

Recruit. Reward. Retain.

We wrote the book on Executive Compensation. You can read the summary, and trust us to handle the rest.

To get Executive Compensation right, every angle must be thoughtfully considered. Boards and Executives want to strike the right balance to optimize efforts and ensure long-term sustainable success. A competitive compensation package must ensure your selection hits the ground without reservation, but it also must be commensurate with comparable data, and meet regulatory requirements. In the end, the compensation plan must satisfy your Board, executives, regulatory bodies, and consider public optics.

And that's not all. To then motivate and measure an executive's performance, your organization must also be prepared. Do you have clarity around your mission, vision, strategic direction and options, process, outcomes, orientation? Only then can you feel confident you'll progress effectively.

This involves educating and properly aligning the governing Board. Sifting through comparative pay data. Understanding the regulatory framework. Developing performance metrics. All of this must come together at the right time for the right leader to take the right steps.

OUR APPROACH – evolved over 40 years – assures alignment from the top down, bottom up, outside in, and inside out, so that you can make the most of your time and rest easy.

Where to begin? Yaffe & Company.

Recruit	Reward	Retain
<ul style="list-style-type: none"> Cultural Fit Defined Expectations Superior Recruitment Process Transparency Contracts 	<ul style="list-style-type: none"> Compensation & Benefits Short-term & Long-term Incentives Goal Alignment Key Metric Identification 360 Reviews 	<ul style="list-style-type: none"> Leadership Development (Individual & Team) Severance Succession Planning Coaching

Our Data + Our Experience Add Up to the Results You Need.

Executive Compensation and Benefits

Boards need to attract and retain top leaders, but they are also aware of heightened public scrutiny of executive compensation. Using the national survey data for which we are known, we eliminate questions and worry about maintaining the right level of compensation and benefits for your leaders.

- Market Compensation Analysis, Including Benefits
- Employment Agreements
- Media Preparedness
- Retirement Benefit Projections
- Compensation Philosophy and Committee Charter
- Creation & Review of the Variable Pay Program

Regulatory Compliance

Today, there is increased regulatory compliance emphasis on executive pay. Our national survey data complies with all IRS and other requirements for independence, accountability, disclosure, and documentation, so your trustees can be secure in knowing all regulatory requirements have been met.

- Form 990 Review
- Audit Preparation

Goal Setting and Execution

CEOs and their senior team must translate the organization's mission and long-range strategic plan into an annual work plan. Specific, measurable goals are critical to move the needle. We can help align your people with your strategic goals.

- Strategic Plan Review and Highlights
- Goal Strengthening and Alignment
- Goal Identification and Implementation

Performance Evaluation

The most effective boards regularly assess an executive's performance on both subjective and objective measures. A direct annual evaluation and thoughtful feedback results in better interactions, and ultimately, in moving your mission forward.

- Executive Performance Evaluation
- Multi-Constituent Leadership Feedback

The Yaffe & Company Executive Compensation and Performance Team



PRACTICE LEAD
Bonnie Phipps
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Bonnie Phipps has more than 35 years of healthcare experience, ranging from CFO to CEO in non-profit hospitals, and in several large system executive roles. She has focused on physician relationships, strategic planning, operational performance, and affiliations and mergers. A CPA, FHFMA and CMCP, she has served as national Chair of the Healthcare Financial Management Association (HFMA), has been named multiple times as a Top 100 Healthcare Executive, and has been inducted into the Georgia State Business Hall of Fame. She lives with her husband in Baltimore, Maryland.



Alexander Yaffe
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Alexander Yaffe began working at Yaffe & Company, Inc. in 2001. Alexander has held a number of roles during his career there, and in 2013 was promoted to President & Chief Executive Officer. As the second-generation leader of Yaffe & Company, he continues to advance the firm particularly through improved use of information technology and complimentary service lines. In addition to consulting with clients, Alexander has been participated in expert panels on various topics, and has led Board education programs nationally. He lives in Baltimore, Maryland with this family.



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.



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.



Larry Unroe
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Larry Unroe joined Yaffe & Company in 2011 as a Senior Consultant. He is the retired CEO of Memorial Health System in Marietta, Ohio. He was named president and CEO of Marietta Memorial Hospital in 1984, and during his tenure he grew the stand-alone community hospital into a regional health care provider and comprehensive health system. He also oversaw five major expansion projects, significantly increased the breadth of services offered, and developed a physician employment model. Under his leadership, Memorial Health System was selected as a top ten employer in Ohio in 2008.