



North Central Health Care
Person centered. Outcome focused.

NORTH CENTRAL COMMUNITY SERVICES PROGRAM

OFFICIAL NOTICE AND AGENDA of a meeting of the Board or a Committee

A meeting of the **Executive Committee** will be held at **NCHC – Granite Room, 1100 Lake View Dr., Wausau, WI**, from **10:30 a.m., Tuesday, November 10th, 2015.**

AMENDED AGENDA

1. Call to order
2. Action: approve minutes of 10/13/15
3. CEO report
4. CEO selection process – interviews with search firms
5. Funding of pool study
6. Board reappointments
7. Adjourn

Action may be taken on any agenda item.

In the event that any individuals attending this meeting may constitute a quorum of another governmental body, the existence of the quorum shall not constitute a meeting as no action by such body is contemplated.

Signed: /s/ Gary Bezucha
Presiding Officer or His Designee

COPY OF NOTICE DISTRIBUTED TO:
Wausau Daily Herald Antigo Daily Journal
Tomahawk Leader Merrill Foto News
Langlade, Lincoln & Marathon County Clerk Offices

THIS NOTICE POSTED AT
NORTH CENTRAL HEALTH CARE
DATE 11-06-15 Time 1:00 P.M.
By Debbie Osowski

DATE 11/06/15 TIME 1:00 P.M.

VIA: X FAX X MAIL

BY /s/ Debbie Osowski

Any person planning to attend this meeting who needs some type of special accommodation in order to participate should call the Administrative office at 715-848-4405. For TDD telephone service, call 715-845-4928.

NORTH CENTRAL COMMUNITY SERVICES PROGRAM BOARD EXECUTIVE COMMITTEE MEETING MINUTES

October 13, 2015

8:00 AM

NCHC – Wausau Campus

PRESENT: Ron Nye, Lee Olkowski, Bob Weaver, Laura Scudiere

ALSO PRESENT: Gary Bezucha

AGENDA:

1. Call to order: Ron Nye called the meeting to order at 8:00 AM and a quorum was noted.
2. Minutes of 9/15/15 meeting of the Executive Committee: Moved for approval by Laura Scudiere, seconded by Bob Weaver; approved unanimously without any changes.
3. CEO Report:
 - a. Mental Health services to county jails: mental health services in the Marathon County jail continue to go very well and the pilot program will be continued as a regular service in 2016. Lincoln County has elected not to pursue enhanced mental health services in the Lincoln County jail. Sherriff Jaeger indicates that he is quite happy with all services provided by NCHC. Langlade County is still deliberating on whether or not to pursue enhanced mental health services for the Langlade County jail in 2016.
 - b. Bellewood Group Home: Gary apprised the committee on a plan to move current residents in the Bellewood group home to a new facility with expanded capacity. This would also open up the Bellewood home to be repurposed as a youth crisis center for Marathon County. The committee was supportive of the move.
 - c. Nursing Home:
 - i. New N.H. Administrator hired (Kim Gochanour) and she will start mid-November.
 - ii. CNA staffing improved. New scheduling in place and several new CNAs hired. Turn-over among CNAs is reduced.
 - iii. Dining program: as a result of a citation in most recent survey, we will implement a major change in the nursing home dining program that will entail discontinuing “Tray-line” and assembling plates for all meals on-site in the nursing home. Anticipate that this will result in significant increase in resident satisfaction.
 - d. Crisis Services Task Force: Team of external stakeholders formed to study our crisis services and make recommendations for improvement. Laura Scudiere to chair the group. First meeting on 10/22/15.
4. Marathon County/NCHC Oversight Task Force: Task force has prepared its recommendation to the Marathon County board which will include an in-depth study of Marathon County’s needs in the area of mental health and substance abuse and the most effective delivery model. Second recommendation will be to develop a performance based contract with emphasis on services to the criminal justice system.

5. Transition Plan for Human Services Operations: The position of Senior Executive for Human Services will be recruited and replaced without any change in the nature of the position. At this time, no interim leadership will be needed. The position has been posted and the posting will close at the end of October and initial interviews will take place in early November. Gary Bezucha also shared some anticipated changes in the NCHC organizational chart that will allow the CEO to be more externally focused.

6. Nominating officers for 2016: Motion by Lee Olkowski and seconded by Laura Scudiere to advance the following slate of board officers: The motion was unanimously approved.
 - a. Chair: Jeff Zriny
 - b. Vice Chair: Jean Burgener
 - c. Secretary/Treasurer: Bob Weaver
 - d. Immediate Past Chair: Ron NyeThe motion was unanimously approved.

7. Adjourn: Motion for adjournment by Lee Olkowski, seconded by Bob Weaver. The meeting was adjourned at 9:00 AM by Ron Nye.

Senior Executive Search Proposal: Chief Executive Officer

Prepared for:



North Central
Health Care
Person centered. Outcome focused.

Presented by:

Harper Chaffee

Division Vice President, Central

October 2015



B. E. SMITH
Proven Healthcare Leadership

October 20, 2015

Michael Loy
Human Resources Executive
North Central Health Care
1100 Lake View Drive
Wausau, WI 54403

Mr. Loy,

Thank you for considering B. E. Smith to partner with North Central Health Care (NCHC) on the recruitment of your next Chief Executive Officer (CEO). The following is a proposal to conduct a national, retained executive CEO recruitment. Included in the proposal is an overview on B. E. Smith, our Senior Executive Search Practice and a summary of proposed terms and fees to retain B. E. Smith as your recruitment partner.

The transition of CEO leadership is one of the most important initiatives an organization will face. B. E. Smith chooses to see these moments as rare and privileged opportunities to become a trusted partner and advisor. When the Board is tasked with making this important decision, it is incredibly beneficial to have an experienced, consultative advisor who can guide you through a well-defined, proven process that yields consistent and successful results. Conducting a transparent search process with utmost integrity to ensure public trust and fulfill the fiduciary responsibilities of the Board is critical for the ongoing success of your organization.

Selecting the right CEO will involve identifying a leader who has an appreciation of organizational history, a keen understanding of current market opportunities and challenges, and the ability to partner with the board in defining and executing strategic direction to ensure future success of your organization.

There are several reasons why B. E. Smith is best suited to partner with North Central Health Care in this search effort. The following are key areas we would initially highlight as you consider our services:

- 1. Large-Firm Resources with a Small-Firm Client Focus.** For over 35 years, B. E. Smith has focused exclusively on providing leadership solutions to healthcare organizations nationwide. According to *Modern Healthcare*, B. E. Smith is ranked as a top-provider of leadership searches in the industry. In the past two years, B. E. Smith has supported over 1,200 leadership needs for both interim and permanent roles. Your organization's investment with B. E. Smith will provide access to the industry's best resources to support a comprehensive national search (e.g. 85,000+ talent database, broad professional networks, experienced sourcing and search consultants) while supported by an individual client focus. An example of this focus; each recruitment performed by B. E. Smith is led by a search consultant who actively participates in the recruitment process (candidate sourcing, vetting, and presenting) and communicates directly with hiring managers and stakeholders during the engagement.
- 2. Regional Expertise with National Reach.** While B. E. Smith has conducted a large volume of leadership recruitments nationally, the North Central has been a very active market for the firm. In the past three years, B. E. Smith has been involved with over 100 searches for both permanent and interim leaders in the region. This includes current and recently completed recruitments at Wisconsin

organizations such as University of Wisconsin Hospitals and Clinics, Aspirus, St. Mary's Hospital and St. Clare Hospital.

