MINUTES
Foundation Planning Task Force
Search Sub-Committee
April 11, 2017, 5:45 p.m.
Mayor’s Conference Room

Sub-Committee Members Present
Daniel J. Cohn          Martha Halko
Katherine Collin        Vicki Smigelski
Jeanine Gergel          Phyllis Dykes

Not Present: George Hillow

Others Present
Shannon Strachan, Executive Assistant to Mayor

1. The meeting began at approximately 5:45 p.m.
2. The members reviewed their interview spreadsheets to make sure all updates were included and agreed that Jeanine Gergel would act as the lead to facilitate the interviews. (Copies of the Interview Qs and the Scoring Sheet are attached)
3. The sub-committee interviewed the following three (3) consultants at the indicated times:
   a. Robert Eckardt & Jennifer Madden  6:00 p.m. – 6:45 p.m.
   b. Judy Simpson-Collins               7:00 p.m. – 7:45 p.m.
   c. David Kantor                       8:05 p.m. – 8:45 p.m.

The proposal from each candidate is attached.

4. After each interview a ten minute general discussion regarding the committee members’ initial impressions was discussed guided by the attached interview spreadsheets.
5. Upon conclusion of the three (3) interviews, it was determined that the Eckardt/Madden team and Ms. Simpson-Collins would be invited to a full task force meeting. At the meeting, the two (2) candidates would be asked to facilitate a session with the group so that a better understanding of each team’s facilitation strengths might be determined.
6. Members K. Collin, J Gergel and M Halko were to follow up on the candidates references prior to any invitations being extended to the candidates.
7. Meeting was adjourned at approximately 9:30 p.m.

[Signature]
Shannon Strachan, Interim Secretary

[Signature]
Date

5-16-17
Foundation Creation Planning
Lakewood Wellness Foundation

A proposal to facilitate board and committee work to assess the assets, diverse talents and experiences of the Foundation Planning Task Force, and assist with the development of a road map and design plan for the new Lakewood Wellness Foundation.

Request for Proposal Response

Dr. Robert E. Eckardt
Cellular | 440.570.2632
robert.eckardt@outlook.com

Dr. Jennifer R. Madden
Cellular | 313.282.6621
jmadden@l-pointdevelopment.com

Submitted to:
Honorable Mike Summers
Mayor, City of Lakewood
12650 Detroit Avenue
Lakewood, Ohio 44107

March 20, 2017
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Consultant Experience & Qualifications

**Dr. Robert Eckardt** | Bob Eckardt holds a Doctorate in Public Health (Health Policy) from the University of Michigan. Dr. Eckardt has a background in community health. Early in his career he provided significant leadership on issues as diverse as the initial community response to AIDS/HIV in the mid 1980s, to the establishment and growth of much of our safety net health system (e.g., Neighborhood Family Practice, Care Alliance, the Free Clinic). This community health work was recognized by the Terrence Keenan Leadership Award from Grantmakers in Health in 2006, its highest award for leadership on critical health issues as selected by a committee of other grantmakers. Dr. Eckardt was the first employee of a community foundation to win this award, usually bestowed upon the CEO of a major national foundation.

After 19 years in this role, Dr. Eckardt became Vice President for Programs at the Cleveland Foundation, a role held (under various titles) for 15 years. During that tenure he guided the Foundation and built a staff to take on increasingly complex projects, which required a degree of engagement more than is usual in philanthropy. Through this work, Dr. Eckardt developed an increasing belief in the importance of planning early in an initiative. The community work he supported and led at the Cleveland Foundation was the basis for receiving the 2010 Distinguished Grantmaker Award from the Council on Foundations, the highest individual honor in the overall field of philanthropy.

**Dr. Jennifer Madden** | Jennifer Madden is President of Leverage Point Development. She holds a Ph.D. in Management with an emphasis on Designing Sustainable Systems from the Weatherhead School of Management at Case Western Reserve University. Dr. Madden is a researcher, facilitator, teacher and organization development consultant providing strategic planning, resource development,
technical assistance and capacity building. Her current research is on designing effective public-private partnerships then leveraging those collaborations to build capacity for effective performance and social innovation. Dr. Madden is a triple alumna of Case Western Reserve University with a Masters Degree in Nonprofit Management and a Bachelor’s Degree as an Economics and American Studies double major also from Case Western Reserve University. Dr. Madden is a Nonprofit Management Research Fellow, a Fowler Sustainability Fellow, and a Management Design Fellow.

As a strategist and a design thinker, her work involves comprehensive analysis and assessment. Grounded in research, the results inform a sustainable program design and implementation strategy advancing social innovation and neighborhood rejuvenation, actualizing what Madden calls “Rejuvenative Innovation”. Building upon her planning efforts, Dr. Madden assists organizations to secure funding. In a 12-month window, her strategy secured nearly $9 million in grant funding for local nonprofit organizations.
Consulting Services & Scope of Involvement

Bob Eckardt and Jennifer Madden will provide all needed consulting services. Dr. Eckardt brings a real word, rather than an academic approach to planning. An approach informed by years of moving major initiatives forward. He has an extensive background in community health, along with a depth of knowledge in governance and organizational structure. Dr. Madden is a master facilitator, bringing authentic engagement, community communication, feedback and consensus building to fruition. Our efforts will result in a very collaborative process, informed by the community’s experience to date, and data on what works. Drs. Eckardt and Madden will be engaged in both phases, each leveraging their key strengths to applicable project components to provide synergy to the project.
Mission and vision planning | May 2017 to June 2017

We propose a planning process that will facilitate organization development, team building, and will result in an implementation plan developed through appreciative inquiry, research, assessments, and facilitation. We also propose the infusion of design into the planning process. Design is a comprehensive approach to problem solving and transformation for the creation of a larger sense of purpose. Adopting design strategies is important for successful foundation creation planning, and will refine mission, vision, values, and purpose. This process will utilize the design thinking framework of inspiration, ideation, and implementation. The proposed design thinking process is described as “a system of overlapping spaces” with inspiration as “the problem or opportunity that motivates the search for solutions; ideation as the process of generating, developing, and testing ideas; and implementation as the path that leads from the project stage into people’s lives” (Brown and Wyatt 2010, p. 33).

The Inspiration component is facilitated in the visioning exercise. The visioning process is critical for allowing participants the cognitive space to imagine a future that may not exist. Utilizing Appreciative Inquiry for visioning allows participants to discover the best of what is, to dream what could be, to design what should be, and to be the architects of their own destiny, creating what will be.

