



# PROPOSAL TO PERFORM REVIEW OF OCH REGIONAL MEDICAL CENTER OPERATIONS

OKTIBBEHA COUNTY BOARD OF SUPERVISORS

**BKD**<sup>LLP</sup>  
CPAs & Advisors

July 14, 2016

**Ms. Emily Garrard**

County Administrator  
Oktibbeha County Board of Supervisors  
108 West Main Street  
Starkville, MS 39759

**DEAR MS. GARRARD:**

The Oktibbeha County Board of Supervisors (the County) is committed to increasing the level of health care accessibility and services available to the citizens of Oktibbeha County in a financially sustainable manner. However, the operational and financial challenges health care providers, such as OCH Medical Center (the Hospital), face, compounded by many changing industry regulations, are putting significant pressure on health care organizations across the country. These ever-changing industry dynamics are important considerations when assessing the long-term viability of current health care operating models.

As you seek a review of the Hospital's operations in accordance with **Mississippi Code Ann. §41-13-15 (8) (2013)** and evaluate the potential for operational improvement, it is important you engage a trusted CPA and advisory firm that can provide the depth of resources and expertise required so you can have confidence in a solid analysis. We believe **BKD, LLP** is the right choice.

As the County looks at its options, it is important to receive services that help you evaluate financial data and make appropriate business decisions based on your findings. BKD National Health Care Group comprises approximately 560 advisors focused on serving health care providers. The insight we have gained from this experience enables BKD to provide feasibility review services that can help you make informed business decisions as you strategically plan for the future. Our feasibility knowledge and Mississippi health care system experience can help the County assess the viability of decisions in a timely manner. The County can have confidence knowing our responsive professionals have the insight needed to help you address your challenges as you strive to meet the health care needs of your community.

We believe our proposal will help you select our firm for timely, efficient and objective services delivered by experienced professionals. We will call you soon to answer questions you may have about this proposal, or you may reach us at 601.948.6700 or by email as provided below.

Sincerely,



Jon C. Turner, CPA  
Partner  
[jturner@bkd.com](mailto:jturner@bkd.com)



Linda S. Trifone, CPA, CFE  
Director  
[ltrifone@bkd.com](mailto:ltrifone@bkd.com)

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# EXECUTIVE SUMMARY

With the increasing complexities and rapidly evolving regulatory environment of the health care industry, adapting to these changes, while continuing to provide quality patient care, can seem daunting for many providers. For this reason, we recognize, Oktibbeha County Board of Supervisors (the County) is proactively working to make informed business decisions to increase the health care available in the community. It is important for you to work with a top-tier CPA and advisory firm with the knowledge and resources to provide quality feasibility services and help you confidently identify financial strategies that align with your long-term objectives. With our breadth of health care industry expertise and experience providing assessments in accordance with *Mississippi Code Ann. §41-13-15 (8) (2013)*, we believe **BKD, LLP** is that firm.

We will seek to develop an understanding of the County's needs and draw upon our experience gained from our work with approximately 3,200 health care providers nationwide to provide focused solutions.

## THE COUNTY'S DESIRED OUTCOMES

The County seeks quality feasibility assessment services from an experienced CPA and advisory firm with a depth of health care expertise. You also want:

- ▶ Accommodating professionals already familiar with performing assessments in accordance with *Mississippi Code Ann. §41-13-15 (8) (2013)*
- ▶ A consultative service approach with tailored solutions
- ▶ An evaluation of options for OCH Medical Center (the Hospital) so you can be wise stewards of the County's resources
- ▶ A strong working relationship with an engagement team supported by a national network of resources than can offer industry insight and best practices

BKD can help the County **experience confidence**. Through financial forecasting, reviewing financing alternatives and studying market share, our forward-thinking advisors can help you assess the viability of options for the Hospital ranging from adding new health care programs, remaining as an independent medical center, affiliating with another health care system or leasing the Hospital.

## SOLUTIONS FOR THE COUNTY

The County has requested information and a fee quote for a Feasibility Review of the Hospital and its operations.

With the qualified CPA and advisory firms you are considering, it can be challenging to make a decision. Your selection may come down to the engagement team you believe is most capable of helping you meet your current and future needs. Providing personal attention and frequent communication to our clients is what drives us—and delivering value beyond the basic service approach is among our top priorities.