- 3. Performance-Based Service Model.** B. E. Smith believes deeply that our model in leadership recruitment should be closely aligned with successful outcomes and positive service experiences for our clients. As such, the service guarantees provided by B. E. Smith lead the industry and allow your organization to feel confident that all elements of risk are being managed. For retained executive search, payment milestones are performance-based with the final payment based on the acceptance of an offer by a candidate.

B. E. Smith is honored to be considered by North Central Health Care for this executive recruitment. As next steps are taken in your selection process, we would welcome the opportunity to discuss our qualifications and experience in more detail. We look forward to your response and please feel free to contact me at the email addresses or phone number below regarding next steps.

Sincerely,

A handwritten signature in black ink, appearing to read "Harper Chaffee". The signature is fluid and cursive, with a long horizontal stroke extending to the right.

Harper Chaffee
Division Vice President, Central
913-752-4551
hchaffee@besmith.com

About B. E. Smith

The Nation's Leading Healthcare Leadership Solutions Firm

B. E. Smith has earned one of the finest reputations in the industry as a full-service healthcare leadership solutions firm and the top-ranked provider of Interim Leadership, Executive Search and Advisory Leadership Services. By partnering with *one firm for all of your leadership needs*, you receive efficiencies and immediate results necessary to successfully operate in today's complex healthcare environment, guaranteed. Veteran healthcare leaders, regional healthcare experts and the best consultants in the industry create solutions to fit your organization's unique needs.

○ Executive Search

- More than 35 years of healthcare executive search experience
- Access to the nation's top executives and a proven methodology for identifying the right talent
- Healthcare's most seasoned executive search consultants
- Simple fee structure that is performance based

○ Interim Leadership

- Only B. E. Smith employs more than 240 Interim Executives
- You receive the right leader in as few as two weeks, as well as access to B. E. Smith's extensive network of healthcare experts
- Each interim executive possesses a minimum of 20 years healthcare experience
- Interims perform an operational assessment, focused on your short- and long-term priorities

○ Advisory Leadership Services

- Services focus on providing subject matter experts in operations and leadership to evaluate all aspects of organization or department performance
- Team members are comprised of senior-level healthcare executives and consultants with a proven history of delivering sustainable, real-world results
- Key practice areas and competencies include Care/Case Management and Perioperative Services optimization

Senior Executive Search Overview

Delivering the Right Leaders at the Right Time

Since 1978, B. E. Smith has maintained a core focus on conducting successful executive placements for healthcare organizations. The foundation of this success is predicated on delivering outstanding outcomes to clients. And, in delivering these outcomes, the interests of B. E. Smith and our clients in conducting timely, high quality searches are tightly aligned. As such, B. E. Smith offers a performance-based fee structure tied to the successful closure of a search engagement. In addition, candidate guarantees exceed industry norms.

The consistency in delivering results is enabled through the experience of our own senior-level search consultants and our commitment to putting best practices into action every day. With this combination of talent, action, and results, B. E. Smith has earned one of the finest reputations in the healthcare industry. Some key data points related to recent work history include:

- Top-ranked executive search firm as named by *Modern Healthcare* for the past 7 years
- In the past 24 months, B. E. Smith has performed over 370 executive searches for healthcare providers
- In the past 24 months, B. E. Smith has performed nearly 600 placements of interim and permanent leaders within Community Hospital and Health Systems for positions at the C-Suite, Vice President and Director levels
- Over 96% of clients would recommend B. E. Smith to other healthcare organizations
- Nearly 96% of candidates are satisfied with their experience

The Senior Executive Search Practice at B. E. Smith is led by Mark Madden, Senior Vice President of Senior Executive Search, and is supported by the efforts of Executive Search Vice Presidents, Candidate Sourcing experts, Associate Consultants, and Divisional Vice Presidents who have responsibility for geographic regions throughout the country.

Senior Executive Search Process

Phases of the Search and Timelines



B. E. Smith is committed to partnering with you and your organization from the start of the executive search process through successful placement. B. E. Smith's process has been built on the foundation of over 35 years of executive healthcare recruitment experience and proven methodologies that ensure the right fit. This process is tailored to meet your specific needs, resulting in industry leading outcomes. You receive the maximum results with minimum disruption. The following is a brief overview of the Executive Search Process and what your organization can expect.

Comprehend and assess your needs

Timeframe: Search initiation and on-going

No two engagements are the same, just as no two healthcare organizations are the same. This is why it is important to fully understand your specific needs and parameters before beginning the executive search. Prior to launching your search, B. E. Smith will conduct extensive research and review of your organizational structure and operating units, values, culture, mission, customers, products, and services, as well as your marketplace position and competition. At the beginning of the search, we meet your key

stakeholders to fully grasp the unique challenges facing the organization and your next leader. These conversations help with the identification and selection of candidates who best fit your needs, now and in the future. Also, these discussions enable us to present your leadership position most accurately, with a full understanding of the opportunity, organization, and your customers. Additionally, specific documents will be requested to provide us with the ability to offer the most complete and accurate composite of the role, organization, and community.

Prepare the Executive Position Overview

Timeframe: By end of first month

Once your specific search parameters are defined, an Executive Position Overview is developed. This summary presents an overview of your organization and the experience, qualifications, and personal and leadership characteristics you are seeking in that next leader. Your review and approval of this summary is key, since this serves as the foundation for the recruitment process.

Define the target candidate market

Timeframe: Search initiation and on-going until successful search closure

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- On-going talent acquisition activities
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- Due to B. E. Smith's extensive corporate marketing, talent acquisition marketing, and group purchase agreements, significant marketing savings are passed along to you.

Identify, screen, and evaluate the applicants

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Once we have reviewed the applicants, potential candidates are screened based on the defined search criteria. To ensure consistency and corporate compliance, a thorough methodology is utilized for both external and internal candidates. We honor the tenets of succession planning and adhere to your Human Resources policies and applicable regulations to ensure internal and external candidates receive an objective, thorough screening and review process in a professional, ethical, and confidential manner. The specifics of this process will be reviewed and agreed upon by both parties at the onset of the search process. The top candidates are then evaluated via comprehensive interviews, calibration, and assessments.

Assess for cultural fit

Timeframe: Throughout candidate identification and evaluation process

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Complete reference checks and background verification

Timeframe: During the candidate evaluation and vetting process

Comprehensive vetting of candidates includes reference and background reviews including but not limited to the following areas:

- Education
- Employment verification
- Professional license and credentials
- Extensive reference checks
- Federal and State criminal record checks

Present candidate panel

Timeframe: Typically by the third month

Following the completion of our comprehensive interview and evaluation process, a final candidate panel is identified and candidate summaries are developed. Each candidate summary highlights specific leadership accomplishments, qualifications, and experience, as well as cultural fit and personal profile. These summaries are presented to the organization and discussed with the client leading to effective facilitation of the interview phase.

Facilitate and coordinate candidate interviews with your organization

Timeframe: Immediately following candidate presentation and ongoing until successful search closure

Following the presentation of candidates, B. E. Smith works with your organization to serve as your liaison to coordinate the logistics of the candidates' interviews with the leadership team and selected key organizational stakeholders.