Idea generation entails situational analysis (SWOT analysis) and idea generation. Participants are prompted to generate ideas about current or near future strengths, weaknesses, opportunities, and threats. After this process, transitional ideas (or steps) are identified that move from the existing SWOT (actual situation) towards the vision of the future (desired situation). Using the nominal group technique, participants prioritize the ideas and co-create a list of strengths-based steps towards positive change in building a strategy for transitioning to the imagined future. This work serves as key building blocks in the planning.

The implementation component of the planning process involves research, logic modeling and sustainable system design. This is developed in the creation of the framework for the task force (see below).
Consensus building | June 2017 to July 2017

We will work closely with the FTPF to build consensus. We will also work with the FTPF to identify key stakeholders to facilitate needed focus groups, community meetings and/or convening. We will utilize the most effective tools, for example the development and deployment of an electronic survey for broad input from the larger community; developing an interview protocol and conducting key individual interviews.

Creation of framework for work of the task force | July 2017 to August 2017

From the mission, vision, consensus building, and relevant data, a framework will be presented to the FTPF. Through this iterative process, a framework will be developed and finalized to outline the implementation plan for Phase 2. The framework will be created using a logic model. A logic model is a visual representation of a pathway that enables support and course correction. The logic model is also a useful tool for performance measurement, program design, and internal management functions. The logic model can facilitate the foundation creation plan implementation and shared responsibility for outcomes.

The five elements of the logic model include: resources/inputs; activities; outputs; outcomes; and impact. A facilitated logic modeling exercise allows participants to identify assets needed to complete specific activities. Outputs are generated based on the activities to be completed, and outcomes are the resulting changes. Another key component of the logic model is the ability to begin anywhere in the logic model and move backward and forward to ensure the logic is solid.

Governance structure & Documents | September 2017 to December 2017

Governance structure and document creation will be outlined. This will be informed by the decisions made in Phase 1 as to areas of focus. For example, the committee structure should reflect areas of attention so that if particular audiences are targeted (e.g., early childhood or seniors), the necessary expertise is included in the governance model. Also important are issues of board turnover and where individual grant authority might lie (e.g., board as a whole or specialized grant committees).
Selection of tax structure | January 2018 to March 2018

Based upon research, data, and relationships, a suggested tax structure will be outlined. There are advantages and disadvantages to each possible tax structure. A non-private foundation (a public charity) has significant advantages over a private foundation when it comes to flexibility. For example, it can receive grants from private foundations where a private foundation cannot. However as a public charity it must meet the IRS definition of “public support” which entails a fundraising focus. A third structure, a supporting organization, may bring a different set of benefits, but entails a legal structure with the “supported” organization. The right structure can be developed as the focus areas are explored and the community support for the new foundation is identified.

Communication plan with Regulators | February 2018 to April 2018

A communication plan will be developed with the “regulators”, as defined in the RFP, who need to sign off on all the major organizational, structural and tax issues. Significant time will be built in to ensure the regulators understand the recommendations and to assist with vital public information efforts, given the importance of public support for the new entity if it is to function effectively given the public attention that will be focused on it.

Community communication, feedback & consensus | May 2018 to July 2018

A communication plan will also be developed for the community. Again, for consensus building we will again work closely with the FTPF to identify key stakeholders to facilitate community meetings and/or convening. We will also develop and deploy an electronic survey for broad input from the larger community. Public understanding and support will be critical, given the highly visible process that led to the closing of Lakewood Hospital and the creation of the asset that supports this foundation.
Deliverables & Milestones

Phase I | May 2017 to August 2017

- Articulation of mission and vision
- SWOT analysis and environmental scan
- Consensus building
- A detailed framework for Task Force work deliverables
- From the detailed framework, develop a logic model and a compelling plan that outlines the new Lakewood Wellness Foundation mission and vision, and task force deliverables

Phase II | September 2017 to July 2018

- Recommended governance approach and organizational structure that assure effective and efficient use of the time and expertise of participants
- Plan identifying necessary committees, staff and budget for this work to succeed. The plan will also outline key operating principles and elements to include in the by-laws going forward
- A methodology for prioritization of efforts and grants, while recognizing the need to be complementary to other efforts currently underway
- Recommendations for tax structure
- Communication plan with regulators
- Communication plan for Community
- Community engagement for communication, feedback and consensus building
Demonstrated Knowledge

Bob Eckardt recently retired as Executive Vice President at The Cleveland Foundation, America’s oldest and fourth largest community foundations. Working with the Foundation’s Board of Directors, he provided overall direction and supervision for grants totaling more than $85 million annually. He also served as a corporate officer for the Foundation. Dr. Eckardt has strong experience in moving forward major health initiatives and bringing an understanding of how timely and committed community leader engagement can lead to lasting change and significant health improvements. He is leading the strategic planning efforts for First Year Cleveland. Dr. Eckardt will engage with national philanthropic experts through his long-term involvement with Grantmakers in Health. This can both bring new approaches for consideration as well as confirm the path already being followed. Few projects fail for the lack of a good idea—they fail because not enough time is spent up front to build the necessary partnerships and collaborations. Implementation is king, and upfront clarity is the necessary first step in assuring that implementation succeeds.

The Foundation Planning Task Force (FPTF) represents key stakeholders committed to the process, understand the significant opportunity associated with the creation of the new Lakewood Wellness Foundation, value broad participation, and impact in the City if Lakewood. We will facilitate full engagement of the FPTF. The task force is at the heart of this work. They bring both the knowledge and a commitment to the work necessary for successful completion of the planning effort. FPTF will be critical to developing the mission statement, and more importantly, a vision statement that will guide the work of the Phase 2 planning process. There will be significant engagement of the FPTF who have committed time for group and individual tasks.
Costs

Total cost for the proposed work is: $80,000

- Phase I costs are $30,000
- Phase II costs are $50,000
Examples & References

Examples of Strategy & Planning Projects include:

- **First Year Cleveland (in partnership with Bob Eckardt)** – Facilitation, research, and assistance with strategic planning for First Year Cleveland (FYC), a newly formed 501(C) 3, backbone organization with Case Western Reserve University’s School of Medicine as its fiscal agent. FYC is charged with reducing infant mortality to at least the federal and state goals set for Year 2020. Over eighty diverse coalition members have participated in meetings in 2016 as First Year Cleveland was being launched and incorporated. **Deliverables:** (1) Focus group facilitation; (2) Mission and Visioning; (3) Qualitative and Quantitative research; (4) Strategic Plan; (5) Governance Structure; (6) Methodology for Prioritizing Efforts and Grants.

- **Sisters of Charity Foundation of Cleveland/Building Healthy Communities** - Facilitated the development of a planning process for Building Healthy Communities. Utilized evidence-based tools and resources for team development to build collaboration. The work proposed for this project included three components – key interviews, strategy session with the Sisters of Charity Health System, and program recommendations. **Deliverables:** (1) Interview protocol/interviews; (2) Human Centered Design Focus Group; (3) Assessment of past and future programming; (4) Recommendations for future development of BHC.