3200

**Experience confidence**  
with a national firm that  
serves approximately 3,200  
health care providers.

## FEASIBILITY REVIEW SERVICE DESCRIPTION

BKD’s review of the County’s current operating condition pursuant to the requirements of *Mississippi Code Ann. §41-13-15(8) (2013)* will include the following:

- ▶▶ A review of the community’s inpatient facility needs based on current workload, historical trends and projections (based on demographic data of future needs)
- ▶▶ A review of the competitive market for services, including other hospitals which serve the same area, the services provided and the market perception of the competitive hospitals
- ▶▶ A review of the Hospital’s strengths relative to the competition and its capacity to compete in light of projected trends and competition
- ▶▶ An analysis of the Hospital’s options, including service mix and pricing strategies. If the review concludes that a sale or lease should occur, the review will include an analysis of which option would be best for the community and how much revenue should be derived from the lease or sale

Our approach to this review would comprise each of the above areas, along with a preliminary market and financial analysis. This would involve a compilation of the Hospital’s prospective financial statements. We will assist management in developing key projection assumptions based on our understanding of the current reimbursement environment and industry operations trends. This process would include identifying key assumptions relative to the areas of revenue, expenses and capital. We will assist management in estimating the effect of the Affordable Care Act and other anticipated Medicare and Medicaid reimbursement changes. We also will provide an analysis of the Hospital’s service area, showing population trends, forecasts and other demographic information.

Based on the results of the compiled projection, we will assess cash flow requirements needed to sustain current operations, assess ability to regain positive cash flow status and summarize for management some potential courses of action for consideration. These options may include continuing in the current operating strategy, recommendations for operational improvement, pursuit of a strategic affiliation, sale of the facility, lease of the facility or other avenues. We will assist in educating the County Board of Supervisors and the Hospital Board of Trustees on a range of potential outcomes.

In summary, our deliverables include:

- ▶▶ A high-level strategic analysis of the Hospital’s operations
- ▶▶ Compiled prospective financial statements of the Hospital
- ▶▶ A narrative report outlining potential options for the future operations of the Hospital, including the consideration of a range of strategic affiliation options.

experience  
perspective

“When BKD tells us something, they deliver on their promises. They give excellent advice without having to look things up and provide flexibility to meet our needs.”

**Kevin J. Keener**  
Director of Finance  
Kingman Regional Medical Center  
Kingman, Arizona

## WHY CHOOSE BKD

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### HEALTH CARE AFFILIATIONS, MERGERS & ACQUISITIONS EXPERIENCE

Strengthening market penetration, distributing fixed technology and administration costs over a larger revenue base and increasing capital are challenges health care providers face, regardless of the economic climate. However, as providers are seemingly being compensated more for value than volume, the County may be considering an affiliation or a joint venture to strengthen the Hospital's market position. Our wholly owned subsidiary, BKD Corporate Finance, LLC (BKDCF), has worked with a number of hospital clients and provides corporate finance services, including:

- ▶▶ Affiliations
- ▶▶ Mergers
- ▶▶ Acquisitions
- ▶▶ Sales
- ▶▶ Management buyouts
- ▶▶ Recapitalizations
- ▶▶ Financing

BKDCF is a member of Financial Industry Regulatory Authority and Securities Investor Protection Corporation and has worked with clients across a broad spectrum of industries, including health care.

Recently, with the assistance of BKDCF, we worked with Attala County, Mississippi, and Montfort Jones Memorial Hospital in a similar Mississippi Code assessment project. While it is not determined if the County will proceed to Phase II, BKD assisted Attala County in the successful affiliation process of Montfort Jones Memorial Hospital with Baptist Health Systems.

For our most recent experience, please feel free to contact the following for additional information:

#### Attala County

Mr. Gerry Taylor  
Chancery Clerk  
662.289.2921  
Kosciusko, MS

#### Baptist Medical Center – Attala

Mr. John Dawson  
Chief Executive Officer  
662.289.4311  
Kosciusko, MS

## DELIVERING VALUE

It is important to monitor expenditures and receive exceptional value for your investments. However, informed consumers understand value is about more than just price. Value from a professional CPA and advisory firm is about the quality of the work and the merit of the advice. Expect BKD's work to be accurate and insightful. We stand behind it.



