



Recommended Resources: April 2022 Leadership Conference

[Intentional Governance: Advancing Boards Beyond the Conventional, 10 Year Anniversary Edition](#) (Signature Publication, 2020)

Recognizing that board members have legacy goals is an important step in creating an intentional board. This special 10-year anniversary edition focuses on a framework we call intentional governance, which involves deliberate and intentional processes that enable the board to realize its highest potential.

[“Recruitment Tips to Advance Rural Board Diversity”](#) (Rural Focus Article, September 2021)

When it comes to recruiting diverse talent to rural hospital and health system boards, there is no singular, one-size-fits-all solution. This article describes how rural boards can accomplish this by being intentional about governance diversification.

[Board Recruitment](#) (Intentional Governance Guide, May 2015)

This Intentional Governance Guide addresses the first essential element of governance, board recruitment. Throughout the last few years, board recruitment has changed significantly and gained importance. The significance, and challenge, of recruiting the very best board talent is now almost universally recognized in healthcare. This toolkit focuses on the new demand for board talent and provides steps boards can take to develop an effective board recruitment plan.

[Board Culture](#) (Intentional Governance Guide, August 2016)

Board culture is an important pillar to address in today’s healthcare environment. This toolkit is designed to aid boards in understanding the importance of culture, assessing their culture, and making steps to change it.

[Board Education and Development](#) (Intentional Governance Guide, October 2016)

This toolkit focuses on five key areas of board education and development: a formal orientation program, annual assessment of education needs, an annual board education plan, appropriate resource allocation for education, and certification.

[“Trauma-Informed Leadership: The Time Has Come”](#) (*BoardRoom Press* Article, April 2022)

The pandemic exposed the reality that patients have been traumatized in ways that impact their health beyond our previous awareness. There has also come the glaring insight that healthcare personnel themselves encounter trauma while doing their jobs. For leaders to be able to facilitate the kind of performance and vitality that patients and clinical personnel alike require, it’s time to start thinking about a new skillset: trauma-informed leadership. This article provides insight on effectively leading in traumatized environments.

[The Post-Pandemic CEO](#) (Strategy Toolkit, Spring 2021)

This toolkit presents the findings from qualitative research in which executive search consultants, CEOs, and directors were individually interviewed. Best practices, resources, and recommendations are highlighted to support boards with their succession planning responsibilities and to assist CEOs with their role in leadership development and mentorship.

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[“The Science of Relationships and the Impact on Leadership”](#) (Hospital Focus Article, January 2021)

This article explores the impact leaders can have when they build secure relationships and create a positive, compassionate environment—a much-needed leadership style in the COVID era and beyond.

[“How to Hire a CEO: A Brief Guide to the Board’s Most Important Decision”](#) (Academic Health Focus Article, February 2021)

Trusting our current approaches to CEO selection is not yielding the stability, innovation, value, or engagement we need in healthcare. This article explains why it’s time to challenge the status quo on one of the board’s most important selections.

[How to Hire a CEO: A Guide for Ensuring Effective Selection at the Most Important Position](#) (Webinar, February 2021)

Finding the right CEO can unleash and connect all the latent talent and performance across your organization’s ecosystem of stakeholders; tapping the wrong one can leave an organization floundering. This Webinar presents powerful insights that can help you optimize process and make the right selection for your top leader.

[“Ensuring Workforce Health: The Criticality of Empathic Leadership in Healthcare”](#) (System Focus Article, September 2021)

Boards and executive teams hold the cards in turning the current healthcare crisis and workforce challenge into industry transformation. This article explains how health system boards can use active empathetic leadership that supports workforce health in order to maintain organizational viability.

[“Care Model Transformation as a Strategy for the Strained Healthcare Workforce”](#) (E-Briefings Article, November 2021)

This article examines the structure of Jefferson Health’s virtual management of COVID-19 patients to derive learnings for maximizing clinician staff time and reducing frustration for healthcare teams and patients alike.

[“Is There an Avatar in the House? Changing the DNA of Healthcare from COVID to Consumerism”](#) (2020 System Forum Presentation Summary)

This summary of Stephen Klasko’s presentation at the 2020 System Forum highlights themes that are still priorities today: the importance of embracing change, reducing health inequities, and creating a consumer-friendly system that allows patients to access care quickly and easily.

