



Welcome to The Governance Institute's Governance Notes!

This newsletter is designed specifically for governance support professionals with information and expert opinions in the area of hospital and health system governance and updates on services and events at The Governance Institute. We hope you find it beneficial in helping you keep your board performing at its best. We welcome article submissions related to the board support role, ideas for future topics, and feedback on how we can better support you in achieving optimal board performance. Please contact us at kwagner@GovernanceInstitute.com.

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Aligning Strategic Planning with Cultural Change Imperatives

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Too often, strategic planning is a “wishing process,” conducted by a few selected board members and executives, augmented by market research. And within a matter of months (sometimes weeks), the strategic plan is nothing more than a distant memory, memorialized by a document gathering virtual dust on the CEO’s desktop. But creating a well-thought-out, culturally aligned strategic plan is key to a healthcare organization’s success. This article provides practical field-tested insight to bring strategic planning to life, while generating organization-wide engagement in both planning and doing the work. The key is respect for the culture, clarity of intention, proper resourcing, clarity of roles and accountabilities, and determined mechanisms to ensure momentum and follow through.

Five Critical Questions

The board chair of a prominent, state-wide healthcare organization called, her voice strained: “We are seeking a major three-year grant worth a lot of money. It will triple our business over the next three years if we get it. The proposal requires an up-to-date strategic plan, so we need to update ours within two months. Can you help?” Yikes. To begin, five critical questions needed to be answered:

1. What is the fundamental business of your business?
2. What do you intend the business to accomplish for your clients over the next three to five years?

3. What are the non-negotiable guiding principles by which you guide your business?
4. What are you doing that is different and unique to set your business apart from others?
5. Will your board members, executives, and staff answer these questions in the same way?

Her silence after hearing these questions confirmed the assumption: the CEO had no plan, nor any clear alignment of purpose among major stakeholders. It was clear that the challenge of creating a meaningful plan in two months would be formidable, if not impossible—a guessing process to make others (the grantor) feel better.

As you read this article, stop and consider the five questions above. Recent research suggests that most board members lack a fundamental understanding of their strategic plan.¹ Do board members at your hospital or health system know the answers to these questions? If you think they do, go ask them and make sure. It is critical that everyone is on the same page.

Why a Strategic Plan?

A strategic plan is focused on articulating the intentions of the organization. When the world takes us into a chaotic state (today’s normal), it is the job of leaders to slow things down. A strategic

¹ Dominic Barton and Mark Wiseman, “Where Boards Fall Short,” *Harvard Business Review*, January/February 2015, p.100.

plan does that, enabling meaningful action. But this is *not* about creating a document; rather, it's about the conversation that takes place to create it. A strategic plan describes what business you are in, where you are going with this business, what principles will guide you, and how you intend to get there. Strategy is also about being differentiated from your competition by doing things that set you apart in beneficial ways. Ultimately, strategic planning is about alignment, so that stakeholders work together for common intentions, and align culturally with the history, norms, and values of the organization. The end result of strategic planning is not a plan. It is decisions, change initiatives, and actions that positively impact business results.

Why “Culturally Aligned” Strategic Planning?

The fifth question—Will your board members, executives, and staff answer these questions in the same way?—reveals the cultural reality within which planning occurs. One of the most difficult tasks for board members and leaders is to get people to work together to achieve a common vision, and with it common goals. Success is not a “solo” act. If you wish to foster engagement in the successful execution of the plan, understanding and respecting the organizational culture is vital. A *culturally aligned strategic plan* has a significant purpose: to serve as the vehicle for enterprise-wide conversations about intentions and purpose. This ensures contribution and coauthorship of all stakeholders and requires time, tenacity, and thoughtful contribution by all affected. The culture of the healthcare organization resides in the people (their knowledge, skills, attitudes, and beliefs) and manifests primarily in conversations. The culture can be likened to the “collective personality” of the organization, both rational *and* emotional, and is deeply anchored. When asking if stakeholders will answer the questions in similar ways, we are testing the amount and quality of conversation taking place to nurture cultural and emotional alignment at a personal level. It is important that the plan be built on “what is” rather than “what should be” as people focus on the future.

Working together is at the heart of creating alignment. If people are not working together, they are likely on a path to major collisions, time-consuming politics, power struggles, and an incessant environment of anxiety, frustration, and cynicism. Little gets done in such an environment. People won't act like owners without some means of bringing about shared intentions. The doorway through all of this is authentic conversation. The cultural context must be nurtured through

conversation about purpose, principles, and intentions.