- **Stonebook Montessori** – Facilitation and strategic planning for the public charter school. **Deliverables:** (1) Visioning & SWOT Analysis; (2) Logic Models; (3) Fund Development Strategy; (4) Report.

- **Towards Employment** - Community Outreach and Building Partnerships (visioning and situational analysis exercise to envision system design; identify best practices; Identify at least 10 community agencies to include in initial information gathering; Interviews with leadership and front-line staff; Interviews with end-users/clients/customers; Develop, conduct, analyze survey; Recommendations for referral relationship and system design. Central Intake Process Development and Implementation (develop a tool assessing work history, education, career goals, and current barriers; Assessment tool will identify the optimal set of services and programming for each referral; Develop policies and procedures for information flow; Recommend options for data tracking and progress reports. **Deliverables:** (1) Interview protocol/interviews; (2) survey instrument/delivery; (3) recommendations for community
referral and central intake system; (4) system pilot and any necessary redesign; (5) final system design; and (6) any necessary training for system implementation and best delivery.

- **United Way of Greater Cleveland/Domestic Violence & Child Advocacy Center** - This work proposed extensive engagement that not only builds awareness, support, and a shared vision for a Cuyahoga County CAC, but also presents a research-informed, evidenced-based process, as well as reports and implementation plans to develop and support a Cuyahoga County CAC. **Deliverables:** (1) Convening of Multiple Community Partners; (2) Needs Assessment; (3) Convening Reports; (4) Summary Documents, Agendas, Minutes; (5) Powerpoint Presentation for Stakeholders; (6) Information on other CACs for understanding approach; (7) Visioning and SWOT Analysis; (8) Infographic.

- **City of Cleveland (Healthy Cleveland Initiative) - Building Healthy Cleveland Multi-Sector Strategic Framing.** Facilitation, interviews and work for the development of a strategic framework for a multi-sector collaboration that will drive the mission and strategies of the Healthy Cleveland Initiative with a focus on building and promoting a “culture of health” in Cleveland. Interviews with key stakeholders in the hospital systems; survey developed, distributed, analyzed and report prepared for the Strategic Retreat. Facilitate retreat; Complete needed research to inform the work of the Healthy Cleveland Steering Committee; Draft implementation strategy based upon the logic model. Identify missing and weak components for discussion at the Steering Committee Meeting. **Deliverables:** (1) Reports; (2) Presentation Deck; (3) Policies & Procedures Manual; (4) Strategic Planning.

- **North Park University, Axelson Center for Nonprofit Management** - Facilitation and strategic planning to improve service delivery and systems. **Deliverables:** (1) Visioning & SWOT Analysis; (2) Logic Model; (3) Infographic; (4) Report.

- **Cuyahoga County** – Facilitation, research, program design and grant writer for federal funding opportunity to address family homelessness and child welfare. Collaborative stakeholders included: Cuyahoga County Invest in Children, Cuyahoga Metropolitan Housing Authority, Division of Children and Family Services, Office of Homeless Services, Domestic Violence & Child Advocacy Center, Educational Service Center, Starting Point, Mental Health Services, Center on Urban Poverty & Community Development. **Deliverables:** (1) Large Group Facilitation for a Co-Created Strategy; (2) Systems Design; and (3) Funding Proposal.

- **Ohio Regional Convergence Partnership** – ORCP was established to advance the vision of Healthy People in Healthy Places in the state of Ohio. As a funder collaborative, ORCP sough to
supports multi-field partnerships in achieving equitable and sustainable environmental and policy changes specifically around increased access to healthy foods. Collaborative stakeholders included: Sisters of Charity Foundation of Cleveland, Saint Luke’s Foundation of Cleveland, Kaiser Permanente, and the Osteopathic Heritage Foundations. **Deliverables:** (1) Planning; (2) Co-Created Strategy; (3) Strategic Plan; (4) Funding Proposals.

- **Impact by Design** - Federal funding leveraged for multiple organizations around healthy food access and economic development utilizing the same design thinking framework - inspiration, ideation, implementation. **Deliverables:** (1) Organizational assessment; (2) environmental scan; (3) co-created vision; (4) research-informed approach; (4) systems design; (5) logic modeling; (6) funding proposal.

- **Sisters of Charity Foundation of Cleveland** - Facilitation created the opportunity for open and authentic discussion about neighborhood engagement strategies and approaches to connect with residents, parents, and youth for civic and social conversations, and public activities. **Deliverables:** Research and recommendations were included in the final report to inform decisions based upon data.

**References**

Bernadette M. Kerrigan, Executive Director, First Year Cleveland 10900 Euclid Avenue, Room #109 H, Cleveland, OH 44106 | 216-368-6870, bernadette.Kerrigan@case.edu

Teleange Thomas, Director Foundation Center, Midwest 1422 Euclid Avenue, Suite 1600, Cleveland, OH 44115 | 216-861-1933 ext. 321 ttt@foundationcenter.org

Heather Stoll, VP External Affairs, Sisters of Charity Health System 2475 East 22nd Street, Cleveland, OH 44115 | 216-875-4615 hstoll@sistersofcharityhealth.org
A PROPOSAL TO FACILITATE A PLAN TO CREATE THE
LAKewood WELLNESS FOUNDATION

Section I: Background

Lakewood Hospital, founded in 1907, was for generations part of the social infrastructure of this community of approximately 50,000 persons. Births were celebrated there, deaths noted and mourned there. The hospital treated athletes from Lakewood’s high schools, older people from its senior residences, families in its outpatient facilities, and emergencies of every variety. It was considered a lifesaver in an era of increasingly impersonal medical care; a bulwark against the tide of freeway on-ramp healthcare pavilions; a place that was, literally and figurative, “owned” by the community. Yet even a highly-integrated, progressive city like Lakewood could not forestall the systemic changes in healthcare economics that, coupled with demographic shifts and a highly competitive regional medical marketplace, led to the reluctant conclusion by 2014 that the hospital’s business model was unsustainable.

Following a lengthy and frequently contentious community debate the City of Lakewood, the Lakewood Hospital Association (LHA) and the Cleveland Clinic Foundation (CCF) signed a mutually binding agreement in December, 2015 stating that Lakewood Hospital would be closed and replaced by a community-based outpatient health center and emergency facility. To this end CCF, which had leased the facility since 1997 and continues to operate a freestanding emergency department at the site of the former hospital, announced plans to invest over $34M to purchase property and construct a Family Health Center within the City of Lakewood to continue to meet the community’s healthcare needs.