Facilitate offer and negotiations

Timeframe: Upon your selection of the final candidate

As a representative of your organization, B. E. Smith actively participates in final negotiations to confirm every detail of the offer before it is officially presented and ensure the best opportunity for success in the acceptance of offer. With access to industry expertise and detailed market research, we have extensive intelligence on executive compensation and benefits for similar sized organizations in similar geographic regions.

On-going communication and finalize closing procedures

Timeframe: During the search process and throughout the guarantee period

Throughout the search process, all applicants are contacted to advise them of the progress and outcome of the search. Following the successful completion of the recruitment process B. E. Smith continues to communicate with you and your new leader to support an effective transition, high satisfaction, successful performance, and an ongoing relationship.

Proposal Summary

Our Commitment to North Central Health Care

B. E. Smith is confident in our ability to provide the resources and client-focused service to consistently generate strong outcomes for leadership recruitment needs at North Central Health Care. A retained executive search agreement has been included in the Appendix to provide an example of the detailed terms to retain B. E. Smith as a recruitment partner. In addition, the following items are highlighted to provide more familiarity in partnering with B. E. Smith:

- **Search Fee**

The standard fee at B. E. Smith to conduct a retained executive search is 33.0% of a candidate's first year annual compensation. Based on our confidence in conducting successful, similar searches and our high level of interest to establish a service relationship with North Central Health Care, we would propose a reduction in the **rate to 29.5%**.

- **Fee Payment Terms**

Each search fee will be divided into three equal payments and invoiced at the following milestones: 1/3 at the start of the search; 1/3 at 45 days or the presentation of candidates, whichever is sooner; and the final 1/3 upon acceptance of an offer by a candidate.

- **Expenses**

Additional out-of-pocket expenses will be incurred and invoiced during each search. These expenses principally will consist of Marketing & Administrative fees, candidate background checks, travel expenses for candidate interviews, and travel expenses for onsite visits by the B. E. Smith executive search consultant. Additional expenses may also apply based on requests by North Central Health Care for non-standard candidate vetting and interviewing requirements (e.g. – behavioral assessments, psychological testing, video interviewing, etc.)

- **Candidate Guarantee**

B. E. Smith will honor a candidate placement guarantee from the start date of the candidate. For this search, we will extend a **twenty-four (24) month guarantee**. Within this timeframe, should the candidate leave the organization for any reason, B. E. Smith will conduct another national search for no additional search fee.

- **Internal Candidates**

If internal candidates are being considered for these positions, we would ask that the individuals be identified in name prior to the start of the searches. Those individuals will be included in the candidate vetting and interviewing process and will be assessed fairly and objectively against the same set of requirements for the position as all external candidates.

- **Temporary Stoppage of Search**

If NCHC determines at any time it would like to temporarily stop a search, and this stoppage reaches a period of six (6) months, prior search fee payments made to B. E. Smith will not be applied and a full search fee will be applicable to re-start the search.



RETAINED EXECUTIVE SEARCH SERVICES AGREEMENT

This Agreement is made this day of October 20, 2015 between B. E. Smith Inc., ("Smith") and North Central Health Care, Wausau, WI ("Client").

1. Smith:

- A) Agrees to conduct a candidate search for a **Chief Executive Officer** for a period of one (1) year commencing upon this day.
- B) Will visit Client's site; complete a written summary of the requirements of the recruitment engagement; conduct a marketing campaign; advise on current market factors impacting recruitment and competitive compensation package requirements; recruit and screen prospective candidates; prepare and present candidate summary information; conduct candidate vetting process; and participate in the extension of the offer and any negotiations on behalf of Client. Should Client and Smith agree that modifications to this list are necessary, those modifications will be documented.

2. Client:

- A) Agrees to pay a placement fee in the amount of twenty-nine and one half percent (29.5%) of the candidate's estimated total annual compensation (including base, incentive/bonus, and any sign-on bonuses) to be distributed in the following manner:
 - i. One-third (1/3) of the fee due at signing of this agreement
 - ii. One-third (1/3) of the fee due at forty-five (45) days following the signing of this agreement or when candidate is presented to Client, whichever occurs first
 - iii. One-third (1/3) of the fee due when candidate accepts job offer
- B) Agrees to pay Smith placement fee for any candidate presented to Client by Smith and subsequently hired, retained, contracted or otherwise engaged in any position in a twelve (12) month period.
- C) Agrees to pay Smith's out-of-pocket expenses, to include an administrative and marketing fee of \$5,000; Smith's onsite visit(s); candidate interviews, background checks, and onsite visit(s).
- D) All payments are due thirty (30) days from date of invoice and shall accrue interest at the rate of one percent (1%) per month thereafter.
- E) In the event position is filled during period for any reason, Smith is due full placement fee.

3. Mutual Indemnification:

To the maximum extent permitted by law, Client and Smith each agree to defend, indemnify and hold harmless the other party, its directors, officers and employees from and against any and all losses, claims, demands, costs, damages, liabilities, joint and several, and expenses of any nature (including attorney's fees) incurred by the other party in connection with any and all claims, demands, actions, suits, arbitrations or proceedings in which the other party may be involved, caused by any act or omission of the indemnifying party to this Agreement. Nothing contained herein shall preclude an action between the parties to this Agreement based on a breach of this Agreement. Such liability as Client or Smith does retain shall be limited to the amount paid under this Agreement.

4. Guarantee:

Provided all obligations to Smith are fulfilled, there has been no ownership or governance structure changes in Client organization, and the candidate presented by Smith and employed by Client leaves employment of Client within the first twenty-four (24) months of employment, Smith agrees to initiate a search for the same Position for out-of-pocket and marketing fees. This guarantee will serve as the exclusive remedy for client if a replacement search is needed. Client will notify Smith by e-mail within thirty (30) days of the candidate's departure in order to initiate a replacement search.

B. E. Smith, Inc., by
Harper Chaffee
Division Vice President, Central
Date: _____

North Central Health Care, by
Name:
Title:
Date: _____

November 3, 2015

Michael Loy
Senior Executive, Human Resources
North Central Health Care
mloy@norcen.org

Dear Michael:

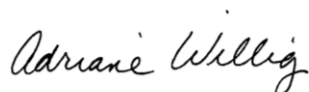
Thank you for giving Witt/Kieffer the opportunity to submit a proposal to assist North Central Health Care (NCHC) with your extremely important search for a Chief Executive Officer.

Witt/Kieffer is the only executive search firm in the nation's top ten that dedicates its practice to identifying leadership talent in health care, education, and community service organizations. Our clients include a wide variety of healthcare organizations. We are very familiar with guiding boards and CEOs through the search process, helping them to set the structure and providing counsel without overstepping our boundaries as your consultants and strategic partners. Both of us would serve as key contacts for NCHC. We are both based in Oak Brook, IL and would provide a breadth of knowledge and experience identifying outstanding healthcare executives and offer extensive insights regarding the market for potential leaders that NCHC will likely attract.

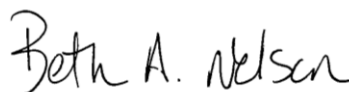
The attached proposal covers our approach to partnering with you throughout the search process and gives you a sense of who we are as a firm. We would be happy to answer any additional questions you have, hopefully in person at some point in the future.

We would be honored to be selected as your search firm partner and doubt you would find a team that would work harder on your behalf. Please feel free to contact us at 630-575-6199 with any questions.

Sincerely,



Adriane A. Willig
Principal



Beth A. Nelson
Consultant



North Central Health Care

Person centered. Outcome focused.