What Must Occur to Ensure Alignment?

Show Respect

Strategic plans are, by definition, plans to change or enhance the direction and focus of the organization in significant ways to attract business success and to achieve specific organizational intentions (i.e., quality improvements, reduction of errors, stabilizing the workforce). Strategic alignment can only occur when there is respect for the previous and current state, the people doing the work, and the need for people to be involved in those things that affect them. Cultural change cannot be driven, only nurtured. Efforts to *drive* cultural change will harm the organizational culture, and harm the organization as well. You cannot script or demand authentic engagement. Positive cultural change means changing the conversation and the relationships that people have with one another to focus on possibility and opportunity, beginning at the board and leadership levels, and then fostered with staff.

Conduct Authentic Conversation

Cultural alignment and change must be led, not managed. For leaders, the “secret sauce” for success is often counterintuitive. It begins with listening, not talking. It requires reflection, not action. It requires a good mix of both the rational and the emotional. And it requires disclosure, not secrecy. This is *not* about technique, but rather about authenticity. Listening to manipulate or convince is not listening. In an authentic environment, people will say what they see, offer their ideas and observations without fear, and engage themselves emotionally in the business of the business. To achieve this, *mutual* clarity is paramount: about the purpose of the business and the stakeholders, the factors that drive everyone's success, and the individual and collective opportunities available. There must also be clarity about problems and concerns that impede success. Finally, there must be clear conversation about how people will measure success, again both individually and on an enterprise-wide basis. People need to know how they fit in, and how they can contribute. They need to know how they can meet their personal goals and intentions by furthering the goals of the organization. Cultural alignment is, at the core, a community-building process, with leadership keeping people connected to purpose.

Clarify Board and Executive Roles and Responsibilities

People require order to feel balanced—chaos is both scary and demoralizing. An important conversation includes clarifying the different roles of the board and the executives in the creation and execution of strategy, a common area of confusion both among board members and executive staff. There is a difference between governance and execution: governance (the board's role) means oversight, high-level direction and advocacy for the primary stakeholders of the organization. Execution (the executive role) is all about operational delivery in accordance with the direction set by governance. Board members should seldom if ever intrude on executive responsibility, and executives should seldom if ever intrude on board function. Rather, alignment requires that they work together, but in very different capacities. To do otherwise fosters confusion, polarization, and significant collisions among stakeholders. Consider the following principles for effective board and executive participation:

- Advocate first for the enterprise, not for individual constituencies.
- Respectfully air disagreement. It doesn't take intelligence to be critical. What takes intelligence is to be constructive.
- Come to the conversation willing to listen, learn, and have your position influenced.
- Be willing to reach decisions in the absence of full agreement. Support decisions, regardless of personal agreement or disagreement. Speak with one voice once decisions are made.
- Be willing to take action in trust of one another's expertise and capabilities.

Eight Steps to a Successful Strategic Plan

In formulating culturally aligned strategy, there is an order to things that, if followed, raises the probability of success. While these steps are not absolute in their execution, generally, the sequence makes sense, and has worked with countless organizations. These steps can serve as a roadmap to achieve clarity of purpose and intention in your healthcare organization:

1. **Gather key stakeholders to formulate clear, inspiring statements** of mission (the business of the business), vision (what we are becoming for our patients and other stakeholders), and guiding principles (how we will treat one another as we conduct business).
2. **Find out what needs to be done to ensure business success and customer/client satisfaction.** Examine the research. What internal/external factors are most important in

navigating the competitive environment now and in the future across multiple scenarios? Verify your assumptions—plans based on weak assumptions are weak plans.

3. **Create a “draft 1” working strategic document**, defining key strategic intentions, likely tactics and metrics within each strategy, and some understanding of the actions required, the accountabilities assigned, and the timelines for completion. This is the first of what will be several working drafts, so it does not need to be perfect. It is a conversation starter.
4. **Walk draft 1 around to all stakeholders**, taking input without qualification. This is a listening exercise, not a telling/teaching process. Listen and write down what you hear. Coauthorship counts!
5. **Form draft 2 and walk it around.** Again, listen and write down input. Bring people together to discuss in detail, and again, listen and write it down.
6. **Do this all over again**, until all input has been distilled and integrated.
7. **Establish an action plan** for execution of strategy, both short and long term, momentum maintenance, and overall accountability. Pay specific attention to resource allocation. This means clarity about how we go from “20,000 feet” to the day-to-day work of the employee doing the job of serving the customer. Strategy without consequent resourcing and action is self-indulgent nonsense designed to make people feel like they are doing something important. Plan, then act! Only then will something important result.
8. **Update the plan regularly**, at every step along the way through scheduled results reporting.