As evidenced by our inclusion in **INSIDE Public Accounting's** Best of the Best Firms list for the last five years, we also offer long-term consistency, exceptional performance and a national network of support and resources. BKD is large enough to help the County address a variety of financial issues. At the same time, we pride ourselves on hard work and low overhead, which keep our fees competitive. With our reputation, size, service and experience, you can consider us a good value.

## NATIONAL HEALTH CARE INDUSTRY EXPERTISE

We work with thousands of health care providers nationwide, including hospitals, long-term care organizations, community health centers and physicians and medical groups. We employ a provider-type specialization that allows us to provide an engagement team experienced with the specific challenges the County faces. BKD National Health Care Group focuses on health care year round to help you stay on top of changing laws and regulations.

## THOUGHT LEADERSHIP

BKD advisors are serious about reinforcing and strengthening their positions as thought leaders in the industries they serve. To help you **experience ideas** and keep you informed about emerging issues in your industry, as well as changes in regulations and accounting and tax methods, we provide **BKD Thoughtware®** webinars, seminars and articles. Many of these are eligible for continuing professional education (CPE) credit. Topics include:

- ▶▶ GASB Issues Final Implementation Guidance
- ▶▶ Hospitals & Health Systems: Data-Driven Strategy for Bundled Payment Success
- ▶▶ ACFE Releases 2016 Report on Occupational Fraud & Abuse
- ▶▶ Hospitals Not Subject to CJR Should Pay Attention to the Model
- ▶▶ Community Hospitals Face Strategic Challenges

# 500+

**Experience ideas** from a firm that offers more than 500 articles, videos, webinars & presentations annually.

## UNMATCHED CLIENT SERVICE

You want trusted advisors who will deliver exceptional client service, focus on your needs and take the time to address your unique challenges. BKD understands. We take our commitment so seriously, we penned five standards of unmatched client service and supporting guidelines in **The BKD Experience: Unmatched Client Service**, a book that articulates the firm's philosophy and sets expectations for serving clients. Our five standards are:

### INTEGRITY FIRST

We work hard to do what is right for you. You can rely on us to tell you what you need to hear.

### TRUE EXPERTISE

From BKD, you can expect trained, capable staff and a high level of supervision by partners and experienced personnel.

### PROFESSIONAL DEMEANOR

You can depend on prepared and attentive advisors to help meet your needs and provide new ideas.

### RESPONSIVE RELIABILITY

Accurate and thorough work, combined with timely delivery, is what you require, and at BKD, we do not want it any other way.

### PRINCIPLED INNOVATION

We want you to succeed. For OCH-BOS, that means looking for new ideas to streamline a process, better document work, train your staff and improve your effectiveness.

## ADDITIONAL SERVICE IDEA

In addition to our proposal for the service the County requested, we have included an additional potential service for your consideration, should the County decide to pursue a strategic affiliation (Phase II of Feasibility Review).

Please see the Appendix for a short description of our Strategic Affiliation Advisory Services.

You can count on BKD's commitment to our 5 standards of unmatched client service:



Integrity First



True Expertise



Professional Demeanor



Responsive Reliability



Principled Innovation

[bkd.com/5](http://bkd.com/5)



## YOUR BKD ENGAGEMENT TEAM

The most critical factor in providing high-quality service is choosing your engagement team. We take team selection seriously and have the appropriate team of advisors to meet your needs.

### ENGAGEMENT TEAM EXPERIENCE



**Jon C. Turner, CPA**  
**Partner**

Jon's client responsibilities span multiple industries, with an emphasis in the health care and not-for-profit sectors. He serves as leader for BKD National Health Care Group for Mississippi.

For more than 35 years, Jon has provided clients with audit and advisory services, as well as consultation on strategic affiliation planning, merger and acquisition efforts and forensics investigations.

He is a member of the Mississippi chapter of the Healthcare Financial Management Association (HFMA) and the American Institute of CPAs and its Management Consulting Services Division. He has served on the Accounting & Auditing Committee and currently is a member of the Long Range Planning Committee of the Mississippi Society of Certified Public Accountants.

Jon serves on the boards of the Mississippi Economic Council (MEC) and its Blueprint Mississippi health care subcommittee, the Lefleur East Foundation and is Chairman of the Board of the Community Foundation of Greater Jackson. He has served as president of the Jackson Academy Board of Trustees and on the boards of directors of Christ United Methodist Church and the YMCA of Metropolitan Jackson.

