



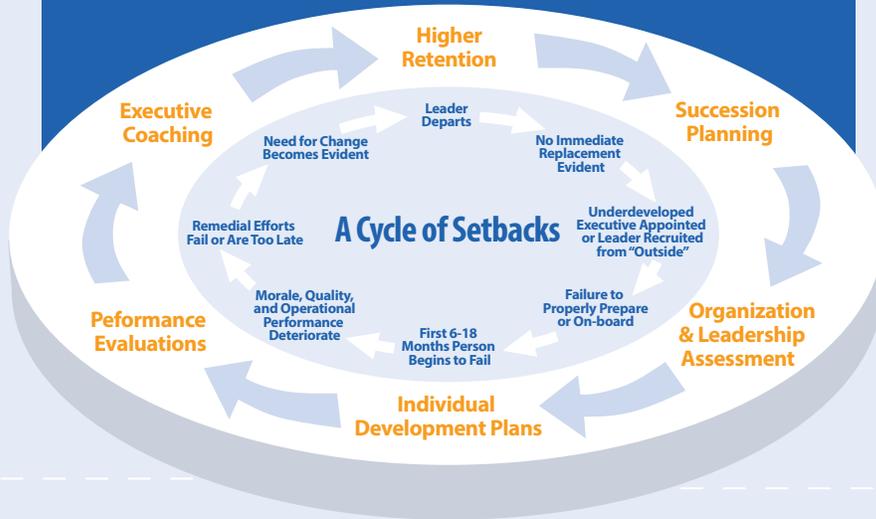
The Best Leaders Are Always Prepared. The Best Organizations Prepare Their Leaders.

Just as a leader would not walk into an important meeting unprepared, neither would your organization leave succession planning to chance. Allow our team to bring you the plan, process, and discipline needed to maintain a healthy pipeline of motivated people.

You will find our tools to be relevant. They are also an incredible value for your investment, because our Leadership Development team has deep experience as leaders themselves. They can quickly assess your needs, and ensure that you hire and retain the best talent.

In the all-too-familiar cycle shown below, you see the contrast of what can happen when you have a plan – and when you don't. No matter where in the cycle your organization is, our team can step in and steer you onto a cycle of success.

The Yaffe Cycle of Success



The Yaffe & Company Leadership Development Team



PRACTICE LEAD

Mark O'Neil, Jr., FACHE
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Mark O'Neil has thirty years of health care leadership experience, most recently as Chief Executive Officer of Hilton Head Regional Healthcare, a Tenet owned facility in North Carolina. He has served as President/CEO of the Mercy Health System of Southeast Pennsylvania, and as Corporate Chief Operating Officer of Catholic Health East, with over 100 facilities in 11 states. He also served as President and CEO of United Health Services in Binghamton, N.Y., where he facilitated the development of an 85-member multispecialty physician group, home care companies, rural hospitals, and a long-term care facility in the Integrated Health System. Earlier in his career he served as a member of the Senior Leadership team at the University of Rochester's (NY) Strong Memorial Hospital, gaining valuable experience in Academic Medicine. Mark has served on the boards of more than six hospital associations and several community boards. He and his family live in Hilton Head Island, South Carolina.



Rick Lopes, MD
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Richard T. Lopes, MD, MBA has more than 30 years of experience in medical group, hospital and health system administration. He recently retired from SCL Health where he served as Executive Vice-President and Chief Population Health Officer. He is board certified in internal medicine, and his career has included leadership roles in large multispecialty group practice, clinical effectiveness program development, health plan management, hospital and health system governance and leadership development, clinical quality and safety, and clinical information systems. He and his wife live in Asheville, North Carolina.



Michael Merson
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Mike Merson is a retired President of MedStar Health, the largest integrated health care delivery system in the Baltimore/Washington corridor, and has served as Chairman of the Board of CareFirst – Blue Cross/Blue Shield. He has held leadership positions in the Maryland Hospital Association, along with several other professional and community associations. He also serves on the Executive Committee of the Baltimore Museum of Art. He and his family live in Baltimore, Maryland.



Warren Green
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Warren Green served as President and CEO of LifeBridge Health, a three-hospital regional health care system in Baltimore, Maryland, which was named as one of the Top 100 Employers in America by Fortune Magazine during Warren's tenure there. Prior to his role at LifeBridge, Warren also served as President and CEO of Sinai Hospital of Baltimore, and of hospitals in Minneapolis, St. Paul, and Philadelphia. He has served on more than five non-profit boards, chaired the Compensation Committee of the Maryland Hospital Association, and serves as the Commissioner of Maryland Public Broadcasting. He and his wife live in Owings Mills, Maryland.



Christina Grimes
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Christina Grimes is the Director of Client Services at Yaffe & Company, and has a decade of experience with technical analysis, including compensation and benefit analysis, incentive pay and goal structure, and performance evaluations. Prior to joining Yaffe & Company, she designed and implemented benefit plans for executive groups at a wealth management firm. She has a Bachelor's degree in International Studies from Dickinson College, and an MBA from Loyola University. She and her family live in North Greenbush, New York.

Reasons for Transition Planning

Rather than implementing a one-size-fits-all approach, leadership teams should be prepared for the following circumstances.

Long-Term

The more notice a leader gives, the more fluid the transition.

Mid-Term

Whether the transition is voluntary or involuntary on the part of the leader, many factors can make the process difficult unless a plan is in place.

Emergency

An organization needs to protect itself against the harmful effects of unexpected accident, illness, or termination.

Key Capabilities

Succession Planning

Long-term, Mid-Term, & Emergency

Gap Assessments

Team & Individuals – 360° and Interviews

Professional Development Planning

Aspiration Assessments
Individualized Development Plans
Performance Evaluation

Executive Coaching

For Individuals & Teams

Transition Management

Planning, Supporting, Managing, & Communications