If you follow these steps, alignment will likely occur, and the cultural dynamics will shift to support the success of the plan. *The culture really has no choice but to change to support collective success.* Those who do not wish to align will be visible, and can be addressed with honesty and respect. Minds and hearts will change as people work together for the overall purpose of the healthcare organization. Some tests for success include:

- The plan clarifies what the organization is about, how it will succeed, and what will be done to ensure success.
- The plan articulates what must be done to distinguish the organization from what is being done by other organizations (competitors). What is the clear “value added” as a result of the strategic intentions?
- The plan is the basis for a robust operational plan, that spells out responsibility and accountability, with clear metrics for success. It

requires no “unnatural acts” to accomplish intentions.

- All employees are able to articulate, in their own words, what in the strategic plan is most important to them, and their contribution to the success of the business.
- Individual performance plans focus on strategic intention, aligning everyone toward the ultimate goals of the organization. People need to know what is changing, why it is changing, what is in it for them, how they will be impacted by the changes, what they need to do differently to be successful, and how they can prepare themselves for success.
- Frequent ongoing conversation is scheduled to sustain focus on both business and individual intentions. Operational leaders make strategy a standing agenda item for results review.

- The plan evolves as circumstances change. When we treat our strategies and goals as if they have somehow come from a divine source, rather than our own ambition, we are neglecting the very conditions for success required in a changing world. What are the contingency plans when things don't work?

All of this leads us back to the beginning: Do board members know the answers to the five critical questions listed at the beginning of this article? Are they prepared to engage in robust and frequent conversation about the answers to these questions, invite coauthorship of strategy and goals, and make the strategies of the organization the core agenda for all board and executive meetings? If they are, the strategy planning process can change your business results dramatically.

The Governance Institute thanks Roger A. Gerard, Ph.D., Executive Coach and Management Consultant and Owner of Sloan & Gerard Consulting, and David A. Shore, Ph.D., former Associate Dean of the Harvard University School of Public Health, current faculty of Harvard University, and Adjunct Professor of Organizational Development and Change at the University of Monterrey (Mexico), for contributing this article. They can be reached at rgerard@athenet.net and dshore@fas.harvard.edu.



Governance Support Spotlight: Lisa L. Pascoe, FACHE, Sparrow Health System Board Self-Assessment Results Drive System-Wide Goals

Two years ago, Sparrow Health System coordinated a board self-assessment with all of its affiliates and used the feedback to set its first set of system-wide governance goals. Lisa L. Pascoe, FACHE, Executive Director, Governance, supports the system board and Sparrow Hospital board and is part of the organization's executive management team. She has played a large role in working with leadership to bring these goals to life, starting with improving systemness through better communication, standardizing governance, and creating a consistent education curriculum.

Leadership Comes Together to Improve System Communication

Sparrow Health System is a non-profit comprehensive health system in Lansing, Michigan. It has two main campuses, one with a level one trauma center, in Lansing; affiliate hospitals in St. Johns, Carson City, and Ionia; a long-term acute care hospital; dozens of satellite care centers and physician offices; a health maintenance organization (Physicians Health Plan of Mid-Michigan); a preferred provider organization

(Sparrow Physicians Health Plan); a foundation; a home health agency; retail pharmacies; and a health science pavilion, including an athletic club. A 15-member system board governs the entire corporation, but many of the affiliated hospitals and organizations also have their own boards. In past years, many of these boards had done a self-assessment, but it wasn't a coordinated effort. In 2013, Pascoe worked with The Governance Institute to organize the board self-assessment so that everyone took it during the same year, and the results were distributed to each organization as well as combined into a full system report.

“Each organization looked at its own scores and created affiliate-specific goals based on their results, and at a system level we focused on top-box scores that were low across all of the organizations to create system-wide goals,” Pascoe said. “Two such areas we needed to improve involved the questions around ‘communicating clearly with other boards and entities within the organization’ and ‘understanding the board’s role relative to other boards and entities within the organization.’” The system also saw that improvements were needed in coordinating board

development and governance procedures in order to better align its boards.

