton, WA
Heartland Health Alliance, Holbrook, NE
Holy Family Hospital, Spokane, WA
Hunt Memorial Hospital District, Greenville, TX
JPS Health Network, Ft. Worth, TX
Kosciusko Community Hospital, Warsaw, IN
Lexington Medical Center, West Columbia, SC
Lutheran Health System, Bismarck, ND
Marcus Daly Memorial Hospital, Hamilton, MT
Marengo Memorial Hospital, Marengo, IA
Marias Healthcare, Shelby, MT
Mary Lanning Memorial Hospital, Hastings, NE
Mercy HealthCare, Roseburg, OR
Mid-Valley Healthcare, Lebanon, OR
Mille Lacs Health System, Onamia, MN
Mission Regional Medical Center, Mission, TX
Mississippi Baptist Health Systems, Jackson, MS
Morristown-Hamblen Healthcare System, Morristown, TN
Mountain View Hospital District, Madras, OR
Munroe Regional Health System, Ocala, FL
North Country Health Services, Bemidji, MN
Outer Banks Hospital, Nags Head, NC
Peace Health, Florence, OR
Portland Shriners Hospital, Portland, OR
Providence Newberg Community Hospital, Newberg, OR
Queen of Peace Hospital, New Prague, MN
Rockingham Memorial Hospital, Harrisonburg, VA
Samaritan Healthcare, Moses Lake, WA
Samaritan Medical Center, Watertown, NY
Sanford Health Network
Self Regional Healthcare, Greenwood, SC
Shriners Hospital, Portland, OR
Singing River Health System, Pascagoula, MS
Skaggs Community Health Center, Branson, MO
St. Charles Medical Center, Bend, OR
St. Peter's Hospital, Helena, MT
Stevens Healthcare, Edmonds, WA
Tallahassee Memorial Health Care, Tallahassee, FL
Thompson Health, Canandaigua, NY
Trident and Summerville Medical Centers, Charleston, SC
UAB Health System, Birmingham, AL
United Memorial Medical Center, Batavia, NY
Upper Peninsula Healthcare Network, Marquette, MI
Valley Community Hospital, Silverton, OR
WCA Hospital, Jamestown, NY
WNC Health Network, Asheville, NC

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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 objectives and strategies, build teamwork, provide a broad range of educational opportunities, and accomplish other significant work uniquely suited to small groups.

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 board self-assessment process that has been proven over many years through successful use by hospital clients nationwide.

AssessmentWORKS™ enables boards of trustees 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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SuccessionWORKS™

Planning for today for leadership tomorrow.

Organizing the governance planning and trustee recruitment process



The importance of governance succession planning is growing as health care organizations and their governing boards face increased pressure to recruit trustee leaders with the time, energy and commitment to provide dynamic governing leadership. When current trustees' terms end, who will replace them? How will the hospital ensure

highly qualified board members who are “experts” in the areas of governance in which it needs the most help, who are free of potential conflicts of interest, and who are able to meet the required time and energy commitment?

Governance succession planning is the key to ensuring continued board and organizational performance. By assessing the board's leadership strengths and weaknesses, and using the hospital's strategic plan to define its critical future leadership requirements, The Walker Company helps hospitals identify critical governance “gaps” that may be closed through targeted trustee recruitment.

- Design and implementation of a long-term trustee succession planning and recruitment process
- Determination of factors to consider when identifying new trustees to be appointed to the board
- Development of a trustee candidate profile and job description
- Development of a long-range trustee recruitment plan that ensures your hospital will have the trustee resources needed to lead the organization into the future
- Interviews with potential trustee candidates, and development of summaries of candidate “fit” with governance needs
- Assistance with new trustee “onboarding”

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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 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
- Medical staff surveys and needs assessments
- Community attitudes and needs assessments
- Communication audits

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KnowledgeWORKS™

Building governance knowledge capital.

A complete and wide-ranging governance knowledge-building resource



KnowledgeWORKS™ is a broad and flexible curriculum of governance education programs delivered either onsite at board meetings and retreats, or downloadable on-demand from our trusteeplace.net, our Trustee Foundations™ Governance Education On Call 24/7/365

website. KnowledgeWORKS™ is designed to enhance trustees' ability to provide strong and effective strategic leadership to the hospital and the community it serves.

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.

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.

- On site or on-demand from www.trusteeplace.net
- Presentations and high-quality handouts and supporting materials
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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.trusteeplace.net, and through other marketing channels.

Trusteeplace.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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