As part of this comprehensive agreement LHA agreed that, upon its dissolution, it will contribute $24.4M to form the corpus of a proposed Lakewood Wellness Foundation, a philanthropic entity dedicated to addressing the city’s health and wellness needs. The City of Lakewood and LHA created a Foundation Planning Task Force to develop a process resulting in a plan to create this philanthropic vehicle. The recommended plan will be subject to review, potential revision, and a vote on its acceptance by the City of Lakewood and the LHA functioning jointly as “Regulators” of this process.

The Foundation Planning Task Force, a group of seventeen residents appointed by Lakewood Mayor Michael Summers and Lakewood City Council, will address a seven-point purpose as described by its formative documents:
• Recommending a process for creation of a new Ohio nonprofit corporation to address community health and wellness needs in Lakewood;
• Discussing the nature, scope, mission and governance of the new foundation;
• Establishing a plan to ensure community involvement and input;
• Inviting experts in philanthropy and healthcare to present information on structural options;
• Shaping the agenda of Task Force meetings;
• Drafting the new foundation's governing documents; and
• Engaging robust community input on foundation's mission, structure, and priorities.

The City of Lakewood and the Foundation Planning Task Force issued a Request for Proposals from consultants who will work with Task Force members to facilitate the process of structuring the new foundation. This document is submitted in response to the RFP.

**Section II: Consultant Experience and Qualifications**

Judith Simpson-Collins founded TRANSFORM Research in 1999 and functions as its Principal. TRANSFORM Research is a sole proprietorship (EIN 81-0049416) specializing in strategic consultation and research to philanthropy, government, and the nonprofit sector. A detailed client list is provided as an appendix to this proposal.

Ms. Simpson-Collins is a former resident, worker, and homeowner in the City of Lakewood. She spent her high school years there after her family relocated to Northeast Ohio, and is a graduate of nearby St. Joseph Academy. While a college student she worked as a long distance telephone operator at the former Ohio Bell facility on Detroit Ave. during summers and holidays. She and her husband purchased a home on Cordova Ave. where they raised a young family for a decade prior to moving for work-related reasons. She has a deep understanding of the community and its ethos.

Judith Simpson-Collins has spent her career in Northeast Ohio’s nonprofit and philanthropic communities. She graduated from Cleveland State University with a Bachelor of Arts degree in Sociology after spending four years as a student in the School of Journalism at Kent State University. She obtained a Master of Arts degree in Community Health Education from Goddard College, Plainfield, VT, and pursued the Ph.D. in Social Welfare from the Mandel School of Applied Social Sciences, Case Western Reserve University, where she formally passed into candidacy status in 1997. She is also a diplomate of the Three-Year Postgraduate Training Program of the Gestalt Institute of Cleveland, with specialization in Working with Physical Process.

Early in her career Judith held several positions in the community health field. She served as Executive Director of a start-up organization formed to address the findings of research conducted by Population Education, Inc., an outgrowth of the President's Commission on Population Growth and the American Future. Subsequently she became Executive Director of the Health Promotion/Risk Reduction Project of Summit County (OH), a community wellness initiative of the Akron City and Summit County Departments of Health, followed by an appointment as Executive Director of The Art Studio, a therapeutic arts program then located at MetroHealth Medical Center.

Judith has held several positions in Cleveland's philanthropic community including:
• Senior Editor and Program Evaluation Consultant, the Martha Holden Jennings Foundation;
• Fellow, The Cleveland Foundation;
• Senior Program Officer for Human Services, The George Gund Foundation;
• Director, Strategic Planning and Government Relations, United Way of Greater Cleveland; and
• Vice President for Community Investment, United Way of Greater Cleveland.

Judith’s leadership in health and human service philanthropy has been highly acknowledged. She was elected to the Boards of Directors of Grantmakers for Children, Youth and Families, Grantmakers in Reproductive Health, and Philanthropy Ohio. She served two terms as Chair of the national Board of Directors of Women in Philanthropy. She was a founding Board member of Funders Concerned About AIDS and is a recipient of FCAR’s signature Radley Award for Excellence in AIDS Grantmaking. As a result of the George Gund Foundation’s early efforts on AIDS and public policy, which she led, Judith received the National Award for Community Service from the Washington-based AIDS Action Foundation and the Light Against the Darkness award from Cleveland’s AIDS Task Force.

As Principal of TRANSFORM Research Judith has conducted over 90 consultations in the fields of healthcare, public education, workforce development, and human services.

Section III: Scope of Work

According to the Request for Proposals for which this proposal is submitted, the Foundation Planning Task Force anticipates that the work to design a structure and plan for the new Lakewood Wellness Foundation will proceed in two phases: Phase I will encompass mission and vision planning, consensus building, and creating a framework for its work in the second phase of the process. Phase II will be characterized by Task Force’s selection of type of foundation (tax structure) and subsequent governance and operating documents and procedures, identification of clear communications channels and expectations with the Regulators, and communication, feedback, and consensus-building efforts with the broader community.

TRANSFORM Research employs a three-part approach to planning and development consultations: research, deliberation, and recommendation. These steps will be implemented within the Lakewood Wellness Foundation’s identified start-up phases as follows:

PHASE I:

Research:

A. Telephone or in-person interviews with all members of the Foundation Planning Task Force, the Mayor, and the Chair of LHA prior to the launch of the facilitated discussion of mission, vision, and values.
B. Identification of mission and vision statements of similar foundations, locally and nationally, to inform the work of the Foundation Planning Task Force.

Time Required: Approximately three weeks. Deliverable: Report for distribution that provides context re: members’ description of challenges, expectations, and aspirations as they approach this task, as well as self-identified skills, talents and resources that can be brought to bear in the completion of this task.
Deliberation:

Bi-weekly facilitated meetings of the Foundation Planning Task Force to discuss, identify, define, and achieve consensus on the new Foundation’s purpose (mission), vision, and the values that will guide its future work.

Time Required: Approximately three months. Deliverable: Draft document outlining the statement of purpose, proposed mission, organizational vision, and operating values of the Lakewood Wellness Foundation that is suitable for provision to the Regulators.

Recommendation:

A. The Foundation Planning Task Force will forward the results of their Phase I deliberation to the Regulators, recommending that they be adopted as working documents.

B. Through these deliberations we anticipate a sense of direction will arise regarding the type of legal and tax structure that best fits members’ aspirations for the role the Foundation will play in the community and the ways in which it might be capitalized in the future. Based on these assumptions, a structure and process for Phase II of the process will be recommended to the Regulators for comment and approval.

Time Required: Approximately two weeks. Deliverable(s): Fully formulated and formally accepted statements of the Foundation’s purpose, mission, vision and values. Clear understanding of types of structural choices available for creating the Foundation, with identified potential subcommittees and subcommittee chairs that have been approved going forward by the Regulators.