The system created a Board Leadership Network to enhance communication and cross-entity interaction. This network consists of board chairs, vice chairs, and executive liaisons from across the system. The group is also planning to add a key physician leader from each organization to this mix. The Board Leadership Network started meeting quarterly at the end of 2014 and rotates the meeting location in order to showcase each entity and learn more about their operations.

The goal of the Board Leadership Network is to improve alignment, communication, and connectedness of governance. It has created a space for leaders throughout the system to have regular dialogue about timely issues. Discussions at the meetings have included everything from system-wide governance goal setting to coordinating continuing education to physicians in governance.

“We have had three meetings so far, and while it is still fairly new, the response has been overwhelmingly positive,” Pascoe said. “The attendance has been terrific and we are beginning to expand this model to other areas for better coordination across the system.” They plan to set up a Sparrow Way Action Committee to implement and track adherence to key quality initiatives using this model. This group will also have members from each affiliate, and will work together to look at the system’s quality goals, how these goals are being measured, and ways to gain synergies across the organization in quality improvement efforts.

Standardizing Governance and Board Education

A major initiative that came out of the board self-assessment and Board Leadership Network meetings was the need to create a coordinated curriculum for board education. Pascoe took the lead on this project and worked with leadership to create a curriculum for 2015 and roll it out to all boards throughout the system. “We knew we needed to be better about all being on the same page as far as what is going on in healthcare and what is going on in our own organization, as well as what things are important as we are planning strategically for the future,” Pascoe said.

To create the curriculum, she began by meeting with the system board’s governance effectiveness committee to come up with key education themes. The topics that came out of that meeting were then

brought to the Board Leadership Network for discussion to make sure that they resonated with everyone and would be appropriate system-wide. From those meetings, four education themes were developed for the year:

- Population health
- Teamwork
- Research and innovation
- Governance refreshers

Pascoe then put together educational materials and events for board members based on that curriculum and a plan for covering the topics throughout the year. For example, to cover research and innovation, she brought in the Director of the Center of Innovation at Mayo Clinic to speak on the topic at a system-wide governance and leadership education session, and Sparrow leaders, including board members, were invited to visit Mayo to see the innovative things that are happening on-site.

She also created some basic guidelines, such as having boards agree to set aside time on each meeting agenda for education and working with support staff to ensure that educational materials are always included in board packets. “It’s important that board members are getting the education they need. Healthcare keeps moving faster and faster and getting more complicated and these are volunteers we are asking to keep up with this,” Pascoe said. “We are asking them to digest a huge amount of information and make really pivotal decisions very quickly, so we have to get them the right information, helping them feel comfortable making these decisions on short timeframes.”

The curriculum includes more than just basic education. Pascoe helped develop a system-wide mentoring program, clinical observation opportunities, and a board member exchange program. Many board members don’t have a clinical background, so she set up the clinical observation trial program to provide board members with the opportunity to go out into the organization in an organized way and look at how things operate clinically. The board member exchange program also helps them get exposure by providing a simple way for board members to request to attend other board meetings and visit other organizations throughout the system. In addition, she coordinates an education event every year where she brings in an outside speaker and invites all of the board members.

“Finding all of these different ways for board members to gain education and information in an organized, thoughtful way has been a huge focus

for me this year,” Pascoe said. “The board exchange program has begun to take off, with a few members taking advantage of visiting other boards. The clinical observation program was just implemented in April and is currently in a trial phase at our system board, but we have had several clinical areas respond very positively and request that they be promoted to board members for visits.”

In order to create systemness, Sparrow Health System has been working to standardize other aspects of governance as well. Pascoe developed standards at the corporate level to set direction and make sure governance is more consistent throughout the system. This includes creating standardized governance policies and procedures, bylaws, and meeting materials. She also develops and coordinates system-wide board orientation, and has created a common set of expectations for onboarding new members.

“We are trying to go for standardization and consistency as much as we can while still

respecting our boards’ autonomy,” she said. “Some of our board members end up serving on other Sparrow boards, so now when people get into governance things don’t look or feel as different across the system.”

Sparrow Health System has many other projects in the works such as focusing on improving succession planning, clarifying board authority levels, and expanding its board portal throughout the system. The system is also still looking to build new partnerships and Pascoe will be facilitating any governance restructuring necessary as a result of affiliations, acquisitions, and/or mergers that occur, including redesigning board reporting structures, bylaws and policy modifications, and changes in board structure or membership. “We still have lots of room for improvement,” Pascoe said. “We will be conducting another system-wide assessment this year in Q3, so it will be interesting to see if we have made measurable improvements and what new opportunities are identified.”