Chief
Executive
Officer



Proposal for Executive Search Services

Submitted by:
Adriane A. Willig
Beth A. Nelson

November 2015

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Overview

When choosing a consultant to partner with on executive recruitment efforts, it is critical that you find a good match with your organization. Our most productive partnerships are based on aligned values, priorities, approach to work, and good chemistry.

We also understand that the key to continued future success of an organization is leadership. North Central Health Care (NCHC) must ensure that it has the right leadership, strategy and people in place to realize its future goals. While we by no means attempt to say we know the organization well, we do believe that a new CEO for the organization needs to epitomize the key attributes needed to advance health related services in a rapidly changing market. This would include an executive who:

- is both performance and mission-driven;
- thinks creatively and strategically;
- is a proactive agent of change; and
- integrates, affiliates and collaborates with diverse parties and constituents.

It would be our privilege to partner with NCHC on a search for its next CEO.

Alignment with North Central Health Care

Witt/Kieffer looks forward to the opportunity to support NCHC in your recruitment effort for a new Chief Executive Officer. In our more than 45 years in healthcare, we have worked with hospitals and other healthcare entities to address a myriad of leadership challenges and executive leadership transitions. What differentiates our firm is the ability to consistently meet clients' varied and pressing leadership needs by forging close, trusting, long-term partnerships with those we serve. We get to know our clients intimately, maintain open, honest lines of communication, and align our work with client needs, expectations and mission. We challenge clients to think differently about organizational structure and leadership to recruit and develop the new breed of healthcare executive.

Witt/Kieffer search experience in comparable searches

Witt/Kieffer has extensive experience in conducting executive level healthcare searches. We conduct nearly 600 searches annually and have over 1,200 CEO/C-suite placements in the past five years. We have had the pleasure of working with several substance abuse hospitals and allied health facilities over the years. In addition, we have also partnered with Aspirus on a number of executive level searches and have worked with 53 hospitals across the state of Wisconsin on executive leadership needs over the past ten years.

A representative sample of searches similar to NCHC includes the following:

Organization	Location	Position Title
Accelerated Rehabilitation Centers	Chicago, IL	Chief Operating Officer
Fairbanks	Indianapolis, IN	Chief Executive Officer
Fellowship Hall Treatment Center	Greensboro, NC	Chief Executive Officer
Harris County Psychiatric Center	Houston, TX	Chief Operating Officer
Hazelden Foundation	Center City, MN	President/Chief Executive Officer Chief Medical Officer Chief Financial Officer Vice President of Development
Institute of Living	Hartford, CT	Medical Director, Institute of Living & Associate Director, Dept of Psychiatry, Hartford Hospital
Mental Health Partners	Boulder, CO	Chief Executive Officer
North Central Health Services	Lafayette, IN	Chief Executive Officer
Rogers Memorial Hospital-Oconomowoc	Oconomowoc, WI	President & Chief Executive Officer
The Betty Ford Center	Rancho Mirage, CA	Vice President, Southwest Region Medical Director

Customized approach

A well-run executive search follows a systematic methodology, geared to the client's individual needs. We adhere to the following process and timeline to ensure an efficient and timely executive search process. Most importantly, we work to develop a close working relationship with our clients to ensure open and active dialogue throughout the search process.

How we learn more about your organization

- We listen and learn during on-site interviews with senior management, direct reports as well as other key stakeholders. We ask questions about structure, strategic goals, culture and leadership needs to profile the ideal candidate and develop the best search strategy.
- We present what we learn to the Search Committee to cement the partnership essential to a successful search. We identify internal or external barriers to the search and recommend strategies to overcome them.
- We provide a written report that clearly defines the purpose of the position, its duty to support our client's mission and values and the nature and scope of the position. The leadership profile includes functional responsibilities, major challenges, principal accountabilities, qualifications and goals for the first 12-18 months.
- This document is written carefully to provide a realistic portrayal of the position. This leader profile becomes the foundation for the search and the new executive's mandate.

How we identify candidates

- We customize our approach to your search using a variety of media to find the best candidates. We access our leading edge knowledge management system, the largest of its kind in health care and education, including career information on more than 400,000 professionals.
- We target leading relevant organizations, as well as other not-for-profit institutions, service industries and public companies based on vision, values, markets, operating revenue, complexity, provider alignment and other strategic imperatives.
- If appropriate, we post the position and leadership profile on our external web site.
- Most important, we rely on our industry contacts, nationally and regionally, to identify the best possible candidates for the Chief Executive position. While some candidates may be actively seeking employment, most are employed in high-level positions. It is our directive to engage the most promising leaders on behalf of NCHC and encourage them to consider candidacy based on their alignment with the leadership criteria set forth by the Search Committee.

How we evaluate candidates

- We conduct in-depth, behavioral interviews with each screened candidate to assess the potential for success and a serious interest in the position.
- We evaluate all candidates – internal and external – in the same thoughtful, comprehensive way. We treat each candidate professionally, and with dignity and respect. We treat internal candidates with particular sensitivity, tact and objectivity.
- We conduct deeper confidential references, on or off a candidate's list, than any other firm based on our reputation and contacts nationwide. We interview employers, peers and others to assess each candidate's management style, skills, strengths and cultural fit.
- We verify employment, academic degrees, professional licenses and certifications, and check public sources such as LexisNexis for relevant information.
- We strongly encourage you as the hiring agent to conduct credit and criminal background checks on the finalist(s). We can refer you to reliable consumer reporting agencies.

How we present candidates/prepare for interviews

- We present the most qualified candidates including each candidate's resume and a brief, one-page summary highlighting the individual's recent experience and education/certifications. We conduct additional references once you decide which candidates to interview.
- We are on-site as needed to help you prepare for and conduct interviews with the selected candidates. We provide feedback during both first and second round candidate interviews, and assist in selecting finalists.

How we assist with final selection/leadership transition

- Once you decide to extend an offer, we will work in conjunction with NCHC's board, and we can advise on terms, salary, benefits and relocation based on our experience in negotiating executive compensation programs.
- We assist in managing a smooth transition – and stay in close contact with your organization and the new leader for at least one year – to ensure a successful long-term match.

Timeline and work plan summary

We hold ourselves to a search timeline that follows clearly-defined steps. We work with the Search Committee to schedule meetings and candidate interviews at the start of the search to avoid delays. We will work with NCHC at the outset of the engagement to modify the timeline according to the needs and preferences of the Search Committee.

Week 1: Start-up Activities	Witt/Kieffer meets Search Committee, board members, leadership and others to understand NCHC fully and create ideal leader profile.
Weeks 2-3: Approve Position Specification and Recruitment Strategy	Witt/Kieffer submits draft leadership profile and suggested recruitment strategy, seeks input/approval.
Weeks 4-11: Recruitment and Candidate Evaluation	Aggressive national recruitment targets potential candidates; behavioral interviews, credential checks, deep references thoroughly vet qualified candidates.
Weeks 12-14: Candidate Review	Witt/Kieffer meets with NCHC to review candidates and identify semi-finalists for interviews.
Weeks 15-17: Semi-finalist Interviews	Witt/Kieffer prepares the NCHC Search Committee for first round interviews (typically 4-6 candidates) and assists with selection of finalists (typically 2-3) for second round interviews; additional references conducted.
Weeks 18-19: Finalist Interviews	Finalist interviews at NCHC with a broad range of constituents and receive a community tour. Candidate of choice identified from this round of interviews and negotiations commence.
Week 20: Offer Negotiations	Once NCHC decides to extend an offer, Witt/Kieffer can advise and/or assist with negotiations.
Search Conclusion	Final candidate accepts offer; appointment announced; Witt/Kieffer supports smooth transition.