[“The Confession That Could Change Healthcare in America”](#) (System Focus Article, January 2021)

The last year has taught all of us in the healthcare industry how to adapt and work together in a manner that none of us could have predicted. This opinion piece by Stephen K. Klasko, M.D., M.B.A., one of the most respected leaders in healthcare, discusses how our healthcare and legislative leaders can work together to finally change healthcare in this country.

[“Building a Culture of Empathy to Advance Diversity and Equity”](#) (*BoardRoom Press* Special Section, April 2022)

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This special section describes some key actions and initiatives that leadership at Henry Ford Health System have undertaken to build a culture of empathy to advance DE&I and take them to a place where they can achieve social justice. It includes key questions board members can ask their management teams about how to look at equity and social justice from the top down, implement accountability to make an impact, and to move from a culture of empathy to putting that empathy into action.

[“Addressing Health Disparities: A Mission-Critical Strategy”](#) (System Focus Article, June 2021)

Ensuring health systems provide equitable treatment to all patients begins with a commitment at the top. This article explains why healthcare leaders on boards and in the C-suite can and should make the eradication of healthcare disparities a high priority.

[“The Power and Purpose of Advancing Health Equity”](#) (System Focus Article, January 2022)

Conversations about health equity have accelerated in the past year. This article discusses how health systems can lead the journey to address health equity by defining the problem, understanding the human and financial rationale for addressing it, and harnessing the power of their system’s collective influence to create real and sustainable change.

[“The Board’s Role in Diversity, Equity, and Inclusion: A New Year, Renewed Energy, and Drive for Change”](#) (E-Briefings Article, January 2022)

Healthcare boards have a critical role to play in improving diversity, equity, and inclusion across the industry. This article offers more information and board questions around the topics of strategic oversight, board composition and culture, and championship and advocacy as they relate to DE&I.

[“Hospitals as Civic Engaged Institutions: Emerging Lessons in the Era of COVID and Black Lives Matter”](#) (*BoardRoom Press* Article, December 2020)

There is a consensus among healthcare leaders that we have under-invested in our public health infrastructure. This article highlights important steps boards can take to remedy this.

[“The Subsidiary/Local Board’s Evolving Role and Emphasis on Diversity and Inclusion”](#) (Subsidiary Focus Article, October 2020)

The vast majority of leaders feel diversity improves patient satisfaction and supports successful decision making. However, healthcare leaders still believe that there is a diversity gap that is not being addressed. The time is coming where great boards will separate themselves because of their commitment to diversity, equity, and inclusion. This article looks at how subsidiary/local boards should increasingly ensure that diversity and inclusion are a critical element of their organization’s strategy.

[“The Board’s Role in Diversity and Inclusion”](#) (*BoardRoom Press* Article, December 2019)

Awareness of diversity and inclusion in the healthcare field—particularly among the leadership ranks—is increasing. However, there is still more work to be done. Healthcare governing boards can play an important role in making sure diversity and inclusion are strategic priorities. This article provides steps board members can take to help foster a more diverse and inclusive organization.

[“Physician Leadership: Are the Right Number of Chefs in the Kitchen?”](#) (*BoardRoom Press* Article, October 2021)

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This article looks at the growth in physician leadership roles and how boards can help promote effective physician leadership in their organizations.

[“Physician Leadership in 2021 and Beyond: Shifts in Mindset and Practice”](#) (System Focus Article, February 2021)

The second decade of the 21st century saw a new appreciation for physician leadership in the healthcare sector. This article looks at what lies ahead for physician leadership in the near and long-term future and provides initiatives for health systems seeking to maximize the impact of physician leadership.

[“Health Systems and Primary Care: Time to Catalyze Change”](#) (System Focus Article, July 2021)

Health systems across the United States have done a good job of getting larger, but generally do a poor job of integrating clinical care. This article discusses how health systems can be effective engines of transformation in healthcare by committing to a substantive redesign of primary care.