Jon is a graduate of University of Mississippi with a B.B.A. degree and began his career with an international accounting firm in Jackson.



**Steven M. Parde**  
**Managing Director**

Steve is a member of BKD National Health Care Group and has more than 18 years of experience assisting health care providers with strategic, operational, financial management and third-party reimbursement issues. He also consults with health care providers on important reimbursement issues, including special provider designations, strategizing on complex reimbursement issues and conducting in-depth Medicare and Medicaid cost report reviews.

He also has experience in hospital pricing strategy, disproportionate share hospital recovery, wage index reviews and bad debt recovery projects. Steve also serves as a financial advisor to National Rural Accountable Care Consortium program participants and serves on the National Rural Health Association rural policy congress and government affairs committee. Before joining BKD, he worked for several years with a Medicare fiscal intermediary.

Steve is a member of the Healthcare Financial Management Association (HFMA). He has presented on a variety of strategic, operational and Medicare reimbursement topics at the HFMA Annual National Institute, National Rural Health Association Critical Access Hospital Conference and several HFMA chapter events.

Steve is a graduate of University of Nebraska-Lincoln, with a B.S. degree in accounting.



Linda S. Trifone, CPA, CFE  
Director

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A member of BKD National Health Care Group, Linda provides assurance and consulting services for health care providers, with an emphasis in hospitals, nursing homes and physician clinics. She manages Single Audits for not-for-profit, hospital and governmental entities, as well as **Yellow Book** financial statements audits. Linda also assists several small commercial and not-for-profit clients with their assurance and consulting needs.

Linda is a Certified Fraud Examiner (CFE) with 13 years of public accounting and two years of internal audit experience. She is a BKD national training instructor. Linda is a speaker around the state on fraud, audit and accounting issues and published an article on fraud in the newsletter of the Mississippi Society of Certified Public Accountants (MSCPA).

She is a member of the American Institute of CPAs, MSCPA, Healthcare Financial Management Association and Association of Certified Fraud Examiners. Linda serves on the Health Care Services Committee of the MSCPA.

Linda is a graduate of the University of Notre Dame, South Bend, Indiana, with a B.S. degree in accounting.



Wyatt B. Jenkins, CPA  
Vice President, Corporate Finance

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Wyatt joined BKD Corporate Finance, LLC as a financial analyst in December 2010. He assists in managing corporate finance engagements, including mergers, acquisitions and affiliations, company divestitures and debt and equity financing.

He was formerly a member of the BKD assurance team, where he provided financial and internal audit services to a variety of clients, including hospitals, health systems and financial institutions.

Wyatt is a member of the American Institute of CPAs and Missouri Society of CPAs, as well as a registered investment banking representative with the Financial Industry Regulatory Authority.

He serves as the treasurer for The Tooth Truck, Inc., an organization committed to providing a full range of dental services for children with acute dental needs in the Southwest Missouri area. He is an active member of the Springfield Area Chamber of Commerce, formerly leading the Business After Hours Committee and serving on the advisory committee for the young professionals association, The Network. He has helped develop mentor programs for college students, train potential board members and coach young entrepreneurs.

Wyatt is a *magna cum laude* graduate of Missouri State University, Springfield, with B.S. degrees in accounting and general business and a graduate with an M.B.A. degree.

# YOUR INVESTMENT

BKD knows our clients do not like fee surprises. Neither do we. Our goal is to be candid and timely, and we want to answer your questions about fees upfront. We determine our fees by evaluating a number of variables: the complexity of the work, the project’s scope, the time we will spend and the level of professional staff needed.

## PROPOSED FEES

### Oktibbeha County Board of Supervisors

	<b>2016</b>
Feasibility Review	\$37,500

In addition, you will be billed travel costs, if any, and an administrative fee of 4 percent to cover items such as copies, postage and other delivery charges, supplies, technology-related costs, such as computer processing, software licensing, research and library databases, and similar expense items. Our fees may increase if our duties or responsibilities change because of new rules, regulations and accounting or auditing standards. We will consult with you should this happen.

# DEPTH OF EXPERIENCE

## BKD NATIONAL HEALTH CARE GROUP

As previously mentioned, approximately 3,200 health care providers nationwide depend on BKD as their CPA and advisory firm for practical guidance. BKD National Health Care Group, has the experience and level of commitment you require as you look for enhanced value in the professional services you receive to help you strengthen your performance.