Project management

Witt/Kieffer's reputation for excellence is built on teamwork. Each search assignment poses a distinct set of needs best served by tapping the collective expertise of more than 90 healthcare search consultants and research staff across the country.

We have selected a team of experts with specialized knowledge to collaborate with NCHC on this search. The firm's national partners and consultants, many with extensive experience in recruiting for similar searches, will support the team's efforts.



Adriane Willig is a principal in the firm's Healthcare practice and brings over 20 years of healthcare experience, a national network of health system leaders and extensive knowledge of physician relations and relationship management to her senior-level executive search assignments.

Prior to joining Witt/Kieffer, Adriane served as regional vice president for an innovative research, consulting and education company, where she focused her efforts on growing and maintaining the company's client base. Through analysis of new clinical developments and technological advancements, she helped healthcare clients make informed business decisions. Adriane also provided strategic guidance and direction for a new client engagement initiative.

Earlier in her career, Adriane held several positions at Premier, Inc., one of the nation's largest hospital alliances. As vice president of relationship management, she partnered with health system executives to help them meet strategic priorities, goals and objectives. In the roles of director of physician services and manager of physician services, she developed an in-house physician recruitment and training program and consulted with hospitals on medical staff issues. Adriane also worked as director of national accounts for a leading distributor of medical/surgical products and healthcare supply chain management services.

Currently, she is actively involved in the Society for Healthcare Strategy and Market Development and has served on their board of directors. Adriane has also published position papers on physician-hospital integration, primary care network development and physician recruitment.

Education

B.S., Business Administration, Ohio State University, Columbus, OH



Beth Nelson is a consultant with more than 20 years of experience in recruitment, human resources, healthcare consulting, program development and general management. Based in the firm's Oak Brook office, she has participated in national senior level searches for CEOs, COOs, CFOs, CMOs, CNOs and other executive leaders.

While Beth has worked with healthcare boards and senior leadership teams within a variety of healthcare organizations, her passion is in rural healthcare and community hospitals where she has successfully identified leaders who can position these organizations for significant future challenges on the horizon. In addition, she leads search assignments for executives in post-acute care, multi-site senior living organizations, and community based care. Beth engages her clients through the search process with the ultimate goal of identifying qualified candidates who fit the organization's mission, vision, culture and values.

Prior to joining Witt/Kieffer, Beth served as a consultant with a Chicago-based healthcare search firm, as well as an executive search and business consulting firm specializing in a variety of industries, also in Chicago. Beth began her healthcare career in human resources, focusing on recruitment, staff development and management training at several community hospitals. As recruitment manager, she was recognized for her innovative and proactive approach, adding value to the organization by building strategic alliances and establishing partnerships that focused on furthering the hospital mission.

Beth is active in a number of professional organizations, including the Chicago Healthcare Executives Forum. She is a past member of the National Association for Health Care Recruitment and is a past board member of the Chicago Area Healthcare Recruiters.

Education

B.A., Psychology, Aurora College, Aurora, IL

Dedicated research experts

Witt/Kieffer has one of the largest research staffs in the executive search industry and, arguably, the largest devoted solely to gathering intelligence on executives in the healthcare, higher education and not-for-profit industries. The firm has 20 analysts, librarians and knowledge managers who generate original research for every search. Several have masters' degrees in library sciences.

We use our rich, state-of-the art database to identify qualified executives based on experience, qualifications, interviews and references. With our extensive database, we can pinpoint candidate experience by functional experience and expertise.

We augment our extensive library of resources including reference guides and on-line publications with information from affiliations with 60 diversity, healthcare and higher education professional associations.

Fee schedule

Professional fees for this search assignment are one-third of the position's projected total compensation for the first year including base salary and projected bonuses for which the individual is eligible, with a minimum fee of \$65,000. At the conclusion of the search, we will adjust our fee up or down, depending on actual total compensation.

Expenses

The fixed expenses, billed at the one-time charge of ten percent of professional fees with a minimum of \$6,000 and a maximum of \$10,000, are for administrative support, verifications, media checks, database access, communications, and research services that are not easily identifiable by project.

Out-of-pocket expenses are for staff and candidate travel and accommodations, courier services, advertising, video conferencing, education verification and outside printing.

Billing arrangements

The first billing of one-third of the estimated professional fees and for fixed overhead expenses will be submitted at the start of the search. Two additional billings of the professional fees and actual out-of-pocket expenses will be submitted at 30 and 60 days. Invoices for additional expenses will be submitted monthly thereafter. A final statement at the conclusion of the search will adjust as necessary, fees and expenses incurred and payments received. Invoices are due within 30 days. A late penalty of 1.5 percent per month will be charged for past due invoices. All bills must be paid within 60 days of the close of a search to activate the placement guarantee.

Cancellation and other related policies

If an additional candidate is hired as a result of this search assignment, there is a professional fee add-on of 20 percent of the first year's total compensation including base salary and projected bonus. In addition, if the search is delayed by more than 30 days or the specifications for this search assignment are substantively changed, an additional fee for either event may result. If, for any reason, the search is cancelled prior to successful completion, the client is responsible only for the professional fees billed to date, plus actual expenses. A search that is suspended or placed on-hold may be re-started within six months of this proposal if the search is for the same position stipulated in this proposal. A search placed on-hold for more than six months will be considered cancelled; any search that is re-started may be subject to additional search fees. The firm's guarantee applies only to the search described in this proposal, and may not be applied to different searches.

Quality guarantee

Recognizing the importance that you place in Witt/Kieffer conducting the Chief Executive Officer search, we are pleased to extend our quality guarantee. If the executive Witt/Kieffer places at your organization ceases to be employed by the client organization in any capacity within one year of his/her commencement of employment, Witt/Kieffer will search for a replacement to fill the original position at no additional professional fee.

Witt/Kieffer shall receive notice of the need for a replacement search promptly from the client and no later than 30 days after departure of the placement. Activation of the guarantee is based upon the client's notification to Witt/Kieffer of the departure. Based upon discussion between the client and Witt/Kieffer, a mutually agreed upon start date for the replacement search should occur within a reasonable period, but no later than 90 days from the departure date of the placement.

The guarantee applies to the Chief Executive Officer search only and there should be no material change in the job specification for the replacement search. Our guarantee excludes those situations where the placement departs due to organizational realignment, department restructuring or material changes in the position. Additional out of pocket expenses associated with the replacement search will be charged in the same manner as the original search.