[Retaining Executive Leadership for Healthcare’s Next Generation](#) (Webinar, November 2021)

This Webinar sets the stage for boards to help begin those difficult conversations around executive retention and succession planning to look towards the future of healthcare leadership. The program covers how to retain those critical leaders who may be on the precipice, while filling other gaps on the executive team using new tools and approaches.

[“Ensuring Workforce Health: The Criticality of Empathic Leadership in Healthcare”](#) (System Focus, September 2021)

Boards and executive teams hold the cards in turning the current healthcare crisis and workforce challenge into industry transformation. This article explains how health system boards can use active empathetic leadership that supports workforce health in order to maintain organizational viability.

[“Executive Compensation in Pediatric Hospitals: Attracting and Retaining Key Talent”](#) (Pediatric Focus Article, March 2022)

Due to executive turnover, recruitment, and retention challenges, it is important for pediatric hospitals to apply a more flexible and pragmatic approach to help ensure executives are effectively rewarded and retained. This article discusses the results of a survey asking healthcare organizations how they are addressing 2022 executive salary increase budgets and incentive awards.

[Stop the Cyber Bleeding: What Healthcare Executives and Board Members Must Know about Enterprise Cyber Risk Management](#) (Webinar, June 2021)

This Webinar discusses the critical role C-suite executives and board members must play in overseeing the establishment of their organization’s ECRM program. Tangible, specific best practices are presented.

[Enterprise Cyber Risk Management](#) (Strategy Toolkit, Summer 2021)

This toolkit explains the importance of incorporating enterprise cyber risk management into your organization’s overall risk management program in order to protect your organization’s data, systems, and devices from potential compromises of confidentiality, integrity, and availability.

[Governing Cyber Risk in Healthcare: Case Studies](#) (Case Study, Summer 2021)

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This publication highlights three large health systems with significant experience in managing cyber risk, demonstrating how their boards support their ECRM programs.

[“Building an Effective Cyber Risk Management Program”](#) (*BoardRoom Press* Article, February 2020)

This article provides boards with the understanding and actionable information needed to be able to establish or improve their organization’s ECRM program. It provides steps to help boards ensure their organization’s have a program that meets accepted standards of care for managing cyber security risk, protecting their organizations and patients from cyber threats.

[The Board Chair–CEO Partnership: An Essential Element of Successful Healthcare Organizations](#) (*Strategy Toolkit*, January 2022)

The relationship between the board chair and CEO assumed even greater significance with the challenges of the COVID-19 pandemic. This toolkit addresses how the board chair–CEO relationship is changing in the post-pandemic era, important characteristics of effective board chair–CEO pairings, and the pathway to success for a newly established board chair–CEO relationship.

[The Role of the Board Chairperson, Third Edition](#) (*Elements of Governance*, 2016)

This *Elements of Governance*® will provide context, a backdrop, and a framework for making the chair experience satisfying and acceptable for those new to the position, as well as for those who have had longer tenure in this leadership position in their organization.

[Board Leadership Succession Planning](#) (*Intentional Governance Guide*, March 2017)

The governing board should have an idea about when board leaders contemplate leaving so that they can effectively identify new members in advance of their departure. The quality of board leadership is extremely important to the board’s ongoing success and sustainability. This guide detail solutions for each essential element of board leadership succession planning.

[“The Importance of Revenue Resiliency”](#) (*BoardRoom Press* Article, April 2022)

Healthcare leaders must renew their focus on operations and revenue generation. This effort will be complicated by factors that pose their own challenges to revenue growth. This article examines these factors and their potential impact and suggests strategies to help build revenue resiliency.

[“COVID-19 and a New Financial Perspective for Hospitals”](#) (*BoardRoom Press* Article, June 2020)

This article looks at key metrics that senior leaders and directors should be monitoring to inform their current financial position, and to help them prepare for immediate and longer-term next steps.

[“A Bond Rating Means Many Relationships”](#) (*E-Briefings* Article, March 2020)

There has been, and still remains, some mystery around what exactly a bond rating is, how it works, and how one should engage with a host of new constituents involved in the process. This article focuses on three important aspects: what a rating is, and what it isn’t; the ways a board can best participate; and how to manage the multiple relationships involved.