The Governance Institute thanks Lisa L. Pascoe, FACHE, for taking the time to be interviewed for this article and sharing her organization’s current governance efforts.



Intentional Governance: The Key to a High-Performing Board

The healthcare industry continues to increase in complexity and the responsibilities and challenges of the governing board continue to grow. In order to succeed, boards need to take a more thoughtful, *intentional* approach to building a better board.

In our 2010 signature publication, *Intentional Governance: Advancing Boards Beyond the Conventional*, we introduced the idea of Intentional Governance.² Intentional Governance is deliberate and intentional processes addressing board structure, dynamics, and culture that enable the board to realize its highest potential. This means examining who is on the board and why, how directors interact with each other and how they interact with management, how the board uses its

² This article is based on Sean Patrick Murphy and Anne D. Mullaney, *Intentional Governance: Advancing Boards Beyond the Conventional*, The Governance Institute (signature publication), 2010; and Sean Patrick Murphy, “Intentional Governance: Seven Essentials Elements to Building a Better Board,” *BoardRoom Press*, The Governance Institute, April 2011.

time, how it establishes its priorities/agenda, and how it measures its effectiveness.

Seven Essential Elements

For a board to move from its present state to a high-performing board, it must focus on Intentional Governance. Below are seven essential elements of governance, each a vital part of the organization and operation of a “good board” (see **Exhibit 1** on the following page).

1. Board Recruitment³

Board recruitment is the first element of Intentional Governance. A good board starts with good directors who are not only willing, but able to guide the board and oversee the healthcare organization, and to take governance, and its duties and responsibilities, seriously. But board recruitment is

³ For more information and templates related to board recruitment, see Sean Patrick Murphy and Kathryn C. Peisert, *Board Recruitment: An Intentional Governance Guide: Trends Tips, and Tools*, The Governance Institute, Spring 2015.

increasingly becoming a challenge. Most governing boards are finding it difficult to recruit new board members, and it has become more important than ever to be intentional with respect to the board's composition. Governing boards should consider developing a board recruitment plan that addresses and includes important factors such as the board's needs and the underlying healthcare organization's needs for leadership talent; the training, education, and experience of each director; the value of conducting a "stakeholder analysis" to make certain director's composite skillsets are sufficient to fulfill and discharge duties and obligations to stakeholders; and the need to maintain diverse community representation.

2. Board Structure

The structure of the board should fit the needs of the hospital's corporate structure, while giving

appropriate weight and credence to governance functions such as succession planning, board education, and so forth. All too often, however, boards hold on to traditional structures and practices even though they are no longer effective. Given the increasing demands (and scrutiny), and the necessity to streamline governance to accomplish more, faster, it is critical to ensure the right board structure is in place. The optimal board structure is one where the board operates through committees, task forces, or advisory councils. The board and committee structure should be streamlined and efficient, with the work balanced out appropriately so that all board members can participate fully, the committee work enhances the work of the board rather than duplicates it, and the necessary activities can be completed in the right timeframe.

Exhibit 1: Intentional Governance Spectrum



3. Board Culture

Culture is often defined as “the way we do things around here” or “the way people behave when no one is looking.” It is perhaps the most critical aspect of governance, yet it oftentimes falls to the bottom of the heap. Intentional governance necessitates intense examination of the board’s culture and practical steps to remedy any problems that are found—such as getting rid of directors who do not reflect the values the governing body wishes to reflect. The working of the board and the effectiveness of board processes are important to focus on, but if you don’t have a culture that supports the active and independent participation of every member, nothing else matters.

4. Education and Development

The complexity and demands of the healthcare industry are unending, making education and development crucial for board success. For a board to govern with intention, board education must be more than a periodic event. It must be an integral part of the board’s mission, purpose, and agenda. The board should be committed to a formal board education plan that includes everything on the education spectrum from orientation, certifications, seminars, and board retreats to inclusion on and integration with the board meeting agenda. The complexity and demands of this industry require nothing less.

