

Recommended Resources: February 2025 Leadership Conference

Elevating Governance:

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

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.

[“Composing a High-Functioning Board: Hard-Nosed Trends for a Complex Future”](#) (*BoardRoom Press* Article)

This article identifies a number of steps being taken by many high-performing systems to make sure their hospitals and systems have the “right governance.”

[Board Self-Assessment: A Core Responsibility](#) (Elements of Governance)

A core responsibility of good governance is an annual, formal assessment of board effectiveness. This *Elements of Governance*® is intended to aid board chairs, CEOs, governance committees, and governance leaders in The Governance Institute’s board self-assessment process, including interpretation of the assessment results, determining how the results should be presented to the board, and developing next steps toward an action plan for improving the board’s performance and ensuring ongoing effectiveness.

[Continuous Governance Improvement](#) (Intentional Governance Guide)

This guide can help the board implement a continuous governance improvement process and change the culture of the board to one that is transparent, accountable, and always improving. The appendix contains additional tools to help develop and implement the continuous governance improvement process.

[“Expanding Board Criteria Beyond Competencies to Enable More Holistic Recruitment”](#) (*BoardRoom Press* Special Section)

A healthcare board will be only as strong and effective as it is designed to be, and no strategy outperforms selecting the right people to lead. Yet, despite the importance of talent selection, many organizations invest too little time and discernment in identifying the criteria needed to lead, and an organization must identify *what* it needs in order to know *who* it needs. Improving board quality starts with applying deliberate thought and intention to the selection criteria for individual board members. This article provides a framework to help kickstart a thoughtful and systematic approach to elevate board selection.

[“The Impact of Board Size on Strategic Governance”](#) (*BoardRoom Press* Article)

Board size is a critical element that should be considered by all boards seeking to boost board performance and strategic governance. Boards (or governance committees) should periodically discuss optimal board size. Board size should not be on autopilot but should instead be an intentional governance decision.

[“The Need for Speed: Onboarding for Maximum Board Engagement”](#) (*BoardRoom Press* Special Section)

Hospitals and health systems have invested in new employee training and orientation to ensure new hires are up-to-speed and performing at their highest level as quickly as possible. These same organizations should view new board members in a similar light. This article highlights key components of pre-boarding and orientation that will help optimize onboarding and ensure board members are ready for the role.

[“Does Your Board Have Strategic Discussions?”](#) (Hospital Focus Article)

Many boards are not having effective strategic discussions. There are several factors that may influence this, including the amount of time dedicated to a particular topic, leadership and board capability, board agenda structure, and board culture and dynamics. This article poses a few questions (and offers

suggestions) to help determine where your board might need to change its current approach to yield more strategic discussions.

[Board Culture](#) (Intentional Governance Guide)

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.

[Biennial Survey Board Insight: Board Size & Composition](#)

This Biennial Survey Board Insights offers a breakdown of the data highlights around board size and composition with recommendations and considerations for your board.

["Govern Like a Golf Caddy"](#) (CEO Focus Article)

Being a great board member is a lot like being a great golf caddy. This special article by Kreg Gruber, CEO of Beacon Health System explains how.

[Intentional Governance](#)

View our Intentional Governance Guides and resources related to board recruitment, structure, culture, education, evaluation, continuous improvement, and succession planning.

["Governance during an Era of Political and Cultural Polarization"](#) (BoardRoom Press Article)

This article focuses on the need for governing boards to consider the impact that the presidential election cycle and volatile external political and cultural climate may have on hospital strategy and operations. Leadership should be oriented to proper governance and management decision-making priorities that are insulated from partisan politics and be prepared for hot-button challenges that may arise.

["Smart Governance: A Path to Stabilizing Healthcare"](#) (BoardRoom Press Article)

Healthcare systems are facing unprecedented challenges due to shifting market dynamics, increasing healthcare costs, and rapid technological transformation. Smart governance offers a framework for health systems to remain resilient, promote sustainability, and drive innovation. This article examines the challenges confronting healthcare today, the industry's revenue transition, the role of digital technologies, and how governance can create a stable yet flexible foundation for future growth.