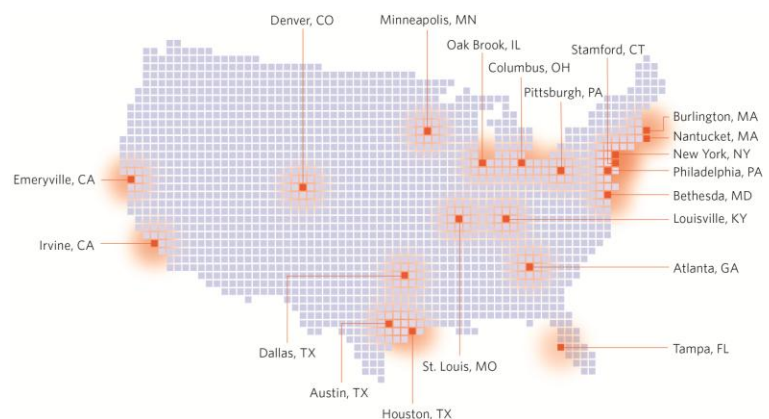
Witt/Kieffer profile

Our commitment to organizations improving quality of life

- Witt/Kieffer's mission is to identify outstanding leadership solutions for organizations committed to improving the quality of life. Our values are infused with a passion for excellence, personalized service and integrity.
- We take pride in our longstanding relationships with not-for-profit healthcare providers. We believe we serve a client most effectively when there is mutual appreciation for the client's values and culture and our own.
- Each year, Witt/Kieffer conducts nearly 600 executive searches on behalf of leading hospitals, health systems and integrated delivery systems, extended care and rehabilitation centers, academic medical centers, life sciences companies, managed care organizations, physician group practices, colleges and universities, foundations and other not-for-profit and community service organizations.

Our national reach enhanced by local knowledge

- With locations in major metropolitan areas in the United States, our team of more than 90 consultants and 20 research experts provides deep insights into regional, national, and global markets. Our best-in-class database includes more than 400,000 leaders, and its intuitive framework enables our team to pinpoint leaders based on specific criteria set forth by client constituents, adding unparalleled efficiency to every search.



Our successful track record

- During our 45-year history, Witt/Kieffer has performed more than 1,600 searches for healthcare Chief Executive Officers.
- Our placements stay put. The average tenure for our healthcare CEO placements is seven years, underscoring our thorough and meaningful approach.
- We are proud of our rigorous quality monitoring process. We ask clients and candidates to assess how we perform on each search we do. Clients give us an overall satisfaction score of 93 percent. Healthcare CEO search clients give us a 94 percent satisfaction rating.

What Differentiates Witt/Kieffer?

The following highlights unique characteristics of Witt/Kieffer and the proposed consultant team.

- **Experience** – Our proposal details the substantive experiences of Witt/Kieffer and the assigned consultant team. There is no substitute for the judgment and credibility built working with organizations similar to NCHC. Our experiences provide us with access and the respect of the candidate pool and prudence developed through these projects.
- **Leaders Connecting Leaders** – We consider ourselves healthcare executives that serve the industry as executive assessment and search experts. Adriane and Beth entered the healthcare arena deliberately and are committed to contributing to the growth and development of the field. Because of this commitment, we are active in the evolution of healthcare leadership through thought leadership and serving on industry committees and affinity groups. These activities serve our clients well through the leveraging of these trusted and personal relationships with the industry's leaders to promote our clients.
- **Calculated Process** – The timeline provided outlines the process, but we go beyond mapping the activities by setting definitive dates and executing the process accordingly. As you reach out to our clients, they will highlight the establishment of a specific timeline of dates and deliverables that provides our client partners with confidence and precision.
- **Cultural Engagement/Awareness** – Our team recognizes the importance of cultural fit and puts extra efforts into engaging a broad range of constituents in the initial stages of each search. The information we are able to obtain through our meetings with board members, leadership, and other key constituents, assists our team in gaining a greater understanding of NCHC's unique characteristics and engenders broad support for the efforts of the search team. At the request of our clients, we have also held meetings with community leaders to gather their perspectives on the organization and its needs for leadership. These meetings help enlist the support of the community as well.

Witt/Kieffer References

The following is a representative list of individuals and institutions who may be contacted for reference information regarding search assignments conducted by Witt/Kieffer, Adriane Willig and/or Beth Nelson.

Aspirus, Inc. (Multiple searches - Adriane Willig involved in President, Aspirus Wausau Hospital search)

Position: Multiple
Contact: John Heisler
Vice President, Human Resources
(715) 847-0420
John.Heisler@aspirus.org

Fairbanks (Search conducted by Beth Nelson & Adriane Willig)

Indianapolis, IN

Position: Chief Executive Officer
Contact: Faraz Abassi
Chair, Board of Directors
317-513-2763
faraz@centerfieldcapital.com

Fellowship Hall Treatment Center (Search conducted by Witt/Kieffer colleague)

Greensboro, NC

Position: CEO
Contact: Mr. Tom Smith
Chair, Board of Directors
336-272-2922
tsmith@tgccb.com

Hancock Regional Hospital (Search conducted by Beth Nelson & Adriane Willig)

Greenfield, IN

Position: President & CEO
Contact: Steve Long (placement)
317-468-4412
slong3@hancockregional.org

and/or:

Jim Miller
Chair, Board of Directors
jwmiller0102@comcast.net
317-490-6280

Hazelden Betty Ford Foundation (Search conducted by Witt/Kieffer colleague)

Center City, MN

Position: Administrator of the Betty Ford Center
Contact: Mark Mishek, CEO
651-213-4007
mmishek@hazelden.org

North Central Health Services (Search conducted by Adriane Willig)
Lafayette, IN

Position: CEO
Contact: Jim Risk
Board Member
765-448-4567
jrisk@kirbyrisk.com

Union Hospital (Search conducted by Beth Nelson & Adriane Willig)
Terre Haute, IN

Position: Chief Executive Officer
Contact: Molly Callahan
Chair, Board of Directors
812-877-9320

mollycallahan48@gmail.com

Contact information

We look forward to exploring further the possibility of supporting your search for the new Chief Executive Officer. If you have any questions or wish to speak, please contact:

Adriane A. Willig
Principal
Witt/Kieffer
2015 Spring Road, Suite 510
Oak Brook, IL 60523
630-575-6199
awillig@wittkieffer.com
www.wittkieffer.com

Beth A. Nelson
Consultant
Witt/Kieffer
2015 Spring Road, Suite 510
Oak Brook, IL 60523
630-575-6101
bethn@wittkieffer.com

It would be an honor to serve NCHC in this effort.

The Witt/Kieffer difference



Capabilities Presentation for Executive Search Services:

North Central Health Care

Chief Executive Officer

November 2015

About Korn Ferry

Korn Ferry: Building Leadership Capital

“Our mission is to help our clients acquire leadership capital — the management asset that sets all others in motion.”

*Richard M. Ferry
Founder*

- ✿ **For 45 years**, Korn/Ferry International has provided solutions to the world's leading organizations — large and small, public and private, not-for-profit, government and academia. Based in more than 80 offices in 39 countries, our seamless network, time-proven processes and broad expertise combine to ensure our clients maintain a competitive advantage through their people. Korn/Ferry is a publicly traded company (KFY:NYSE)
- ✿ Since 1969, we have conducted over 80,000 searches for clients in every industry and in all parts of the world--clients who continue to benefit from our creative approaches to search.
- ✿ Over 80% of Korn/Ferry's business over the years has been repeat business, attesting to the high level of success we achieve for our clients.
- ✿ Korn/Ferry's global consultant network and proprietary database of pre-qualified senior-level candidates provide instant access to proven leaders worldwide and an extensive network of contacts and proprietary sources of information.
- ✿ Our clients--numbering almost 5,000 last year--can expect the same high-quality service and capabilities wherever a search is conducted, delivered by a team of professionals committed to developing long-term relationships with the organizations we serve.
- ✿ Our team approach is designed to benefit our clients. Our goal is to work closely with our clients to build partnerships with them--so we can offer responsive, innovative solutions to their management needs.
- ✿ For this search, we've assembled a unique blend of search talent designed to offer deep health care experience.

