



LMS CLIENTS INCLUDE:
HOSPITALS
HOME HEALTH AGENCIES
PHYSICIAN PRACTICES
SOCIAL SERVICE PROVIDERS



Services

- Strategic Planning
- Business Planning
- Service Line Development
- Planning Resource Support
- Alliance Development & Management
- Facilities Planning and Programming
- The LMS Alliance of Consultants and Managers

Established 1987

Guiding Principals. Established in 1987, LMS has been guided by three operating principals:

- Provide reliable, efficient, confidential, quality driven services at a reasonable price.
- Customize Service to the needs, environment, and sensitivities of our clients.
- Serve only one strategic client in a defined market area.

Planning Services. LMS does not take competition lightly. LMS strategic, business, and service line plans integrate constituent values, market data, and financial information into a cohesive plan of action. Our main goal is to position the client for success. Regardless of whether LMS is charged with the development of a strategic plan or a child care center, LMS' core process involves bringing the client's constituency together, conducting a comprehensive market assessment, and facilitating direction through a working forum or planning council.

LMS' planning process utilizes the following elements:

Team Approach. LMS integrates the opinions and values of Medical Staff, Governing Board, Management, and Community Leadership throughout the planning process.

Comprehensive Assessment of the Market Environment.

- Population, Demographic, and Socio-economic Profile
- Competitive Position through inpatient and outpatient market share analysis by zip code, age, sex, service line, payer mix, DRG, and CPT
- Medical Staff and Service Line Utilization
- Historical and Projected Utilization
- Physician Capacity
- Technology Assessment
- Payer Analysis
- National, State and Regional Information



Planning Council. Created to achieve consensus.

- Vision Statement
- Corporate Strategies
- Business Objectives for Development
- Financial Resource integration and Budgeting
- Priorities for Execution
- Time-Frame for Execution
- Task Assignment



Business Planning & Service Line Development

LMS thoroughly evaluates your proposed service line or business concept and prepares a customized plan to facilitate the financial and operational success of your program. LMS' service line development process steps have defined start and stop points.

- Service Line Definition
- Market Assessment including reviewing referral sources, payer contracting practices, volume projections and payer mix
- Operational Impact
- Detailed estimates of equipment, space, and building requirements and costs
- Projected operating and capital financing requirements, evaluate joint venture, partnership, and equity alternatives
- Formulate Implementation and Development Plan Components which can include:

- Patient and employee work flow designs and processes
- Budgets and fee schedules
- Policies, procedures and processes for clinical and business management
- Documents for regulatory compliance and accreditation

Planning Resource Support

Not all organizations need a full time planning and marketing staff. LMS will provide for customized planning and marketing services meeting your level of need through a contractual management service arrangement.



Facilities Planning & Programming. During the normal course of plan development, LMS integrates facility, space programming, equipment planning, and other resources into the data base and analysis. Facility planning and space programming consults are accessible through LMS from its affiliated partners.

Alliance Development & Management. Associations, networks, alliances, GPOs, and systems are all structural alignments of organizations that desire “scale” in various forms. The alignment, whether in the development or incumbent phase, has its challenges. LMS can assist you in developing and managing an alignment and be successful.

LMS should be contacted if your organization is challenged by one or more of the following issues:

- Finding qualified managers/staff
- Lack of capacity to keep up with competition, technology, and regulatory changes
- Costs are too high

Why Hire LMS?

For over two decades, LMS Consultants have specialized in helping healthcare and social provider organizations meet competitive challenges. The following are some of the most important reasons you should include LMS in your alignment plans.

LMS is Innovative: Too often, alliance management services "solutions" are process-oriented, primarily consisting of taking over day-to-day operational management. LMS will thoroughly analyze your strategic issues, and identify any underlying causes that would hinder your organization's progress. LMS will define strategies to achieve problem resolution and organizational goals.

Management Interface: LMS focuses on objective, quantifiable results, based on the organization's requirements, expectations, and the type of services being provided, LMS works with you to establish quantifiable performance criteria in areas such as costs, business value, quality of service, and membership satisfaction. We provide our clients detailed monthly budgets for the entire term of our management contract. These budgets show all costs, including LMS costs.

Emphasis on Return on Investment (ROI): LMS focuses on reengineering, or transformation, of your business operations. This focus can be applied to incumbent or new alignments. Our emphasis is on reducing overall operating costs, "right-sizing" operations, improving service levels and ensuring a greater, swifter return on your investment.

Transition in: Incumbent operational effectiveness can stand or fall on the quality of the relationship between LMS, senior management and affected employees. Beginning day one, LMS' priority is to establish a positive, responsive relationship with senior management and members.

Transition out: LMS will provide, a plan for transitioning out after the term of the contract. This provides our clients the assurance that they will have a smooth transition.