["Bold Governance"](#) (BoardRoom Press Article)

Bold governance can be defined as a board's courage to act in the organization and stakeholders' best interest without hesitation to make hard choices. Courageous boards engage in the deepest level of self-critique, regularly assessing their performance and reflecting on whether they have the right competencies in the room to represent their communities. They respectfully challenge the status quo and operating assumptions and take meaningful action toward cultural change. This article offers a framework to help define the core elements of bold governance.

["Future-Proofing a Healthcare Board Calls for a Shift in Mindset"](#) (Hospital Focus Article)

Healthcare boards of directors face multiple challenges and board members must navigate organizations through transformational change via information sharing, education, and collaboration with every vital stakeholder. This article focuses on six mindsets to help healthcare boards address new and emerging trends and challenges.

[Building the Capacity for Change and Strategic Impact](#) (Strategy Toolkit)

Today's boards will soon be required to drive bigger, bolder changes in their organization, and many are not ready for this. Boards should periodically review the organization's purpose, mission, and vision, and assess what should remain the same and what needs to change and why. As we explore change governance, this toolkit aims to help boards, board leaders, and their senior leadership teams work towards answers and solutions to the really big challenges.

[“Boldness in Governance”](#) (System Focus Article)

Bolder governance requires a break from the status quo in terms of the governance model and its past thinking. Given the need and desire to change the board’s role, this article highlights several key questions that boards and management teams should focus on together.

[“Improving Community Health through Advocacy”](#) (BoardRoom Press Article)

While board members may appreciate the benefits of advocacy, they are often unclear of their role and how to rank advocacy initiatives among their growing list of priorities. This article highlights board members’ key leadership role in advocacy and the powerful influence they can have in their communities.

[Human Understanding in Healthcare Organizations: A Board and Senior Leadership Framework](#) (Strategy Toolkit)

The imperative to humanize care is not new. But healthcare leaders are now entrenched in the workforce and financial crises, scrambling to cover gaps before quality of care suffers. This toolkit provides board-accelerated activities to gain Human Understanding of all healthcare providers, patients, their families, and therefore the communities served, by helping board members maintain a deeper connection with the impacts of governance-level decisions.

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

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.

CEO Succession:

[Succession Planning, 4th Edition](#) (Elements of Governance)

This *Elements of Governance*® is intended to help boards create a leadership transition plan that facilitates an orderly transition to new leadership. CEO turnover can cause major disruption in an organization, but a well-thought-out strategy, with a clear transition plan, effective ways of communicating the change to stakeholders, and—where relevant—a clearly defined transitional role for the departing CEO, will make the process run more smoothly.

[“The CEO Authority Policy”](#) (BoardRoom Press Article)

Establishing clear expectations and a pattern of frank communication between boards and CEOs sets the stage for a healthy and productive relationship between governance and the C-suite. This article looks at developing a CEO authority matrix, an essential tool that assists the board and CEO in achieving a common understanding of the sometimes-gray line between chief executive and governance responsibilities.

[“CEO Succession Planning: A Strategic Journey”](#) (BoardRoom Press Article)

Research suggests that CEO succession planning benefits organizations and their chief executives, yet only half of boards do it at all and not all boards do it well. But no board can afford to bypass CEO succession planning. It is a strategic imperative not only for the future, but for performance in the here and now. This article proposes a new approach to succession planning that transforms it from being a periodic event into a development journey for the CEO, potential successors, and the board.

[“The Board and CEO Relationship: The First 120 Days”](#) (BoardRoom Press Article)

Boards recognize that selection of a CEO is its most important duty. Most often, this is a lengthy process requiring an abundant amount of valuable director time. Upon appointing a CEO, it can be tempting for board members to congratulate themselves on a job well done and quickly return to the usual rhythm of board and committee meetings, but this is only the start. This article provides tips for onboarding a CEO and tackling early demands and priorities.

[“Executive Succession Planning: Strategic Considerations”](#) (BoardRoom Press Article)

Succession planning presents a perplexing paradox: most organizations and their leaders believe in it, yet few do it well—if they do it at all. Healthcare is no exception. But leadership succession planning is a strategic imperative. This article highlights the need for executive succession planning to be pinned to the board's agenda as an ongoing pursuit—a journey—punctuated by annual or even quarterly reviews and revisions.