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[Focus on Finance: 10 Critical Issues for Healthcare Leadership, Second Edition](#) (Signature Publication, 2016)

This publication describes in-depth the financial concepts and integrated strategic/financial planning processes required to have a less costly and more efficient and effective healthcare delivery system. It includes points of discussion and questions for boards, senior leaders, the CFO and finance team, and the board finance committee to consider.

[“Advisors’ Corner: Scarce Healthcare and the Coming Age of Abundance”](#) (BoardRoom Press Article, April 2022)

Healthcare is an incredibly unique industry for myriad reasons but not the least of which is how truly clandestine it is to the people around it. This article looks at the strategic advantage of scarce healthcare and the coming age of abundance.

[Price Transparency: Exploring Healthcare’s Final Frontier of Consumer Disruption](#) (Webinar, November 2021)

This Webinar dissected the much-debated issue of price transparency from one perspective only: regular everyday people. Exclusive, in-depth research on what consumers want and how to best communicate the right information at the right time were shared.

[“Storm Born Strategies: Driving Innovation in the Time of COVID-19”](#) (BoardRoom Press Article, February 2021)

2020 brought everything to its knees—including healthcare organizations carefully plotted strategy plans. This article looks at how hospitals and health systems will need to reset their strategic plans, with consumers as the inspiration.

[Patient No Longer: Accelerating Consumer-Centered Care](#) (Webinar, December 2020)

This Webinar dives into the current state of the consumer revolution in healthcare, analyzes gains made, and provides solutions for organizations to accelerate and integrate consumer-focused initiatives into the entire care experience.

[“Investing Energy in Positive Change”](#) (BoardRoom Press Article, August 2021)

This article discusses three specific, interrelated areas where your board can focus its time and energy to help move your organization forward: digital transformation, patient experience, and value-based care delivery.

[“Go Beyond EHRs to Address Labor Shortages and Reduce Clinician Burnout”](#) (E-Briefings Article, March 2022)

To an alarming degree, the COVID pandemic has intensified clinician burnout and the healthcare industry’s worrisome labor shortage. This article explains that by radically improving the cumbersome EHR process, the healthcare industry would significantly free up clinician time and improve care coordination, patient engagement, and health outcomes.

[“Pandemic Lessons on Value-Based Care”](#) (E-Briefings Article, March 2021)

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Much of what we have focused on during the pandemic is the immediate needs. However, we are reaching a point where it is time to think about renovations to the healthcare system. This article offers some ideas about how to do this from a value-based care perspective.

[“Lessons for Rural Hospital Boards about Value-Based Care”](#) (Rural Focus Article, March 2022)

As the American healthcare system makes the transition from reimbursement based on volume to reimbursement based on value, rural hospital boards are at a decision point. This article touches on some of the unique challenges and opportunities that rural hospitals have in value-based payment.

[“Advisors’ Corner: Embracing and Accelerating Healthcare Change Amidst COVID-19”](#) (BoardRoom Press Article, August 2020)

COVID-19 has turned the world upside down, particularly in healthcare. While there is still much uncertainty around the virus, the long-term imperative to transform the health system remains critical. This article looks at key strategies such as becoming more patient-friendly, embracing value-based care delivery, and focusing on population health, which were important before COVID-19 and continue to be the keys to success in the future.

[“The Implications of the Increasing Speed and Scale of Disruption in Healthcare”](#) (System Forum Presentation Summary, March 2021)

This summary of Nicholas Webb's presentation from The Governance Institute's virtual 2020 System Forum discusses disruption brought on by the COVID-19 crisis and how health system leaders must harness innovation to deliver exceptional patient experience and increase organizational success.

[“Case Study: Uber—Changing the Way the World Moves”](#) (Presentation Summary, 2019 System Forum)

Uber and other ride-hailing and ride-sharing businesses have dramatically disrupted the traditional taxicab business. Like healthcare, taxi service was ripe for disruption, characterized by both “pull” factors that propel a new business forward and “push” factors that drive customers away by making it hard to do business. This article highlights Uber's lessons for the healthcare industry.