PHASE II:

Research:

A. A comparison analysis will be provided regarding the relative advantages/disadvantages, legal, capitalization, and staffing implications of the two predominant choices of foundation structure available to the Lakewood Wellness Foundation – the private, independent foundation, and the community foundation.

B. Executive Directors of both types of philanthropic structures will be invited to address the Task Force, respond to questioning, and participate in dialogue.

C. Examples of the organizing documents for foundations with various legal and tax structures will be solicited for review by the Foundation Planning Task Force

D. Providers of legal, public relations, communications, and social media assistance will be identified, interviewed by Task Force members, and selected through a competitive process for the tasks ahead.

Time Required: Ongoing. Deliverable(s): Choice of foundation tax and operating structure and recommendation for provider of legal assistance. Subcommitteestructure aligned with type of foundation for creating organizing documents. Qualifications required of contract providers.

Deliberation:

A. The Foundation Planning Task Force will discuss and agree on the type of foundation structure that best fits the stated purpose, mission, and vision of the Lakewood Wellness Foundation
B. Subcommittees will each meet at least bi-weekly to create a written draft of organizing documents and operating procedures which will be reviewed, amended, and adopted by the committee of the whole.
C. A process for eliciting and integrating expectations, feedback, ideas, and input from the community at large will be identified and implemented.
D. Recommendations to the Regulators will be formally drafted and presented for ratification.

Time Required: Approximately five months. Deliverable: A fully drafted outline of the Lakewood Wellness Foundation, including its legal and tax structure with Articles of Incorporation and operating bylaws and procedures, will be presented to the citizens of the City of Lakewood through a facilitated process for discussion, modification, and input.

Recommendation:
A final draft of the organizing framework which will guide the start-up of the Lakewood Wellness Foundation, having been reviewed by Lakewood residents and representing the due diligence of the members of the Foundation Planning Task Force, will be presented to the Regulators for final approval.

Time required: Approximately one month. Deliverable: Final recommendations and completed documents.

Section IV: Approximate Timeline

April, 2017 Selection of Consultant
May, 2017 Phase I, Foundation Planning Task Force interviews, scheduling meetings
June – August, 2017 Phase I, Deliberation stage
September, 2017 Phase I, Recommendations presented
September – October, 2017 Phase II launch, Research stage
October, 2017 – March, 2018 Phase II, Deliberation stage
April, 2018 Phase II, Recommendation stage

Section V: Projected Costs

TRANSFORM Research includes all office supplies, travel, telephone, mileage, secretarial support and incidental photocopying in its budget. However, we do not include large scale photocopying (more than 50 pages); printing, binding, or document production costs; legal or other professional consultant fees; purchase of articles or publications; room or facility rental; refreshments; or document archiving or retrieval in this or any estimate. These additional costs can be provided in-house by the client as in-kind contributions, and specified as such in the contract, or must be supported by ancillary means.
To indemnify our clients against unforeseen expenses and to adequately project our revenue, TRANSFORM Research works on a quoted, flat-fee basis for all consultations. Fees are based on an hourly rate, and calculations are provided for the purpose of transparency. Estimated costs are identified as such and are subject to modification prior to contract issuance.

**Budget for Lakewood Wellness Foundation Facilitation Process**

**Phase I:**

**Research:**

- Scheduling, traveling, conducting 19 interviews: 25 hours
- Preparing synopsis of data for distribution: 10 hours
- Researching mission/vision/values statements from comparable foundations: 8 hours

**Deliberation:**

- Facilitation, group process, data integration, preparation of discussion documents: 48 hours
- Preparation and approval of draft documents for presentation to Regulators: 8 hours

**Recommendation:**

- Creation of structure and process for Phase II, including committee structure and leadership identification: 10 hours

**Total Time and Cost, Phase I:** 109 hours, billed at $90/hour ............... $9,810

**Phase II:** (Note: Phase II costs are estimated only.)

**Research:**

- Comparison analysis preparation and Q and A scheduling with foundation directors: 12 hours
- Solicitation and review of organizing documents of similar foundations: 6 hours
- Tasks associated with identification and selection of additional professional expertise: 8 hours

**Deliberation:**

- Facilitation of biweekly meetings of 2 – 3 subcommittees, each meeting biweekly over a period of four months: approximately 35 hours
- Preparation of drafts, “straw” documents, revisions and modifications of Articles of Incorporation, Bylaws, and operating procedures: approximately 60 hours
- Review and revision of final drafts by full Task Force: 5 hours
- Identifying a process for and participating in processes designed to elicit community input: 20 hours

**Recommendation:**

- Preparation of final documents for approval by Regulators: 4 hours

**Estimated Time and Cost, Phase II:** 145 hours, billed at $90/hour ............... $13,050
Section V: Staffing, Recent Related Experience, References

Judith Simpson-Collins, sole proprietor and Principal of TRANSFORM Research, will serve as the lead consultant on this work. She is assisted by contracted secretarial and research assistant support.

Ms. Simpson-Collins has conducted multiple strategic consultations for nonprofit organizations and foundations. Most recently this includes strategic research and facilitation for:

United Way of Greater Cleveland (Strategic plan, Phase I, October – March, 2017; Phase II, in collaboration with Deloitte Social Enterprise Consultants, current);

Cleveland/Cuyahoga County Workforce Development Board (Strategic plan, 2015 – 16);

Cleveland Transformation Alliance (2015 and 2016 planning retreats);

Cornucopia, Inc. (Strategic business model restructuring – current);

Neighborhood Leadership Institute (Board, staff, and foundation research and review related to strategic plan and building purchase).

References:

August S. (Augie) Napoli, President and CEO, United Way of Greater Cleveland (216) 436-2101

Piet VanLier, Executive Director, Cleveland Transformation Alliance (216) 592-2425

Helen Williams, Program Director, Education, The Cleveland Foundation (216) 861-3810

Don Slocum, Executive Director, Neighborhood Leadership Institute (216) 812-8700

Grace Kilbane, Executive Director, Cleveland/Cuyahoga County Workforce Development Board (216) 443-3224

Contact Information

Judith Simpson-Collins, Principal

TRANSFORM Research

Tel: (216) 544-8419

Email: jsimpsoncollins@gmail.com

Mailing address: 3407 Dellwood Road, Cleveland Heights, OH 44118
QUALIFICATIONS

Judith Simpson-Collins has an extensive background in organizational development, program evaluation, philanthropy, and applied research. She has served as Senior Editor and program evaluation consultant for The Martha Holden Jennings Foundation, a Fellow of The Cleveland Foundation, and, for twelve years, Senior Program Officer for Human Services at The George Gund Foundation where she developed and implemented the Foundation’s grantmaking strategies in social welfare policy and services, early childhood, healthcare policy, and nonprofit capacity-building.