Board Leadership Succession:

[“Leveraging Board Succession as a Strategic Asset”](#) (*BoardRoom Press* Article)

Today's healthcare market is simply too complex, unpredictable, and competitive not to have a well-constructed and finely tuned board. Such a board doesn't just happen. It takes time, thoughtfulness, intentionality, some trial and error, and incremental improvement. While strong board succession is not the end of the journey to a high-performing board, it is an essential component. If skipped, the other steps in the journey are much more difficult.

[“The Crucial Role of Board Committee Leadership Succession Planning”](#) (Governance Notes Article)

There is a common adage used when speaking about board committees: “committees are the workhorses of the board.” This article delves into the significance of board committee leadership succession planning, offering insights into best practices to guide these “workhorses of the board” toward continued success.

[Planning for Future Board Leadership](#) (Elements of Governance)

This *Elements of Governance*® outlines the main components of a comprehensive leadership development and succession plan for the board. It includes how to select and develop the people who will ultimately serve in key board leadership positions, and it describes the benefits of creating a formal, rigorous board leadership plan.

Digital Health and AI:

[“The Future of Healthcare Is Digital”](#) (*BoardRoom Press* Special Section)

If health systems are to transition from the current “sick care” system to one more focused on health outcomes, patient/clinician experience, optimal business performance, and growth, then boards must own this vision. That means making the right technology investment decisions, developing supportive performance measures, and guiding executive teams in redesigning organizational functions and adopting new business models. This article provides a framework to help board members with their digitization journey.

[Guiding the Future: A Board Member's Framework for Managing AI Risks](#) (Webinar)

During this Webinar, Jon Moore, Chief Risk Officer and Head of Consulting Services and Client Success for the healthcare cybersecurity and compliance firm Clearwater, shared strategies that board members can use to mitigate risks, enhance organizational resilience, and promote responsible and ethical AI deployment that drives innovation and efficiency and improves patient outcomes.

[AI Governance and Strategy Alignment: Empowering Effective Decision Making](#) (Strategy Toolkit)

This toolkit aims to provide board-level individuals within healthcare organizations with actionable insights and guidance to oversee the development of an integrated AI strategy aligned with their organization's business strategy.

[With AI's Benefits Come Risks](#) (E-Briefings Article)

The benefits of artificial intelligence to the healthcare industry have been notable and will only grow as these technologies evolve, improve, and become more accepted industrywide. This article looks at some of the main risks associated with AI and strategies for addressing them.

[“Generative AI: Technology Worthy of Leadership's Attention”](#) (*BoardRoom Press* Article)

Generative AI is a topic that is being discussed by nearly every business and technology leader in the world. Moving quickly and aggressively promoted in market, it is tempting to dismiss generative AI as another technology hype, but this would be a mistake. Now is the time for boards and senior leaders to take stock of AI utilization and its potential to transform their organizations.

[“Collaboration Is Key to Addressing the Tech and Trends of 2024”](#) (Governance Feature Article)

2024 brought challenges and opportunities as those in the industry work to create healthcare that fits the criteria of predictable, personalized, and equitable. This article highlights several issues that boards will need to continue to zero in on with hands-on knowledge of governance, ongoing education and training, and, most importantly, communication and collaboration between directors, C-suite executives, and multiple stakeholders.

[“The Promise of Digital Solutions for Improving Healthcare Value”](#) (BoardRoom Press Article)

Over the past 10 years, a shift away from traditional healthcare models has included the adoption of digital health solutions to tackle long-standing challenges. Major healthcare sector disruptions including shifting patient expectations, venture capital investment into healthcare, and reimbursement policies encouraging digital adoption have accelerated this trend. However, not every digital solution is made equal. As a result, hospital and health system boards and senior leaders should scrutinize the value of adopting these technologies as part of system innovation.

[AI Focus](#)

A curated collection of articles and commentary to bring clarity to AI governance in healthcare. In collaboration with Laura L. Adams, Senior Advisor, National Academy of Medicine.

[Thinking About AI in Healthcare Today](#) (Podcast)

For this episode, our guest is Laura Adams, Special Advisor at the National Academy of Medicine. And despite the risks and uncertainties surrounding AI in our space, Laura strongly believes that now is the time to “lean in” on AI. On this episode of The Boardcast, we talk with Laura about exactly why. We also talk with her about how best to stay up-to-date with and manage AI tools and applications in the current environment, as well as what is on the AI horizon for hospitals and health systems.