[Advanced Consumerism: Take Your Organization to the Next level](#) (Strategy Toolkit, Fall 2020)

This toolkit is designed to guide healthcare executives and the boards that oversee them through the wilderness of consumerism, helping to further their advancements in this realm, and emerge on the other side as an organization that values its consumers who, in turn, also value the organization.

[“The Fiduciary Challenges of the Board’s Omicron Moment—and Beyond”](#) (System Focus Article, January 2022)

Omicron variant issues are certainly occupying the most prominent positions on the board of directors' agenda. This article explains why it is vitally important for the health system board to establish a common ground with system management and subsidiary leadership on the board's proper role in helping develop and maintain a system-wide response

[“Balancing Oversight and Strategic Priorities When Everything Is Uncertain”](#) (E-Briefings Article, March 2021)

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This article discusses challenges of the board–management partnership and offers practical advice to senior leadership and board members for using this partnership as a foundation for enabling effective governance through uncertainty and beyond.

[The Distinction between Management and Governance, 2nd Edition](#) (Elements of Governance, 2018)

The line between governance and management can sometimes blur. Boards must give their management enough freedom to do its job creatively while observing and ensuring appropriate direction and oversight from the governing body. This is difficult to accomplish, but central to the job of governing. This *Elements of Governance*[®] reviews the board’s role and responsibilities and how the board and management can work together to successfully lead the organization.

[Conflict of Interest, 4th Edition](#) (Elements of Governance, April 2021)

This *Elements of Governance*[®] is intended to provide board members, senior executives, and general counsel with a greater appreciation of applicable public policy considerations, legal principles, and practical applications of conflict-of-interest oversight and management.

[The Radical Common Sense of Human Understanding](#) (Webinar, May 2021)

The need to humanize care has never been more apparent. This Webinar focused on real-world examples that prioritize human understanding—in the context of patients, clinicians, and communities—as the foundation for a more responsive ecosystem that humanizes care by turning transactions into relationships.

[“Human Understanding: The Foundation for Transforming Healthcare”](#) (*BoardRoom Press* Article, December 2021)

When it comes to humanizing care, the missing link is understanding—and addressing—what matters to each person at the n=1 level, personalizing care by treating each patient as a unique person. This article looks at how embracing the call to human understanding elevates the experience and delivery of care for patients as well as care teams.

[“What the Pandemic Has Taught Us About Caring—and Life”](#) (System Focus Article, December 2021)

Life’s most important lessons are often learned during life’s hardest times. This article looks back at how the COVID-19 pandemic has affected healthcare systems and communities and offers suggestions for how organizations can be better prepared moving forward.

[“Satisfaction, Experience, and Patient- and Family-Centered Care: What Matters Most for Kids?”](#) (Pediatric Focus Article, March 2020)

Patient satisfaction and patient experience can be two very different things. This article, written from the point of view of a mother who experienced the hospitalization and loss of a child, discusses the importance of communication, collaboration, and teamwork in children’s hospitals as boards consider their organizations’ commitment to measuring and improving satisfaction, experience, and patient- and family-centered care.

[“Palliative Care Is Person-Centered at Its Core: A Look at the Role of Palliative Care in the Transition to Value-Based Care”](#) (*BoardRoom Press* Special Section, December 2014)

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Palliative care consultations have been shown to improve quality, reduce overall costs, and sometimes increase longevity in patients with serious illness. With the industry's focus on efforts to provide the right care at the right time for every patient, along with reducing unnecessary care and lowering costs of care at the end of life, palliative care deserves more focus by healthcare leaders. This special section highlights how palliative care can play a key role in the healthcare industry's transformation from a fee-for-service focus to a value-based focus on improving quality and lowering costs.

["Palliative Care Quality Network: Improving the Quality of Caring"](#) (*BoardRoom Press* Article, August 2014)

Palliative care patients are the sickest, costliest, and most resource-intensive patients in the hospital. Too often these patients receive care they do not want, and from which they will not benefit, and fail to receive care they do want, from which they will benefit. This article highlights how palliative care can improve care for seriously ill patients and those at the end of life.

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