In 1999 Ms. Simpson-Collins founded TRANSFORM Research, a consulting firm specializing in program evaluation, applied research, performance measurement, and strategic planning for foundations, nonprofit organizations and government agencies. Since its inception TRANSFORM Research has conducted over 120 complex consultations nationwide.

Ms. Simpson-Collins became Director of Strategic Planning, Information Technology and Government Relations for United Way of Greater Cleveland in 2005. In 2007 she was appointed Vice President of Community Impact, responsible for all elements of its grantmaking and community engagement programs.

She returned to full-time consulting in 2013 and serves as Principal of TRANSFORM Research.
March 24, 2017

Foundation Planning Task Force
c/o Mayor’s Office
Lakewood City Hall
12560 Detroit Avenue
Lakewood, OH 44107

Dear Task Force:

Kantor Consulting Group is pleased to provide this proposal to support the Foundation Planning Task Force (“FPTF”) in performing the necessary tasks for the establishment and initial functioning of the Lakewood Wellness Foundation (“LWF”). Our approach to this engagement may be found below.

Background

The new Lakewood Wellness Foundation is being created pursuant to the closing of Lakewood Hospital. The establishment of the FPTF was proposed to develop a process and represent the community in the creation of the new foundation. By January of this year, 17 community members were appointed to this task force by the Mayor and City Council. The FPTF has been charged with proposing the nature, scope, mission and governance of the new foundation, including the drafting of the foundation’s governing documents (articles and by-laws and confirming tax structure) and to engage the community in an open and active process to solicit a broad range of perspectives. It has been determined that it would be of benefit to retain a consultant to leverage the skills, talents and resources of the members of the Foundation Planning Task Force and facilitate meetings and conversations so that the task force can efficiently and effectively create a plan to design a structure for creation of the new wellness foundation and a time-line for the execution of the plan. Kantor Consulting Group (“KCG”) received the Request for Proposal for this endeavor and is responding with this document.

Please note that all elements of the RFP are addressed in this response, though in a different order from those indicated in the Request for Proposal. This response will begin with KCG’s approach to the assignment, and will then share information regarding our organization, engagement logistics, etc.
Scope of Work

Kantor Consulting Group ("KCG"), working in conjunction with you and other stakeholders, will provide the necessary resources and expertise to support the FPTF in first developing the mission and vision for the LWF and the framework for the second phase of the Task force’s work, and will then support the FPTF in addressing the critical issues that will establish the basis for the Foundation’s operations, including:

- Creation of the governance structure and associated documents (by-laws, articles of incorporation, etc.)
- Selection of the optimal tax structure
- Planning for communication with regulators
- Communication, feedback, and consensus-building with the community at large

The FPTF, through the support of the Mayor’s office and City Council, will be expected to provide KCG with reasonably accessible internal information and reports, and provide logistical and administrative support for individual and group interviews and group discussions and meetings.

Approach to the Scope of Work

The following process for this critical undertaking is recommended, keeping in mind FPTF’s desired outcomes, proceeding in a timely and cost-effective manner, and ensuring appropriate input from key stakeholder groups. Please note that not all activities are sequential in nature – in fact, several activities are likely to be in process simultaneously during much of the process.

Phase 1

Context

1. **Conduct Interviews** -- KCG will conduct interviews with internal and external stakeholders to discuss aspirations for LWF, perspectives on its mission and vision, thoughts concerning the issues to be addressed in Phase 2, perspectives concerning organizational structure for Phase 2 of the FPTF’s work, and other topics that may be helpful in the planning and early operations of LWF. KCG will draft the interview guide to be used for these discussions.
The following list of interviewees is recommended:

a. **Task Force members** – Interviewed individually  
b. **Mayor and City Council members** – Interviewed individually or in groups of two or three  
c. **Other stakeholders** – Interviewed either individually or in small groups  
d. **NOTE**: A total of roughly 35 interview sessions are anticipated.

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**Global Direction and Framework for Phase 2 Activity**

KCG recommends that four meetings of the FPTF be scheduled to complete Phase 1 tasks. These sessions should be expected to be roughly two hours in length, and be held every two to three weeks.

It should be anticipated that meeting discussions would address more than one issue, as one element tends to inform others. KCG will develop the agendas for these sessions and will document key outcomes.

At these sessions, the TC should anticipate that their discussions would develop the following:

2. **Mission and Vision Statements** – Using the input from the interviews, the FPTF will develop the mission and vision statements for LWF.

3. **FPTF Framework for Phase 2** – Based on the interviews and KCG experience, the FPTC will determine the tasks that need to be addressed in Phase 2 and establish the framework it prefers to use in addressing these issues -- including the necessary sub-committee structure, members of each sub-committee, and the charge for each group.

It is anticipated that Phase 1 will take roughly four months to complete from the time that authorization to proceed is received. Please see the “Timelines/Deliverables/Milestones” section below for more details.
Phase 2

It should be noted that is KCG’s assumption, for purposes of this proposal, that sub-committees will be convened for each of the activities to be undertaken during this Phase. As noted in Step 3 above, during Phase 1, KCG will be working with the FPTF to determine the optimal manner for organizing the Task Force to complete the Phase 2 tasks.

For each sub-committee, KCG will assist the group in establishing a work plan, including meeting frequency, determining the need for other outside assistance (i.e., experts in foundation tax structure), and identifying points where an issue requires coordinated effort from two or more sub-committees. KCG will develop the agendas for each sub-committee sessions and will document the outcomes of each session.

KCG further anticipates that it will be present at most meetings of the entire Task Force to assist in the communication of progress for each sub-committee and support the FPTF in appropriately coordinating its overall scope of activity.

Operating Structure

4. Establishment of Governance Structure/Development of Associated Documents – KCG will work with the designated sub-committee to establish the governance structure and organizational documents for the LWF, consistent with the activities described in the introduction to this Phase. This group will likely require outside expertise in the drafting of articles of incorporation and by-laws, and will need to coordinate its efforts with the Tax Structure group. This coordination will be necessitated by the fact that the selected tax structure for the LWF could have significant implications for the governance structure of the Foundation. Coordinating efforts of these two sub-committees will be a key task for KCG during this Phase.