[“Legal and Compliance Considerations for Using AI to Generate Board and Committee Meeting Minutes”](#) (Governance Feature Article)

Hospital and health system governing boards and governance committees are confronted with AI issues and tools at a rapidly accelerating pace. One way in which AI can be potentially helpful to governance processes is by using AI notetaking tools to generate meeting minutes. This article discusses the opportunities and risks involved with using AI to generate meeting minutes as well as provider perspectives.

[Integrating Virtual Care and Making Data Meaningful](#) (Short Video)

This video discusses how COVID has affected telemedicine/health IT and caused it to progress rapidly as well as how digital health will continue to transform due to patients monitoring their health data at home. It also reviews how dashboards are an important tool in organizing and deciphering these large amounts of data.

Consumerism:

[“Humans of Healthcare: Centering Strategy, Design, and Execution around Those We Serve”](#) (BoardRoom Press Article)

Conscious of it or not, senior leadership often engages in what is known as “systems thinking,” which focuses on solving the problems of *the system*. But problems of the system become problems of *the people*. This article challenges leaders to integrate “humans thinking,” which asks us to solve problems *with* people instead of *for* people.

[“Healthcare Is a One-Way Street \(and Nobody Knows How to Drive\)”](#) (BoardRoom Press Article)

One-way healthcare isn’t working anymore—not for patients and not for us. Our future patients want to know that we are willing to come to them and partner with them through their journey of care. This article looks at the need for two-way healthcare, which creates more understanding between healthcare organizations and patients, more predictable outcomes due to better communication, and stronger trust, which keeps patients from staying home or straying to other care options.

[“Branding Is Back: Revisiting Who We Are After Three Years as the COVID Care Provider”](#) (BoardRoom Press Article)

Strong brands turn disconnected consumers into engaged patients. It’s not easy or fast, but branding is a strategy that must be pursued all the way at the top of healthcare organizations. Many boards assume their brand reputation is already addressed or is to be assumed—it is not. This article highlights the need to revisit branding at the board level and provides questions for discussion and debate.

[Human Understanding from the Board to the Patient](#) (Short Video)

This short video focuses 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.

[“It’s Time to Take Digital-First Consumerism Seriously in Healthcare”](#) (E-Briefings Article)

The COVID-19 pandemic accelerated the digitization of healthcare data and processes, as well as consumer expectations, leading to a paradigm shift in how patients seek and engage with healthcare providers. Through the lens of a patient’s traditional healthcare journey, this article highlights illustrative examples of health systems that are embracing digital solutions to better position themselves in the era of expanding healthcare consumerism.

[“The Great Delay: What’s Driving Low \(and No\) Utilization Across America?”](#) (Webinar)

Healthcare utilization doesn’t look like it used to. What’s driving lags in patient acquisition and engagement, and when will it end? This Webinar explores a national study of post-COVID consumer sentiment to better understand how healthcare organizations can proactively re-engage would-be patients.

[Advanced Consumerism: Take Your Organization to the Next Level](#) (Strategy Toolkit)

Healthcare consumerism has emerged as a top trend and is worthy of heavy strategic contemplation among healthcare executives and boards. 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.

[New Story, New Brand](#) (Short Video)

This 15-minute video looks at how COVID affected healthcare brands and highlights the need for boards to rethink and revisit their brand to define their new organizational identity.

[Healthcare Expectations of the Blue Dot Consumer](#) (Short Video)

This short video discusses the healthcare expectations of the “blue dot consumer,” and how hospitals and healthcare systems should shift to offer more direct, personalized care in order to keep up with the speed and efficiency in which patients and customers are expecting to receive products and services.

[“Diagnosing Disruption from the Clinical to Consumer”](#) (System Forum Presentation Summary)

The last few years have seen unprecedented levels of disruption. When COVID-19 hit, streets around the world suddenly emptied overnight as human activity and the world economy ground to a halt. This article discusses why it is important for healthcare organizations to remain agile throughout periods of major change and how to continue to meet the needs of consumers.

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

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.