Industry Commentary on Korn/Ferry

Year-after-year, Korn/Ferry relentlessly strives to provide excellent service to our clients and candidates. Our strategy to be the best executive search firm in the industry has recently been validated. Here's what the marketplace is saying about us:

The logo for Hunt-Scanlon .com, featuring the text "hunt-scanlon" in white on a blue background, followed by ".com" in white on a black background.

Korn/Ferry International is the Number One Executive Search Firm in the U.S. and Worldwide. *Hunt-Scanlon Corporation.* Based on Hunt-Scanlon's annual analysis of the 10 largest executive search firms in the industry.

The logo for Modern Healthcare, with "Modern Healthcare" in a large, bold, blue font and "The only healthcare business news weekly" in a smaller, black font below it.

For the 13th consecutive year, Korn/Ferry International is the Number One Executive Search Firm by revenue in the Healthcare Industry. *Modern Healthcare.* Based on U.S. healthcare search revenues. Source: *Executive Recruiter News.* (2003 to 2015).

The logo for Vault.com, with "VAULT.COM" in a large, bold, black font and "> the insider career network™" in a smaller, black font below it.

Korn/Ferry International Named the Number One Search Firm in the United States. *Vault.com.* Based on Vault.com's inaugural executive search firm rankings. Results were compiled from a survey of Human Resources professionals in the U.S. to determine the most prestigious search firm in the country.



Korn/Ferry International is the Preferred Search Firm of Choice in North America. *International Association of Corporate and Professional Recruiters (IACPR).* Based on a survey of senior human resource executives by the IACPR. Korn/Ferry earned the highest number of votes by human resource executives whose members are among *Fortune* 100 companies.

A heritage of innovation and growth



KORN/FERRY Whitehead Mann

THE **NEWMAN** GROUP
A FUTURESTEP COMPANY

GLOBALNOVATIONS
A KORN/FERRY COMPANY

futurestep ▶
A Korn/Ferry Company

LOMINGER
International
A KORN/FERRY COMPANY

PDI Ninth House
A KORN/FERRY COMPANY

1969

Firm founded in Los Angeles, CA by Lester B. Korn & Richard M. Ferry

1970s

Specialty Practices include Board Services, High Technology, Retail

1973: First major US-based search firm in Asia

1974: Paris office opens

1975: Sao Paulo and Singapore offices open

1977: Merger with Hazzard & Associates expands Latin American market

1977: Fortune cites Korn Ferry as the world's leading executive search firm

Offices include Caracas, Frankfurt, HK, Kuala Lumpur and Sydney

1980s

Specialty Practices expand to Healthcare and Education

Offices in Bangkok, Buenos Aires, DC, Melbourne, Newport Beach, Seattle, Stamford

1984: KF places Peter Ueberroth as Olympic Chief Executive Officer

1986: KF develops comprehensive computerized database

1990s

Global footprint expands with offices in Central and Eastern Europe, North America, Latin America, and Asia

1000+ Employees

1993: videoconferencing introduced as recruitment tool

1998: development of innovative proprietary search software

1998: KF launches Futurestep

1999: KF goes public

2000s

First search firm to reach \$500M in annual revenue; 500 global consultants

2000: e-Korn Ferry Executive Center launched

Retained by Mexican President to assist in cabinet position searches

Executive Coaching launched

2006-7: Lominger, The Newman Group, and LeaderSource acquisitions

2009: Whitehead Mann Partnership acquisition

2010s

#1 in global and US market share

FY13: \$813M annual revenue – 40% of which was generated outside Search

2012: Global Novations diversity and inclusion firm acquisition

2013: PDI Ninth House leadership solutions firm acquisition

Healthcare Services Practice

Healthcare Services

Searching for Healthcare Leadership

North America Healthcare Services Practice

- The North America Healthcare Services Practice comprises a dedicated team of over 40 consultants located in ten offices throughout the United States. We recruit across the healthcare enterprise and last year, Korn Ferry completed more than 350 assignments for healthcare services organizations, crossing all senior levels and functions.
- Korn Ferry's healthcare search consultants provide services to leading healthcare institutions. We have served:
 - A variety of healthcare services organizations including: Behavioral Health companies, Long-Term Care companies, PBMs, ACOs, consulting firms, IT services companies, and more.
 - Over 300 hospitals of all types/sizes, including specialty hospitals, community hospitals and academic/teaching hospitals.
 - Numerous integrated delivery health systems.
 - Leading multi-specialty physician group practices.
 - One-half of the top 25 managed care/health insurance firms.
 - Leading national and state healthcare associations.

Dennis Basara



233 S Wacker Drive, Suite 3300
Chicago, IL 60606
Tel: 312-526- 0526
dennis.basara@kornferry.com

Senior Client Partner Healthcare Services

Mr. Basara is based in Chicago, Illinois as a Senior Client Partner with Korn Ferry, the world's largest retained executive search firm.

Mr. Basara joined Korn Ferry in 1998 and has significant experience in the recruitment of senior executives within the healthcare services industry. He has completed more than 250 searches for a variety of healthcare clients including: hospitals, integrated health systems, behavioral health companies, physician groups, professional associations, healthcare consulting firms, and other services organizations. Working closely with Boards, Search Committees, and other senior executives, these searches include recruiting for such key positions as: CEO, COO, CSO, CMO, Chief Medical Officer, Chief Nursing Officer, CFO, CHRO, CIO, and more.

Prior to Korn Ferry, Mr. Basara worked as a Recruiter and HR professional for Ernst & Young's National Healthcare Consulting

Practice. In this role, he was responsible for the recruitment of healthcare consultants with expertise in areas such as strategy, process/operations improvement, marketing, business development, physician/clinical services, information technology, revenue cycle, and change management.

Prior to his corporate experiences, Mr. Basara spent over six years serving as a United States Naval Officer. He held numerous leadership and management positions while assigned to the USS JOHN YOUNG, and his last position with the Navy was as an Assistant Professor and Director of Recruiting Operations for The George Washington University Naval Reserve Officers Training Corps Program.

Mr. Basara holds a Master of Human Resources Management degree from The George Washington University as well as a Bachelor of Science degree from Villanova University.

Janet Oppenheimer



Senior Associate

Based in Chicago, Ms. Oppenheimer is a Senior Associate in Korn/Ferry's Life Sciences Market. She has over 25 years of executive search experience. Her search work has focused primarily on hospital and physician executives. She has successfully completed over 100 hospital and physician group CEO, COO, CMO and other C suite assignments.

In addition to her career in executive search, Janet served as the head of international staffing for Boston Scientific, a Fortune 100 medical device company, and Gateway Corporation, then a \$9 billion computer manufacturer.

A graduate of Grinnell College, Janet spent her early years working for the Governor of the State of Kansas and as a social worker.

Janet is active with human rights groups, is a hospital volunteer, and has also recruited several executives to not for profit health and human rights organizations.