5. Determination of Optimal Tax Structure – As mentioned above, the determination of the optimal tax structure for LWF will have significant implications for other aspects of the FPTF’s work during this Phase. A key area of focus for KCG during this Phase will be to support the sub-committee in the selection and retention of outside expertise to help with the development of the optimal tax structure. Collaboration between this sub-committee and the group working on governance structure and associated documents (see Step 4 above) will be critical for proceeding in the most timely fashion.
Communications

6. **Interaction with Regulatory Bodies** – Working with regulatory bodies so that LWF begins operations with the proper balance of maximizing available resources, retaining maximum flexibility in its activities, and commencing its efforts in the most timely manner will be an important activity for the FPTF. While KCG has some general knowledge about this topic, it does not possess the specific detailed knowledge needed for successful execution in this arena. Therefore, it will be critical for KCG to support this sub-committee in the selection of appropriate external expertise to guide the Task Force in its interaction with regulatory bodies. KCG anticipates significant intersection among this group and the efforts of the other two groups described above.

7. **Community Communications, Feedback, and Consensus Building** – Based on the anticipated work plans for activity of the other sub-committees, this group will develop a work plan that provides significant opportunities for communications and interaction with the community regarding the FPTF’s activities, its recommended directions and future plans. It is envisioned that “live” community sessions will be held, in addition to electronic communications, to provide the best opportunities for the sharing of information, the receipt of feedback, and the building of community consensus for the anticipated directions of the LWF. KCG anticipates being a significant resource that is used in the planning and execution of all communications activities.

It is anticipated that Phase 2 will take roughly eight months to a year to complete from the time that Phase 1 activity is completed. Please see the “Timelines/Deliverables/Milestones” section below for more details.

Documentation

It should be noted that it is not our intent to produce final documents that are difficult to read and follow. Therefore, wherever possible, analyses, reports, and plans will be produced in bullet point/outline and chart/graph formats rather than straight text. PowerPoint documents should be anticipated for all phases of this assignment, with the exception of legal and regulatory documents (bylaws, filings, etc.).

Statement of Consultant Experience and Qualifications

**Kantor Consulting Group (“KCG”)** is a management consulting firm that supports health care and human services organizations in addressing their planning, strategy, mergers and acquisitions, and integrated systems issues. **David A. Kantor, its founder**
and President, will serve as the consultant for this engagement. During KCG’s tenure, David has worked on a wide range of planning engagements for organizations ranging from large health systems and community hospitals, to foundations and a wide range of service providers in the healthcare, human services, and education sectors. Mr. Kantor has worked with organizations in greatly varying stages of organizational life cycle, from organizational start-ups and “reboots” to established organizations primarily on a “stay the course” trajectory. Included in David’s experience is engagement in the early development of the St. Luke’s Foundation of Cleveland, OH and the recent planning activities for the evolution of the Lakewood Hospital Foundation.

Prior to establishing Kantor Consulting Group in 1996, David served as a senior executive for ten years in a variety of planning, marketing, and operational roles with two integrated systems, including the former Meridia Health System here in Northeast Ohio. He also served as the senior planning and marketing executive for one of the first Blue Cross/provider managed care joint ventures. David has appeared as a speaker on a variety of national and regional programs addressing strategy, planning, diversification, and management issues. He is a Past President of the Society for Healthcare Strategy and Market Development of the American Hospital Association, and has served on the Board of Trustees of several local not-for-profit organizations. David received his MBA from the Wharton School. He holds a BA in Economics from Queens College of City University of New York, where he graduated Phi Beta Kappa, Summa Cum Laude.

A copy of David’s professional CV may be found attached to this proposal.

Engagement Parameters

1. Staffing/Scope of Involvement

David A. Kantor, President, Kantor Consulting Group, will provide all services needed for completion of this engagement. Should any other staff be required for substantive elements of this engagement, approval of such staff from the FPTF will be received prior to their working on this project.

2. Timeline/Deliverables/Milestones

As indicated in the RFP, 18 months is a reasonable time frame for completion of both Phases of this assignment, though KCG would strive to complete both Phases in roughly 12-15 months. As noted above, Phase 1 activity should be completed in roughly four months, and Phase 2 activity in 8-12 months. KCG will work with you on the specifics once receipt of authorization to proceed is provided. Scheduling considerations for the full FPTC and sub-committee meetings, based on member availability, are the variables that may move dates a bit one way or the other. A general idea of project flow may be found below, though KCG will be quite flexible in orchestrating dates/times to meet your needs.
a. Kick-off meetings with FPTF: Month 1
b. Perform interviews: Months 1 and 2
c. Phase 1 FPTF meetings: Months 3 and 4
   i. DELIVERABLES
      1. Interview summary
      2. Mission and vision statement
      3. Phase 2 framework, including
         a. Sub-committee structure
         b. Sub-committee membership
         c. Sub-committee charges
d. Sub-committee meetings: Months 5-15 (current end point target
   will be month 12)
      i. DELIVERABLES
         1. Defined governance structure
         2. Articles of incorporation
         3. Bylaws
         4. Tax structure
         5. All materials for regulatory filings
         6. Executed process for community information,
            feedback, and consensus
e. Assignment completion: Month 12-15

Reference Projects/Client Contact Information

1. **Neighborhood Family Practice, Cleveland, OH** – Entity-wide strategic plans and
   a wide variety of other planning activities
   a. Jean Polster, President and CEO, 216/281-8945, x261,
      jpolster@nfpmedcenter.org

2. **FrontLine Service, Cleveland, OH** – Entity-wide strategic plans; initial plan
   development had heavy mission focus
   a. Susan Neth, Executive Director and CEO, 216/274-3300,
      Susan.Neth@frontlineservice.org

3. **Esperanza, Cleveland, OH** – Entity-wide strategic plan
   a. Victor Ruiz, President and CEO, 216/651-7178, victor@esperanzainc.org

4. **Lakewood Hospital Foundation, Lakewood, OH** – Transformation Plan
   development
   a. Kristin Broadbent, Executive Director, 216/529-7107,
      kbroadbent@ccf.org

Within the philanthropic community, in addition to Kristin Broadbent at the Lakewood
Hospital Foundation, David’s work is well known to Leah Gary, formerly at the O’Neill
Foundation, Deb Vesey at Deaconess Foundation, and Denise Zeman, formerly at the St.
Luke’s Foundation. You are encouraged to contact them for further insights into David’s experience, track record, and style.

Demonstrated Knowledge of the Health and Wellness Environment in Lakewood and an Understanding of the Charge of the Task Force

1. Knowledge of Lakewood Health and Wellness Environment

KCG has undertaken planning assignments with Northeast Ohio for clients in a wide range of health and human services sectors. As such, we have gained significant knowledge concerning the health and wellness environment in Lakewood. Most significantly, the detailed analyses that KCG developed as part of the Transformation Planning work for the Lakewood Hospital Foundation provides our firm with a deep knowledge and appreciation for the health and wellness issues in the City of Lakewood that is likely to be unsurpassed.