[Deepening Connections to Enable the Path Forward](#) (Short Video)

This short video discusses how hospitals and health systems can reimagine their organizational identity after COVID-19.

Mental Health:

[Strategic Partnerships: Expanding Access to Comprehensive Mental Health](#) (Case Study)

In July 2024, Meritus Health affiliated with Brook Lane for the purposes of expanding mental health services across Washington County, the state of Maryland, and parts of neighboring Pennsylvania and West Virginia. This case study describes the affiliation journey of these two organizations, including their perspective on the health system's role in addressing the mental health crisis in the U.S. and how board members should be supporting their executive teams in this effort.

[“Supporting Mental Health for Children and Youth”](#) (Pediatric Focus Article)

This article reviews current data on the mental health of children and youth in the context of the pandemic, the long-term impacts of the pandemic on children and youth from a population health planning perspective, and what boards can do to protect the next generation.

[Behavioral Health: A Safety Net Provider Steps Up to Meet Its Mission](#) (Case Study)

The COVID-19 pandemic dramatically accelerated the need for behavioral health services and providers are far behind in efforts to remedy this critical situation. Valleywise Health, based in Phoenix, Arizona has found a unique way to meet the mission and community need for integrated behavioral health services.

Financial Oversight:

[“The Importance of Revenue Resiliency”](#) (BoardRoom Press Article)

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.

[Perspectives on Capital Markets and Building Investor Confidence](#) (Short Video)

In this 15-minute video, Lisa Goldstein discusses her perspective on the capital markets, credit ratings, and building investor confidence.

[Managing Bond Covenants During Financially Challenging Times](#) (Webinar)

This Webinar addresses what hospital bond covenant requirements mean, the implications of breaching an organization's covenants, and tactical steps to take in the event of a covenant violation. Given the severe financial hardships hospitals are facing in the form of workforce pressures and rising input costs, it is vitally important that hospital leaders communicate effectively with both internal and external stakeholders, such as creditors and rating agencies.

[“Leveraging Balance Sheet Strength to Promote Long-Term Sustainability”](#) (System Focus Article)

In an environment where the pressure to improve financial performance only grows, many health systems fail to examine and engage the full potential range of opportunities that balance sheet resources can contribute to the organization's long-term sustainability. This article considers each purpose of a balance sheet and provides key takeaways to ensure the health system's viability through improving balance sheet performance.

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

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.

[“Hospital Sector Financial Stress Requires Governing Board Adaptation”](#) (System Focus Article)

The United States hospital sector has experienced severe and unprecedented post-pandemic financial stress. Across all hospital types, margins remained depressed, expenses escalated, and patient volumes and case management continued to show vulnerabilities. This article explains why these challenges should be reflected in focused fiduciary oversight practices.

Trends:

[“Healthcare Forecast 2025: 10 Trends for Board Members, Senior Leadership, and Physician Leaders”](#) (E-Briefings Article)

With the election of Donald Trump to the presidency of the United States and the Republicans holding the majorities of Congress, change is inevitable. Hospitals, physicians, and health plans that offer Medicare Advantage were already facing headwinds forecast for 2025. For the past three years, health systems, hospitals, and physicians have struggled with issues including labor; salaries, wages, and more expensive benefits; cybersecurity/ransomware attacks; escalating drug costs; supplies; and recently, inflation and interest rate increases. Many of these elements will persist in shaping the financial, operational, and clinical outcomes, along with change from a new administration, for 2025.

[Regulatory Focus](#)

A quarterly summary of leading legal and regulatory governance developments from Michael Peregrine at McDermott Will & Emery, LLP.

[Healthcare Policy with Paul Keckley](#)

Created and recorded by widely-respected healthcare policy analyst and TGI faculty member, Paul Keckley, this series will cover the latest developments in legislation from both Capitol Hill in Washington, D.C., and at various statehouses around the country.

Physician Relations:

[“Is Your Hospital Losing the Trust of Its Physicians?”](#) (BoardRoom Press Article)

To attract and retain physicians, hospitals must provide them with a stimulating and rewarding professional home. There are many tactics for achieving this end, but an essential foundation for creating such an environment is physician trust in hospital leadership. This article looks at how to proactively assess the level of physician confidence in the organization and its leaders.