Marketing: LMS will assist you to expand your alignment by effectively presenting your values and benefits to potential alignment partners. LMS will assist you to market your programs to physicians, social workers, long term care facilities, home-health agencies, and consumers through a coordinated program of community education, e-commerce, and e-health.

Board of Directors Support: LMS will plan, attend, manage, provide supporting materials, and as needed facilitate all Board of Director meetings.

LMS Alliance of Consultants and Managers The LMS Alliance delivers consulting, management, and project leadership services to nearly 100 health care and social service organizations each year, locally and nationally. The LMS Alliance assists clients to achieve success in an ever competitive environment by providing an in-depth array of skills from professionals with 20 to 30 years of on-the-job experience in both the not-for-profit and for-profit organizations.

ROBERT A. COCHRAN

Planning and design require a commitment to excellence. Robert A. Cochran has practiced exclusively in the health-care field since 1968. He has worked locally, nationally, and internationally on a wide range of projects.

R.A.C FOCUSES ON MEDICAL CENTER, HOSPITAL, SPECIALTY CENTER, LONG-TERM CARE/NURSING HOME, MEDICAL AND LIFE CARE/RETIREMENT

- Site and Facility Evaluation
- Master Campus, Site, and Facility Planning
- Functional and Facility Programming
- Program/Design Criteria for
- Design/Build Projects
- Design Consultation, Coordination,
- Conceptual Design
- Executive Architect Services
- Design/Project Management Services
- Regulatory Planning Assistance



GAUTHIER & KIMMERLING, LLC

- Auditing
- Governmental (Yellowbook and A-133 Auditing)
- Not-for-profit Consulting
- Real Estate Consulting
- Healthcare Consulting
- Taxation

SHARERVISION

- **MedAssessRx**—The only certified Medication Safety Plan.
- **E2 Staff Flow**—Custom staffing solution that improves clinical quality and provides acuity based staffing with real time reporting.
- Pro-active strategies to meet regulatory standards for hospitals, labs, radiology, home health, and post-acute care facilities.
- Supply Cost Management.
- **Executive and Physician Placement.**

HEARTWORKS - Specializing in Heart Center Development
HeartWorks is an advisory firm serving the diverse needs of cardiovascular service lines, heart centers, and CV specialists nationally. HeartWorks' associated clinical and management professionals bring extensive cardiovascular care planning and direct operating experience to our clients' challenging needs. HeartWorks' services have helped organizations become more successful in the ever increasingly competitive cardiovascular service environment.

PINNACLE COACHING SERVICES, LLC

P.W. 'Bill' Smith, Jr., MEd, MHA, CSC, FACHE

Pinnacle Coaching's primary focus is on executive coaching. Pinnacle Coaching offers a customized solution using a proven, defined process that addresses issues such as:

- Problem Solving
- Communications
- Listening
- Non-Productive Behavior
- Creating Enthusiasm
- Leadership
- Decision Making
- Time Management
- Image & Presence
- Personal Vision



Lee Management Services

Ken Lee is the Principal Owner & CEO of Lee Management Services (LMS). His professional experience is in strategic planning, market analysis, service line feasibility, alliance development, business development, and diversification for not-for-profit organizations.

Prior to forming LMS in 1987, Ken served as Managing Di-

rector of a national consulting company, Director of Strategic Planning for a 1000 bed community hospital, and as the Director of Planning for an area wide health planning system. Ken taught at Indiana University's MHA-MPA graduate school program and served in the Peace Corps.

Ken holds a Masters in Health Administration from New York University and post-graduate certification from Harvard University School of Public Health. He completed his undergraduate program at the City University of New York. He is a Certified Healthcare Executive, and is a Fellow of the American College of Healthcare Executives. He is a Partnerships for Aging Fellow. Ken serves on the Board of Directors of ABS, a sister corporation of the Indiana Association of Home and Hospice Care.

SELECTED ENGAGEMENTS

Hospitals

- Bedford Medical Center, IN
- St. Vincent Mercy Hospital, IN
- Floyde Memorial Hospital, IN
- General Health, Inc., LA
- Good Samaritan Hospital, IN
- Hancock Memorial, IN
- Titusville Area Hospital, PA
- Jasper Memorial Hospital, IN
- Kendrick Memorial, IN
- Perry County Hospital, IN
- Mary Hitchcock Med. Center, NH
- Medcenter Hospital, OH
- St. Francis South Campus, IN
- The King's Daughters' Hospital, IN
- Wausau Memorial Hospital, WI
- Westview Hospital, IN

Education/Social Services

- Wabash Valley Vocational Coop, IN
- Area Agencies on Aging

Alliance Management/GPO

- National Enterprise Alliance
- National Partners Inc.



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