### BKD National Health Care Group Service Areas



#### AUDIT & ASSURANCE

Develop strong compliance programs and find solutions for tough issues



#### TAX

Develop compliance strategies



#### CONSULTING

##### Medicare & Third-Party Reimbursement

Receive payments you are entitled to

##### Revenue Cycle

Improve financial processes

##### Finance & Strategy

Plan for the future

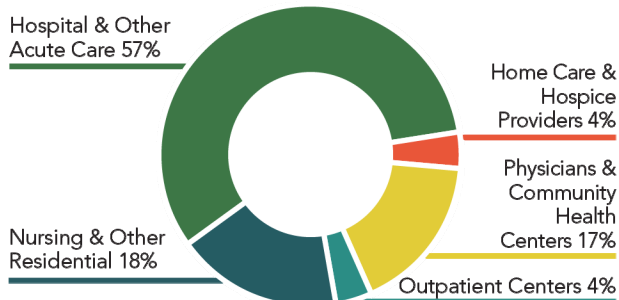
##### Information Technology

Choose systems that make sense

## OUR CLIENTS & SERVICES

Geographically spread throughout the United States, our large client base reflects the diversity of the health care industry, both in size and type of organization. The following graphs demonstrate the clients we serve and services we provide.

### BKD Health Care Clients



### BKD Health Care Services



## SPECIALIZED SKILLS & EXPERTISE

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BKD National Health Care Group advisors offer specialized skills and expertise, including:

- ▶▶ Affiliation and transaction specialists
- ▶▶ Coding and billing specialists
- ▶▶ Financial statement auditors
- ▶▶ Forensic advisors
- ▶▶ Former hospital and nursing home executives
- ▶▶ HIPAA security professionals
- ▶▶ IT professionals
- ▶▶ Internal auditors
- ▶▶ Litigation support professionals
- ▶▶ Pharmacy and 340B qualification and compliance specialists
- ▶▶ Physician compensation specialists
- ▶▶ Physician operations advisors
- ▶▶ Physician practice alignment advisors
- ▶▶ Reimbursement advisors
- ▶▶ Strategic planners
- ▶▶ Subacute nurses and case management consultants
- ▶▶ Tax advisors

## OUR HEALTH CARE LEADERSHIP

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Our commitment to the health care industry accounting profession also expands to involvement on national industry committees, such as the American Institute of CPAs (AICPA) Health Care Expert Panel (HCEP) and the Governmental Accounting Standards Board (GASB).

Kimberly McKay, managing partner of BKD's Houston office, is chair of the AICPA Health Care Expert Panel (HCEP). In this role, she participates in the development of AICPA technical practice aids and Audit Risk Alerts while also working to bring emerging issues to the Financial Accounting Standards Board (FASB). In addition, Kimberly's involvement on the HCEP includes serving on multiple task forces that address implementation guidance for health care providers when new accounting standards are issued. For example, the HCEP is currently researching potential implementation issues related to Accounting Standards Update (ASU) No. 2016-01, *Recognition and Measurement of Financial Assets and Financial Liabilities*.

Kimberly also serves on the Health Care Audit Guide Committee, which proposes changes to the AICPA **Health Care Entities Audit & Accounting Guide**, chairs the AICPA's Health Care Entities Revenue Recognition Task Force and is a member of the Principles and Practices Board of the Healthcare Financial Management Association (HFMA).

Kevin Gore, South Region industry leader and partner in BKD's Tulsa office, is a member of the GASB Fiduciary Responsibilities Task Force. The GASB assembles task forces for most major standards-setting projects. Task forces serve as a sounding board, providing guidance and feedback to the GASB as a project progresses.

Chief Operating Officer Eric Hansen has been selected to serve as chair of the AICPA Board of Directors. He will serve one year as vice chair beginning November 1, 2016, followed by a year as board chair and then another year as past chair, concluding his three-year rotation on October 31, 2019. Eric began serving a three-year term on the AICPA Board of Directors, effective November 1, 2013. The board acts as the executive committee for the AICPA's Governing Council, which includes elected and appointed members from all 50 states, the District of Columbia and other U.S. territories. Eric previously served on the Governing Council and continues to serve on the AICPA Task Force on the Future of Learning—a group exploring next-generation learning.

