



**SERVICES**



**Publications**



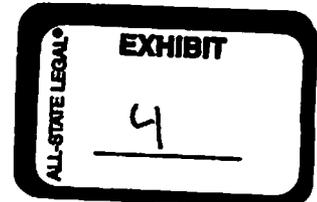
**WHAT WE DO**

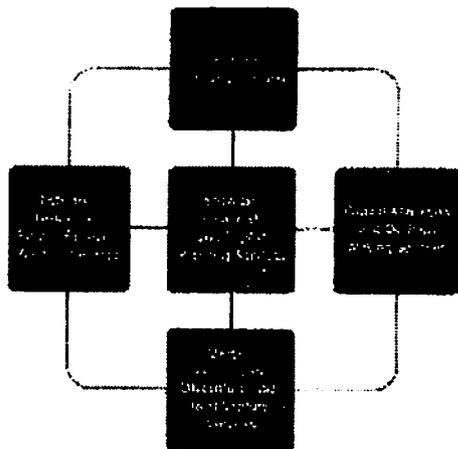
Kaufman Hall is an independent consulting firm that offers integrated strategic, capital, and financial advisory services and software tools to healthcare organizations of all types and sizes. Our goal is to help hospitals and health systems achieve best practice strategic financial management that produces tangible, measurable, and improved financial results.

Our Consulting Services include: Strategic Advisory Services; Debt and Derivatives-Related Financial Advisory Services; Strategic Financial and Capital Planning Services; Capital Allocation and Decision Making Services; and Merger, Acquisition, Real Estate and Joint Venture Services.

Our ENUFF® Software Suite includes: Market Advisor™; Hospital Advisor®; Budget Advisor®; and Capital

Advisor®  
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## A Structured Approach to Strategy Development

*Kaufman Hall provides a broad range of strategy-related advisory services to support organizational management and decision making in hospitals and health systems nationwide.*

Our goal is to ensure our clients' success and self sufficiency through the application of corporate management and finance principles to key strategic, financial, and capital decisions and through the provision of education, software, and analytical support.

### Integrating Strategy and Finance

Kaufman Hall believes that strategic planning and financial planning are not discrete activities to be completed through disconnected processes. They are highly interrelated and interdependent disciplines that are the cornerstones of effective organizational and financial management.

Successful healthcare providers must continually evaluate and redefine their market focus, business/program/service mix, physician relationships, service distribution systems, and internal priorities to maintain and strengthen their leadership position.

Keeping on top or reaching the top requires thoughtful identification and execution of strategic initiatives that will drive the organization's market and financial performance for decades to come. Our understanding of this prerequisite forms the basis for the Kaufman Hall approach to strategic and financial planning.

### Developing a Strategy to Build Sustainable Competitive Advantage

Kaufman Hall works closely with clients to accomplish the following:

- Assemble a comprehensive market, strategic, and financial fact base to use as the basis for strategy formulation
- Thoroughly analyze the data in order to build widely shared knowledge regarding the organization's current position
- Identify key specific opportunities and issues upon which the organization should focus its energies and resources
- Create action plans that define the detailed initiatives necessary to address these opportunities/issues, including timing, sequencing, and implementation responsibilities
- Quantify these initiatives and test the projected impact on future financial position and performance

Kaufman Hall's approach to strategic and financial planning is grounded in a deep understanding of the capital markets. To ensure the execution of strategic financial plans, we work to create plans that respond to the interests and expectations of those who finance, or influence the financing of, strategies. Our strategy-related services are rigorous and follow a highly disciplined process with the following characteristics:

#### *Analytically Grounded*

The best strategic plans and strategic decisions are based on a solid information platform. Kaufman Hall executives have developed analytic tools and planning approaches that provide such a platform and facilitate organizational decision making and action. An important part of our strategic planning framework is the use of quantitative indicators and targets to measure progress on strategic objectives.

#### *Customized Processes*

Every situation is different and although our overall approach and underlying tools may be applied across a broad variety of circumstances, the process to support effective planning and decision making needs to be tailored for each individual organization. We invest time at the outset of an engagement to design a planning process that is responsive to the organization's unique culture, circumstances, and needs.

#### *Strategy/Finance Interaction*

A critical component of the strategy development process is the financial test. Working with management, we develop assumptions regarding future performance linked to the strategic objectives and initiatives under consideration and evaluate the impact on the organization's future market and financial position. This is typically an iterative process that forces prioritization of initiatives and balances strategic investment with sound financial management.

#### *Teamwork*

Kaufman Hall works closely with the client management team. We respectfully challenge the organization's thinking to help define better strategies and better strategic decisions. Ultimately, management will be responsible for execution of the strategic plan and/or strategic decision. We work with management to prepare action plans that clearly delineate the initiatives to be pursued, the resources required to execute the initiative, the timing of implementation, and the individual accountable for its successful completion. The result is an actionable strategy with a clear roadmap for execution.

Services include:

- Growth strategy development
- Integrated strategic and financial planning
- Physician strategy development and resource planning
- Strategic facility planning and capital investment advisory services
- Market and competitive analyses
- Market demand and utilization projection development
- Program/service-line strategy planning and development
- Merger and affiliation evaluation and development
- Joint venture evaluation and development

#### **About Kaufman Hall**

Founded in 1985, Kaufman, Hall & Associates, Inc. is counted among the country's most respected independent

strategic financial and capital consultants, working with healthcare organizations of all types and sizes.

Kaufman Hall provides financial advisory services to debt transactions; prepares and implements integrated strategic, financial, and capital plans; designs comprehensive capital allocation processes; and assists in the evaluation, structuring, and negotiation of merger, acquisition, joint venture, divestiture, and real estate transactions.

In addition, Kaufman Hall developed and markets the ENUFF Software Suite® of financial and strategic management products. Kaufman Hall serves its clients from offices in Chicago, Atlanta, Boston, Los Angeles, New York, and San Francisco.

*For more information on Kaufman Hall's Strategic Advisory Services, please call 847.441.8780.*

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