233 South Wacker Drive, Suite 3300
Chicago, Illinois 60606
Tel: 312-526-0538
janet.oppenheimer@kornferry.com

Relevant Experience

Selected Experience

Company	Position
Advanced Recovery Systems	Chief Operating Officer
Amedisys, Inc.	Chief Executive Officer
Assisted Living Federation of America	Chief Executive Officer
Avalon Health Care Group	Chief Operating Officer
Baycare Health System	Vice President, Behavioral Health Services
Beacon Health Strategies	Chief Operating Officer
Cedar Village Nursing Home	President and Chief Executive Officer
Franciscan Sisters of Chicago Service Corporation	Chief Executive Officer
Gateway Foundation	President and Chief Executive Officer

Selected Experience

Company	Position
Hazelden *	Chief Medical Officer
Hazelden*	Chief Executive Officer
Hooper Holmes, Inc.	Chief Executive Officer
Jewish Association on Aging	Chief Executive Officer
Jewish Geriatric Services, Jewish Nursing Home of Western Massachusetts	President and Chief Executive Officer
Keswick Multi-Care Center	Chief Executive Officer
Legend Senior Living	Chief Operating Officer
New Life Psychiatric Rehabilitation Association	Chief Executive Officer
Phoenix House	Senior Vice President and Chief Medical Officer
Phoenix House	Chief Operating Officer
Phoenix House	New York Region President

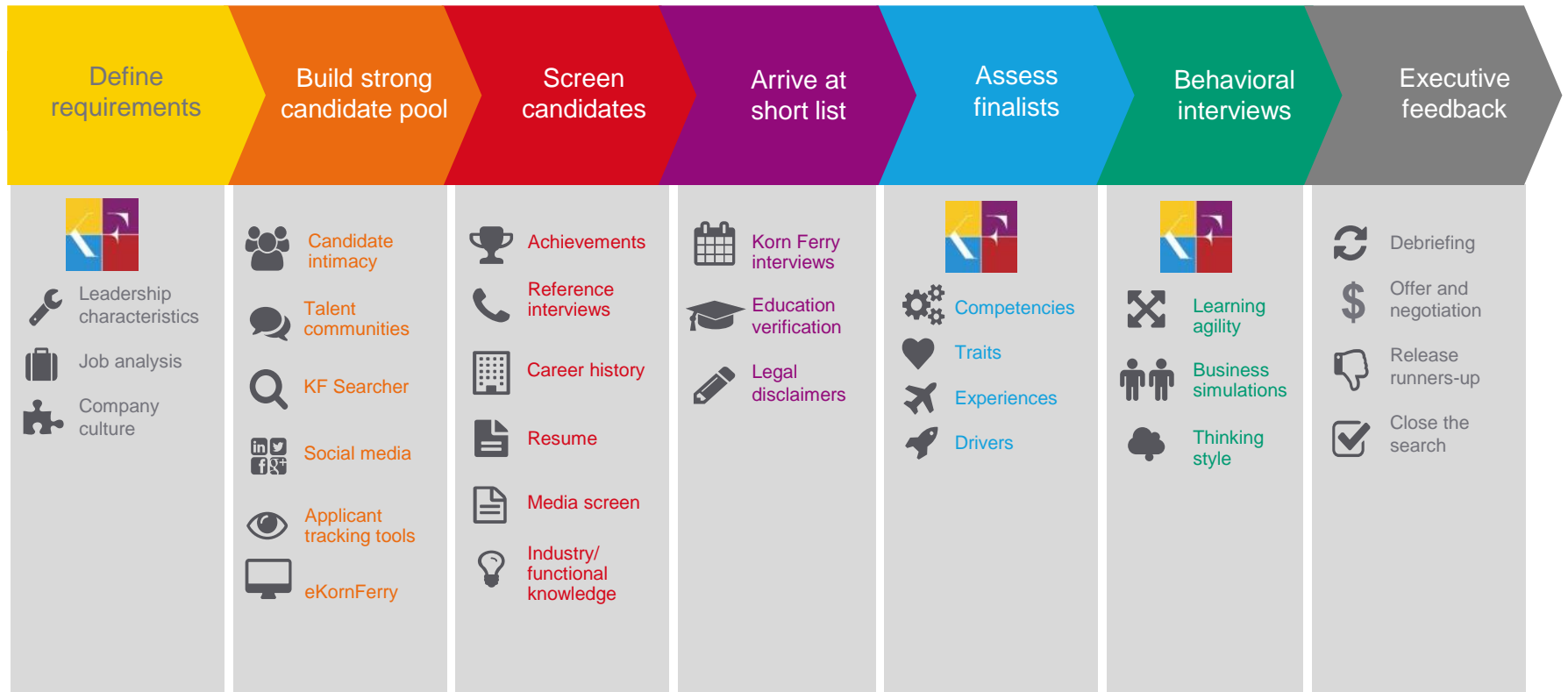
Selected Experience

Company	Position
Presbyterian Retirement Communities	Chief Executive Officer
Skilled Healthcare Group	Chief Executive Officer
ValueOptions, Inc.	Chief Executive Officer
ValueOptions, Inc. Norfolk Corporate Support Offices	Chief Executive Officer

*indicates search was completed by team member but not while at KF

Process and Timing

Once again, Korn Ferry sets a new industry standard.



Typical Timing for a Search (adaptable to meet your needs)

Activity	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
Define search objectives; search kick-off	█															
Agree specifications and initiate research and outreach	█	█														
Initial candidate telephone evaluations		█	█	█	█											
Prioritize candidates with client and review progress			█	█	█	█	█	█	█							
Invite candidates to search assessment							█	█	█							
Conduct face-to-face interviews with priority candidates						█	█	█	█							
Client interviews with candidates (round 1)										█	█	█				
Client interviews with candidates (round 2)													█	█		
Check references. Select candidate													█	█		
Extend offer															█	
Follow up with client and candidate																█
Obtain feedback from client																█

World Class Assessment Capabilities: Korn Ferry's Four Dimensions of Leadership and Talent.



Professional Fees

Professional Fees & Expenses

Korn Ferry's fees are non-contingent and consistent with the standards of the profession. Our goal is to achieve total client satisfaction. Every assignment is tailored to meet specific client needs.

- Fees are based on one-third of the candidate's first year total cash compensation. Our minimum fee for any search is \$90,000.
- The first invoice is a non-refundable retainer.
- Our professional fees will be invoiced in three approximately equal installments as follows:
 - 1/3 (34%) payable at inception
 - 1/3 (33%) at 30 days
 - 1/3 (33%) at 60 days
- Out-of-pocket expenses include candidate and consultant travel, lodging, video-conferencing, etc., as incurred.
- Other search-related expenses include administrative and clerical support, communication, courier, reproduction, and computer usage, billed at 12% of the fee.
- Either party may discontinue the search process at any time. If this occurs, fees will be billed to date of cancellation and pro-rated up to 60 days.
- Adjustments are calculated at the conclusion of the search.

Why Korn Ferry?

Our Value Proposition

- Korn Ferry's dedicated Healthcare Services Practice has a deep understanding of healthcare, and a proven track record of recruiting CEOs for numerous types of not-for-profit healthcare organizations.
- Korn Ferry's validated proprietary assessment tool better identifies candidate fit with organization culture.
- A proven search process and methodology that is well thought-out and structured, yet flexible to fit your requirements.
- The support of a preeminent firm with a true national network of healthcare search professionals (40 + consultants in 10 offices).
- Ranked the number one executive search firm in the healthcare industry (by revenue) by *Modern Healthcare* for the past 13 consecutive years.
- World-class leadership development and talent management consulting capabilities to meet your evolving human capital needs.
- In summary, Korn Ferry is **totally committed to your success** and we guarantee our work.