## ESSENTIAL COMMUNICATION OF ISSUES & TRENDS

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**BKD Thoughtware**, our award-winning emails, video insights and webinars, provides industry-specific information to keep you informed of changes in regulations and accounting and tax methods and provides complimentary training opportunities on a variety of important topics. We encourage you to discover the wide array of resources available on our website, **bkd.com**.

BKD National Health Care Group National Industry Partner Eddie Marmouget and Managing Partner David Tate presented *Improving Your Supplemental Security Income Ratios*, a CPE-eligible presentation, at ANI, hosted by the HFMA National Institute. The session discussed with participants the trend of declining SSI percentages and provided ideas to help correct the issue and improve their SSI ratios.

“Unmatched client service isn’t just a slogan at BKD; it’s the backbone of our culture.”

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Theodore D. Dickman, CPA  
Chief Executive Officer | BKD, LLP

# APPENDIX

## ADDITIONAL SERVICE IDEA

### STRATEGIC AFFILIATION ADVISORY SERVICES DESCRIPTION (PHASE II OF FEASIBILITY REVIEW)

Should the results of the initial feasibility review indicate that a strategic affiliation is necessary, and should the County and the Hospital agree, we are prepared to execute an affiliation strategy to assist the County in engaging multiple qualified partners and maintaining access to quality health care in Oktibbeha County. Our three-phased approach to the County's strategic affiliation process follows.

#### STAGE I – STRATEGIC AFFILIATION PLANNING & DEVELOPMENT

As part of the proposed strategic affiliation planning and development stage, we would advise the County as the County Board of Supervisors, the Hospital Board of Trustees and the leadership teams work to develop affiliation goals. We would then work with the County to develop a strategy to help achieve those goals, including the identification and evaluation of potential strategic affiliation partners. We also would help prepare a Request for Proposal (RFP), coordinate activities related to Stage I of the strategic affiliation and advise the County as you review strategic affiliation proposals.

#### STAGE II – STRATEGIC AFFILIATION PARTNER SELECTION

We would advise the County in the proposal selection and evaluation process, including site visits, presentations, additional information requests and disclosures. Based on the final strategic affiliation proposals received, we would assist the County in estimating the revenues generated or losses averted through the proposed strategic affiliations and provide support to the board and leadership team as they select the strategic affiliation partners invited to submit Letters of Intent.

#### STAGE III – STRATEGIC AFFILIATION EXECUTION

We would provide guidance to the County regarding your negotiation of the Letters of Intent and selection of a preferred affiliation partner. In addition, we would coordinate detailed due diligence efforts, advise on negotiating the Definitive Agreement and assist with necessary strategic affiliation execution activities.



experience ideas



## BKD FIRM PROFILE

experience **insight** // BKD, LLP, a national CPA and advisory firm, can help individuals and businesses realize their goals. Our dedicated professionals offer audit, tax and consulting services to clients in all 50 states and internationally. BKD and its subsidiaries combine the insight and ideas of multiple disciplines to provide solutions in a wide range of industries.

### ABOUT BKD



#### CLIENT SERVICE

The **BKD Experience** is a commitment to unmatched client service that is shared by CPAs, advisors and dedicated staff members who take your business personally. We are so dedicated to the idea that we wrote a book—**The BKD Experience: Unmatched Client Service**.



#### INTERNATIONAL SOLUTIONS

BKD is the largest North American member of Praxity, AISBL\*, a global alliance of independent firms serving clients in approximately 100 countries. We offer multinational clients a gateway to the global marketplace with services delivered by alliance firms committed to the highest standards required in international business.



#### PROFESSIONAL AFFILIATIONS

BKD is a member of the American Institute of CPAs and its three quality centers: Center for Audit Quality, Employee Benefit Plan Audit Quality Center and Governmental Audit Quality Center.

BKD is registered with the Public Company Accounting Oversight Board, which is required to serve as an independent auditor of public companies. BKD audits approximately 80 U.S. Securities and Exchange Commission registrants, including approximately 30 benefit plans.



#### MISSION STATEMENT

The mission of BKD is to always strive for excellence in providing services to clients, create rewarding career opportunities and maintain sound professional, business and financial standards.