[Harnessing Values to Combat Clinician Burnout While Elevating Patient Experience](#) (Strategy Toolkit)

Physician burnout is a silent epidemic that has been sweeping across the healthcare industry for a decade leaving a trail of exhausted, disillusioned, and overburdened physicians in its wake. This toolkit discusses the rationale for addressing burnout, rethinking meaningful solutions, and how to harness values and virtues to both prevent and cure burnout.

[“Hospitals Employing Physicians: Still a Sound Strategy If Done Right”](#) (BoardRoom Press Article)

Board members should challenge hospital and medical staff leaders to develop an exceptional professional home for employed physicians and advanced practice providers. This article provides tactics to promote greater retention and engagement of employed practitioners.

[“Effectively Addressing Clinician Burnout: A Key to Enhancing Healthcare Quality”](#) (E-Briefings Article)

Burnout, a root cause of workforce and financial challenges, has emerged as a significant issue with far-reaching and multifaceted implications that healthcare executives cannot afford to overlook. This article explains why reducing clinician burnout is an essential step towards enhancing the quality of care in hospitals and health systems.

[“A New Physician Enterprise: Rethinking Physician–Hospital Alignment”](#) (*BoardRoom Press Special Section*)

Current market dynamics and increasing financial losses are driving health systems to rethink their physician enterprise and alignment strategies. Organizations must work to gain a better understanding of what features of existing models are impacting their ability to succeed. The health system physician enterprise model of the future must look radically different from historic models, evolving to drive long-term value for system and physician stakeholders while delivering quality care to patients.

[“Unions: A Strategic Threat?”](#) (Key Governance Questions)

Here we stimulate strategic boardroom discussions around an important current issue impacting non-profit hospitals and health systems right now: unions. What is going on with this? How will this impact your organization and your strategy? What are the key governance questions you need to bring your best to your next board meeting?

[Employed Physician Governance: A Strategic Opportunity for Health Systems](#) (Strategy Toolkit)

Employed physicians are providing a greater share of medical services at hospitals and health systems so it is essential for them to be full, collaborative partners with the health system. This toolkit discusses how health systems can establish physician governance structures that enhance strategic opportunities.

Partnerships and Acquisitions:

[“Bold Partnerships to Accelerate Strategy”](#) (System Focus Article)

Strategy development is easy, yet a timely execution is where health systems often stumble. This article discusses how organizations can use partnerships to accelerate strategy when they lack the core competencies to be effective alone.

[“Partnerships Go Bold as Organizations Face New Challenges”](#) (*BoardRoom Press Article*)

As the nation moves further from the heights of the pandemic, it becomes clear that not-for-profit hospitals and health systems have seen a permanent reset of revenue and cost structures. This is a transformational moment for not-for-profit healthcare, and recent trends in partnerships, mergers, and acquisitions indicate that hospitals and health systems are exploring bold strategies to meet these new challenges. This article outlines some of those strategies as well as key trends in the industry.

[“Post-Pandemic Partnership Strategies”](#) (System Focus Article)

The COVID-19 pandemic was accompanied by a fundamental shift in hospital and health system merger and acquisition activity. This article explains how heightened selectivity in partnership decisions, along with “no regrets” decision making, can ensure an organization’s viability in the short term and their options in the long term.

[“Positioning Your Health System for a New Future”](#) (*BoardRoom Press Article*)

We are in the midst of an interesting time for the healthcare industry. Health systems have been experiencing a shift in the business model, downward pressure on revenues and cash flows, the continuing ramifications of the pandemic, and more. The interesting element in all of this is the significant bifurcation of health systems during this turmoil. So, what should boards and CEOs do? While there is not a one-size-fits-all path, this article provides steps to position your health system for the future.

[“Friend or Foe? Private Equity as a Strategic Partner to Hospitals and Health Systems”](#) (E-Briefings Article)

Private equity (PE) plays a significant role in the financing of healthcare in the U.S. PE firms have long been consolidators of the hospital, nursing home, and home health sectors, but recently, this investment activity has even extended to physician practice management sub-specialties, such as urology, orthopedics, cardiology, and beyond. This article describes the PE fund structure, PE's increasing investment in healthcare, and its potential to be a catalyst for organizational strategy.