2. Understanding of the Charge of the Task Force

KCG is quite clear about the charge of the FPTF. Having been involved in some of the community conversations pertaining to the future of health care delivery and health status in the City of Lakewood, we have a strong background pertaining to the context for the work of the FPTF. Needless to say, that initial knowledge base was strongly enhanced in the work that we completed for the Lakewood Hospital Foundation.

Cost Proposal

Professional Fees – Phase 1

Professional fees for Phase 1 of this critical and extensive assignment will be $29,600. Fees and expenses will be billed evenly on a monthly basis at $7,400 per month across the four months of this phase of the assignment. It is expected that you will expedite payment of invoices.

Professional Fees – Phase 2

Professional fees for Phase 2 of this assignment are currently projected at $14,000 per month across an anticipated eight to eleven months, for a projected total fee of $112,000-$154,000. This is based on an anticipation of four working sub-committees that will each require roughly two days per month of KCG time. As Phase 1 comes to a close and the shape of Phase 2 and the requirements for KCG time become clearer, KCG will be happy to forthrightly address this matter and develop a fixed price agreement that will best serve the needs of the FPTF.
Expenses

To the professional fees will be added the actual direct expenses incurred in the performance of this engagement, including meals, automobile travel (at the IRS-approved rate), and other miscellaneous expenses. Expenses are anticipated to be nominal for this assignment.

Kantor Consulting Group appreciates the opportunity to be of service to the Foundation Planning Task force on this critical and far-reaching activity. We would be happy to adapt our proposal, as needed, to better reflect your requirements. Should you have any questions concerning this proposal, please call David Kantor at (216) 533-9652. We look forward to receiving your authorization so that we may proceed with and complete this assignment in a timely fashion.

Sincerely,

David A. Kantor
President
DAVID A. KANTOR

David A. Kantor is founder and President of Kantor Consulting Group, a consulting firm which supports health care, human services, and community organizations in addressing their strategic, mergers and strategic restructuring, business planning, governance, and integrated systems issues. Some of the projects completed by Mr. Kantor since the establishment of Kantor Consulting Group in 1996 include:

- Development of the **strategic plans** for organizations ranging from regional health systems, regional hospital networks, regional referral centers and community hospitals to post-acute care healthcare providers, a community college, regional chemical dependency/mental health agencies, community service organizations, local social service agencies, and a hospital conversion foundation.

- Development of **strategic business plans** for organizations ranging from the ambulatory care/physician network division of a regional referral center to a group of seven hospitals hoping to form a regional network to new service concepts for a variety of health and human services organizations.

- Consultation for **mergers** and **strategic restructurings** for a range of organizations including regional health systems, community hospitals and social/human services organizations.

- Assessment of **acquisition targets** and **affiliation opportunities** for regional referral centers, community hospitals, and community health and human services organizations.

- Development of **market analyses** and **business plans** for ambulatory services for regional health systems, regional referral centers and community hospitals.

- Development of **strategic market assessments** and **new product concept assessments**, for organizations ranging from regional health systems and community and specialty hospitals to community service organizations.

- Provision of other **marketing services**, including qualitative and quantitative market research, marketing audits, and regional marketing planning for organizations ranging from regional health care systems and national specialty rehabilitation hospitals to community hospitals and managed care organization.

- Provision of **financial, operations, managed care, and marketing support** to academic and private practice physician groups and community service organizations.
Prior to establishing Kantor Consulting Group in 1996, David served as a senior executive for eight years with Meridia Health System, one of Northeast Ohio's largest integrated delivery systems at the time. Mr. Kantor served in a variety of roles during his tenure with Meridia, including:

- **Senior Vice President of Corporate Development**, responsible for system wide planning, marketing, and physician relations activities;

- **President and Chief Operating Officer** of Meridia's *non-hospital operations division*, including primary care physician corporation development and management, management services organization activities, physician-hospital organization (PHO) operations, home care operations, and ambulatory care center development;

- **President and Chief Operating Officer** of Meridia Huron Hospital, the System's *387 bed teaching hospital*, with major programs in cardiac care and mental health.

Some of Mr. Kantor's major achievements during this period include:

- Developing and updating the system wide strategic plans and planning processes which established priorities and guided organizational direction;

- Establishing a network of 50 System-owned primary care practices and an associated management services organization (MSO) in an 18 month period;

- Creating the region's first integrated laser surgery program, building surgery volume by 25% and four market share points over a two year period;

- Building community awareness of Meridia from 20% to over 80% in one year;

- Establishing the concept of system wide centers of excellence with the advent of the Meridia Heart Institute, doubling cardiac surgery volume in two years;

- Overseeing the development of a PHO which built membership to 110,000 in two years;

- Turning around the financial performance of an inner-city teaching hospital from a $5 million per year loss to break-even in 18 months;

- Improving hospital patient satisfaction scores by 10% in two years;

- Consolidating the governance structure of Meridia Health System
During the 1995-96 period, Mr. Kantor also held the role of **Senior Vice President of Corporate Development and Planning** for *Northeast Ohio Community Health Plan*, a managed care joint venture between Meridia and Blue Cross and Blue Shield of Ohio.

Prior to joining Meridia, David held the position of **Vice President, Marketing and Sales** for *Bethesda Hospitals* in Cincinnati, Ohio, a diversified health care delivery system. Mr. Kantor developed and implemented the strategic marketing plans which grew revenue from diversified operations (including occupational health and home care) by 160% and OB market share by three share points during a two year period.

Mr. Kantor’s prior background includes six years in health care consulting and five years of non-health care services marketing experience.

David has appeared as a speaker on a variety of national and local programs addressing health care strategy, marketing, and management issues. Most recently, he has developed and serves as the faculty for the distance learning class *Introduction to the U.S. Healthcare System*, sponsored by the Society for Healthcare Strategy and Market Development of the American Hospital Association. He served on the editorial board of *Strategic Health Care Marketing* and was a member of the editorial review board of *The Journal of Health Care Marketing*. David is a **Past President of the Board of Trustees of the Society for Health Care Strategy and Market Development**. He was co-chair of the 2002, 2003, and 2004 Annual Educational Conferences of the Society, and served as Section Editor for Finance and Capital of *FutureScan 2004-2008*, the annual environmental scan publication co-sponsored by the Society and the American College of Healthcare Executives.

Mr. Kantor has been involved in a variety of local civic activities and has served on the Board of several non-profit organizations. He is a graduate of Leadership Cleveland (1994).

Mr. Kantor received his Master’s of Business Administration from the Wharton School of the University of Pennsylvania. He holds a BA in Economics from Queens College of City University of New York, where he graduated Phi Beta Kappa, Summa Cum Laude.
Selected Seminars


**Selected Seminars**