5. Evaluation and Performance

Performance evaluation (both individual board member assessment and conducting a full-board self-assessment) is a fundamental governance responsibility. Intentional governance requires that board assessments are meaningful, timely, and done on an ongoing basis. Board assessments must clearly evaluate the different dimensions of governance, of management, and of effectiveness. Preferably, a committee should be charged with structuring the evaluation process, and selecting an evaluation tool.⁴ An action plan should then be created based off of the feedback that includes opportunities for director and board improvement (e.g., board education and development).

6. Continuous Governance Improvement

Boards need a process that will enable them to regularly evaluate their effectiveness—beyond the

⁴ It is highly recommended that boards use a third-party evaluation tool that has been tested and verified for effectiveness, such as The Governance Institute’s BoardCompass®.

annual self-assessment. Intentional governance means the governing board takes time to assess everything it does and regularly asks questions that are critical to its performance:

- Are our meetings effective?
- Do we have the right information that we need to govern?
- Is our board organized and structured properly?
- Are our committees organized and operating effectively?
- Are we accountable stewards of our community assets? Can we prove it?

Having a governance improvement plan will force the board to revisit practices, processes, and people to make certain that they truly add value.

7. Leadership Succession Planning

Board leadership succession planning is essential to protect the corporation from potential upheaval in the event a key board member leaves, either suddenly or through the normal process of retirement and attrition. Essential elements of board leadership succession planning include:

- A written policy statement
- Leadership position descriptions
- Selection criteria
- Leadership identification and development (partnering/mentoring programs, etc.)
- Leadership performance evaluation

Governing boards need to be intentional throughout the Intentional Governance spectrum: from board recruiting to leadership succession planning. The governing board should have an idea about when board leaders contemplate (or may be contemplating) leaving the board so that the board can effectively identify new members in advance of their departure, in order to continue the vital governance leadership continuity loop.

Boards should carefully review the processes and solutions included in the Intentional Governance spectrum and compare those with the board’s current processes and practices to see where there is room for change and improvement.⁵ Through Intentional Governance boards will see that they have more time to govern more effectively. This will help them work *better*, not harder, and build a legacy of continued success for their organizations.

⁵ Go to our [template library](#) to download the Intentional Governance assessment tool, which is intended to help governing boards get a sense of where they are and where they should go to meet the challenge of change.

The Governance Institute has a new collection of resources called *Intentional Governance Guides*. Each guide in this series is designed to provide takeaway tools and assist readers in developing customized *Intentional Governance* plans related to each of these seven essential elements. The first toolkit in this series is on board recruitment. [Visit our Web site to view this publication and watch for upcoming guides in this series.](#)



New Resources for Supporting Your Board

Health vs. Healthcare: Bridging the Gap between Consumer Perception & Provider Reality

This Webinar explores where the gaps lie between consumers and providers, where surprising areas of common ground exist, and what the board's vital role is in shifting organizations into a more consumer-centric world of healthcare.

[Click here to view.](#)

Salem Health Models Widespread Quality Improvement

This case study explains how Salem Health has evolved its own models for quality improvement without the help of a corporate quality improvement office.

[Click here to view.](#)

BoardRoom Press, Volume 26, No. 3

The June issue includes articles on the move toward population health, price transparency, managing IT vendor relationships, local markets driving the adoption of value-based care delivery, and a special section on issues and opportunities boards should consider to build population health capacity.

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Gaylord Palms Resort &
Convention Center
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August 9–11, 2015



[Leadership Conference](#)

The Broadmoor
Colorado Springs, Colorado
August 30–September 2, 2015



[Leadership Conference](#)

The Ritz-Carlton, St. Louis
St. Louis, Missouri
October 18–21, 2015

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Join Us for Our Governance Support Conference

Gaylord Palms Resort & Convention Center, Orlando, Florida

August 9–11, 2015

[Click here for more information and to register.](#)

Our Governance Support Conference is a three-day conference tailored specifically to those serving in a healthcare governance support role. This conference provides governance support professionals the opportunity to hear expert speakers, learn about new resources, gain knowledge on current healthcare trends, and network with peers and gain insights from those with a similar commitment to elevating board performance.

The New Governance Institute Web Site Is Now Live!

The new Governance Institute Web site will be your source for healthcare governance publications, resources, conferences, and advisory services tailored specifically to those focused on premier board performance. We invite you to discover all that the new Web site has to offer. Visit www.GovernanceInstitute.com often to stay up to date on all offerings we provide to you as a part of your membership. If you have any questions or need help activating your account, contact us at (877) 712-8778 or info@GovernanceInstitute.com.