[“New Partnership Models Respond to the Impacts of COVID-19 Pandemic”](#) (*BoardRoom Press Special Section*)

The COVID-19 pandemic has put significant operational and financial constraints on many hospitals and health systems. This article explores how new partnership models can help ensure that organizations have the capabilities they need to sustain and grow their core businesses *and* expand the services they offer to the community.

[“Navigating Chaotic Innovation: A Strategic Mandate for Health Systems”](#) (System Focus Article)

This article explores key strategic opportunities that health system boards and senior leaders need to harness for strategic optimization, innovation, and scalability.

Quality:

[St. Luke's Health System: Setting the Foundation for Continuous Quality Improvement](#) (Case Study)

This case study features the lessons learned from St. Luke's Health System, an Idaho-based, not-for-profit health system with eight medical centers including Idaho's only children's hospital and over 370 clinics.

[Cedars Sinai: A Shared Vision for System-Wide Quality](#) (Case Study)

In 2022, The Governance Institute conducted our second iteration of research looking into the quality performance of multi-hospital systems. The quality approach at Cedars-Sinai features local decision-making guided by system principles that can be applied to local challenges. This case study features the lessons learned from Cedars-Sinai Health System, an academic health system serving greater Los Angeles via 4,500 physicians and nurses, over 40 care locations, and five hospitals.

[Main Line Health: Achieving Top Quality Performance Requires Equity for Every Patient](#) (Case Study)

Main Line Health began its integration journey over 15 years ago, which has enabled high-quality performance system-wide. This case study features the lessons learned from Main Line Health, a five-hospital system based in Berwyn, PA, one of only two organizations that made our list of top-performing systems both years we have conducted our quality performance research.

[“Improving Quality in Health Systems: How Do They Do It?”](#) (*BoardRoom Press Article*)

This article demonstrates important actions taken at the leadership and governance level that have helped to drive quality at some of the higher-performing systems in the U.S.

[“The Governance Institute Health System Quality Honor Roll 2022”](#) (E-Briefings Article)

While improving quality in hospitals and health systems has been an industry focus for more than 20 years, progress has been slow but relatively steady. In an effort to regain a focus on quality, we conducted research to identify top-performing healthcare systems. This article recognizes 19 health systems on our first inaugural honor roll and describes the methodology of our research and next steps.

[“Improving Quality as Part of a System: University of Michigan Health-West”](#) (Subsidiary Focus Article)

While improving quality in hospitals and health systems has been an industry focus for more than 20 years, progress has been slow but relatively steady. This article is adapted from a January 2024 Leadership Conference session facilitated by Michael D. Pugh discussing quality improvement at University of Michigan Health-West.

[Innovations to Strengthen Your Board Quality Committee](#) (Webinar)

In this Webinar, Dr. Daniel Hyman and Mr. Bill Lindsay described the innovative work they did together to strengthen the work of the board of directors' Quality, Safety, and Experience Committee in their previous roles at Children's Hospital Colorado. They shared their experiences and learnings and provided participants with the opportunity to learn from their work and ask questions about how to apply similar approaches in other institutions.

Value-Based Care:

["Performance Enhancement: An Essential Process for Provider Success and Sustainability"](#) (*BoardRoom Press Article*)

This article provides a proven five-pillar performance enhancement framework for management teams of provider organizations who seek to attain and sustain strong results—within growing levels of value-based care—through performance enhancement opportunities. These efforts also include crucial insights, which provides management with an ability to deliver accurate, timely, and insightful reporting, on a high level, to the board—related to the organization's performance within value-based care.

["Investing Energy in Positive Change"](#) (*BoardRoom Press Article*)

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.

["A Shifting Business Model: Becoming the Nexus of Care in Your Community"](#) (*System Focus Article*)

One of the biggest strategic issues facing C-suite executives in health systems is the reorganization of the American healthcare landscape. This article highlights how the shift to an ambulatory care business, one that emphasizes competing for covered lives at scale in lower-cost and convenient settings of care, has significant ramifications for those who own and operate acute care hospitals.

["Building Strong Consumer Relationships in the Value-Based Era: A New Approach"](#) (*System Focus Article*)

This article outlines why organizations that pursue consumer strategies and value-based approaches in tandem will be much more likely to achieve their goals while increasing their ability to effectively compete against new industry entrants.