#### QUICK FACTS

- **Clients:** Individuals and private and publicly traded businesses in the health care, manufacturing, distribution, financial services, construction and real estate industries, as well as not-for-profit and governmental entities
- **Total Personnel:** Approximately 2,400
- **Partners & Principals:** Approximately 260
- **Net Revenues:** \$496 million
- **Fiscal Year-End:** May 31
- **Founded:** 1923
- **Locations:** 34 offices serving clients in all 50 states and internationally

\*Praxity, AISBL is a global alliance of independent firms. Organised as an international not-for-profit entity under Belgium law, Praxity has its executive office in Epsom. Praxity – Global Alliance Limited is a not-for-profit company registered in England and Wales, limited by guarantee, and has its registered office in England. As an Alliance, Praxity does not practice the profession of public accountancy or provide audit, tax, consulting or other professional services of any type to third parties. The Alliance does not constitute a joint venture, partnership or network between participating firms. Because the Alliance firms are independent, Praxity does not guarantee the services or the quality of services provided by participating firms.

### BKD SERVICES

Audit & Assurance  
 .....  
 Tax  
 .....  
 Business Succession Planning  
 .....  
 Employee Benefit Plans  
 .....  
 Forensics & Valuation Consulting

Information Technology  
 .....  
 Risk Management  
 .....  
 State, Local & International Tax  
 .....  
 Wealth Management  
 .....  
 And more

## COMMITMENT TO PROFESSIONAL DEVELOPMENT

BKD is committed to creating rewarding careers and equipping our professionals with the tools they need to serve our clients. We take professional growth and development seriously and offer numerous programs and training so we are prepared to help meet your professional services needs.



### AWARD-WINNING TRAINING

BKD's commitment to lifelong learning and professional development is highlighted by our recognition as a top-tier training organization. BKD has earned the distinction of **Training** magazine's Training Top 125 for the past three years. In 2014, BKD also earned the **Chief Learning Officer** magazine's LearningElite award.



### PROGRESSIVE PROGRAMS & INITIATIVES

BKD is dedicated to creating and implementing programs and initiatives to help our professionals achieve their full potential. Programs include SKY, a firmwide initiative to emphasize and strengthen diversity in our firm. SKY focuses on recruiting, retaining and developing women for the sustainable growth of BKD. Through the collaboration of men and women, BKD aims to foster a culture that recognizes and supports maximizing the potential of all.



### REWARDING CAREERS

As part of a recent employee engagement survey, BKD employees ranked us within the 90th percentile of professional services companies, indicating they find BKD to be an exemplary platform from which to serve clients.

## BKD PRIDE VALUES

WHAT'S IMPORTANT TO YOU? // A commitment to excellence? Independence and objectivity? A broad skill set? Exceeding expectations? At BKD, these are all essential. That's why every day you can see our partners and employees "living the PRIDE." These values—passion, respect, integrity, discipline and excellence—are the hallmarks of BKD and guide us as we provide solutions for your business and financial needs. Experience what BKD PRIDE values can mean for you.



P

### PASSION

- For service to others
- For making tomorrow better than today

Experience how our dedication and enthusiasm for making tomorrow better than today can help you make informed decisions to help improve business and financial outcomes.

R

### RESPECT

- For the differences that make our team strong
- For our legacy and the benefits of change

Experience how our respect for diversity can provide a variety of skills and talents to meet your needs. Respecting the lessons of our legacy and yours, we can help you capitalize on the opportunities change inevitably offers.

I

### INTEGRITY

- To do the right thing
- To be objective and independent

Experience how our integrity and objectivity can help you make smart business decisions. You want an advisor to tell you what you need to know, not just what you want to hear.

D

### DISCIPLINE

- In process and innovation
- To balance professional and personal commitments

Experience how our well-established protocols and low-risk approaches can help resolve issues and advance your goals.

E

### EXCELLENCE

- In skills and competencies
- In our quest to be the best

Experience how our ambition, knowledge, commitment to lifelong learning and drive to improve technical and analytical skills can work to consistently surpass your expectations.

# BKD

## BKD THOUGHTWARE

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BKD's expertise spans a wide variety of industries and subjects, and our professionals share their knowledge in print, online and in person to help advance your organization. Use the QR code below to sign up for **BKD Thoughtware®** emails.



// articles



// emails



// presentations



// videos



// webinars



**BKD**<sup>LLP</sup>  
CPAs & Advisors

[bkd.com](http://bkd.com)