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RESOURCE CATALOG

**White Papers, Videos, and
Special Publications for
Governance Solutions**

WINTER/SPRING 2019



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The Governance Institute's Resource Catalog offers a listing of current white papers, videos, research studies, conference proceedings reports, board kits, and board tools our members use for building smarter, more informed boards of directors.

Although Governance Institute members receive our materials as they are published throughout the year as a membership benefit, we receive many requests for additional copies. The Resource Catalog is an effective way to maintain a broad, well-balanced library of governance tools and information that your board will use for its continuing education needs.

For your convenience and easy reference, the Resource Catalog is divided into topical categories, with a variety of media representing each topic. The topics include board effectiveness and orientation, finance, health system issues, leadership, legal/regulatory issues for the board, medical and information technology, philanthropy and advocacy, physician relations, quality, strategic planning and oversight, and trends in healthcare.

A list of publications appears after the table of contents; it itemizes materials by title and medium, and includes page numbers for easy reference. New publications are highlighted in the list of publications and throughout the catalog.

We update this catalog semi-annually. It contains most of our digital and hard copy publications. Some of our older publications are no longer available for download from our Web site; if you would like to receive a PDF or hard copy of a publication that you do not see on our Web site, please call **(877) 712-8778**.

About Our Organization

The Governance Institute provides trusted, independent information, resources, tools, and solutions to board members, healthcare executives, and physician leaders in support of their efforts to lead and govern their organizations.

The Governance Institute is a membership organization serving not-for-profit hospital and health system boards of directors, executives, and physician leadership. Membership services are provided through research and publications, conferences, and advisory services. In addition to its membership services, The Governance Institute conducts research studies, tracks healthcare industry trends, and showcases governance practices of leading healthcare boards across the country.

The Governance Institute is a service of NRC Health. For more information about our services, please call toll free at **(877) 712-8778**, or visit our Web site at **GovernanceInstitute.com**.



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The Governance Institute

The essential resource for governance knowledge and solutions®

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ONLINE RESOURCES

The Governance Institute offers several online-only publications for members to download, free of charge, as well as videos that are viewable online. Below is a sampling from our video programs, Elements of Governance[®], Good Governance Case Studies, Intentional Governance Guides, and Governance Support Templates. **Be sure to visit *GovernanceInstitute.com* to access these and other resources.**

Video Programs by Series

- **Case Studies:** Leading healthcare organizations share their unique stories and successes
- **Conference Videos:** Conference sessions featuring our expert speakers and faculty
- **PopCity:** A look into an organization's journey towards population health management
- **Working Knowledge:** A compilation of short interviews with our conference presenters

Elements of Governance[®]

The Elements of Governance[®] series is designed to provide CEOs, board chairs, directors, and support staff with the fundamentals of not-for-profit governance. These guides offer quick answers, guidelines, and templates that can be adapted to meet your board's individual needs.

- Advocating Legally: Privilege or Curse?
- Articles, Bylaws, & Policies: Deciding What Goes Where
- Best Practices: Non-Profit Corporate Governance
- Board Committees (*Second Edition*)
- Board Education, Goal Setting, and Work Plans
- Board Job Descriptions & Committee Charters (*Third Edition*)
- Board Mentoring (*Third Edition*)
- Board Roles & Responsibilities
- Board Self-Assessment: A Core Responsibility (*Second Edition*)
- The Board's Role in Quality (*Second Edition*)
- Building a Board Education Program
-  **Building a Comprehensive Board Orientation Program** (*Second Edition*)
- CEO Performance Evaluation in the New Healthcare Industry (*Third Edition*)
- Community Health (*Second Edition*)
- Conflict of Interest (*Third Edition*)
- The Distinction Between Management and Governance (*Second Edition*)
- Effective Board Meetings (*Second Edition*)
- Fundamental Fiduciary Duties of the Non-Profit Healthcare Director
- Governance Development Plan (*Second Edition*)
-  **Governance Policies: Road Maps for Best Practices** (*Third Edition*)
- Governance Support: A Behind the Scenes Guide to Ensure Your Board is Prepared (*Second Edition*)

ONLINE RESOURCES

- Hospital Accounting and Finance (*Fourth Edition*)
- Individual Board Member Assessment (*Third Edition*)
- Integrated Strategic Direction Setting and Planning
- Physician Credentialing: An Orientation Manual for Board Members
- Physicians on the Board
- Planning for Future Board Leadership
- The Role of the Board Chairperson (*Third Edition*)
- Strategic Direction Setting and Strategic Planning
- Succession Planning (*Third Edition*)
- Transitioning to Effective System Governance

Strategy Toolbooks



- Accelerating Value with Two-Sided Risk
- **Board Basics**
- Building a More Diverse Board
- **Considering Independence**
- **Innovation**
- **Strategic Planning**

Good Governance Case Studies

The Governance Institute case studies are profiles of unique stories and successes at other member hospitals.

- Accountable Care Organizations: Past, Present, and Future
- Bringing Hospitals Together to Provide High-Quality Care
- Building a Better Health System through Board Education and Communication
- Building a Culture of Accountability from Within: The Transformation of Scripps Health
- Designing Governance for the Future: The New St. Luke's Health System
- Elevating Patient Experience: Lessons Learned from High-Performing Organizations
- Genesys Board Transitions to a New Level to Prepare for Healthcare Change (Part One)
- Genesys Health System Tackles Pioneer ACO Challenge (Part Two)
- Health First Prepares for the Future Healthcare Business Model (Part One)
- Health First Prepares for the Future Healthcare Business Model (Part Two)
- Hospital Foundation Boards Rely on Skills and Training to Boost Impact
- Improving Community Health: Case Studies
- Leadership, Governance, & Changing the Business Model at Carilion Clinic
- Living the Mission at ProMedica: Innovative Approaches to Improving Community Health
- Loma Linda University Health Reaches Out to Share Its Vision
- Main Line Health Builds a More Diverse System Board
- One Jefferson: Accelerating Reinvention of Academic Medicine through Growth, Integration, and Innovation
- Patient Experience: Best Practices for Service Excellence
- Quality Reporting Expands beyond Hospital Walls

ONLINE RESOURCES

- Revamping Strategic Planning at Summit Health
- Rural Providers Band Together
- Salem Health Models Widespread Quality Improvement
- Taking Governance to the Next Level: Driving Improvements through the Board Self-Assessment
- Wellmont: Rural Health System Prepares for Challenging Future

Board Orientation

We have collected a select list of online resources that focus on what the new board member needs to know to get a head start on being an effective director. These resources provide an overall board orientation perspective; additional resources by topic are listed as well for those wanting to dive deeper into the fiduciary duties and core oversight responsibilities. Please visit www.GovernanceInstitute.com/BoardOrientation to access these resources.

Intentional Governance Guides

There are seven essential elements of governance: board recruitment, board structure, board culture, education and development, evaluation and performance, continuous governance improvement, and leadership succession planning. Each guide in this series is designed to provide takeaway tools and assist readers in developing customized Intentional Governance plans related to each essential element.

- Board Recruitment
- Board Organization and Structure
- Board Culture
- Board Education and Development
- Board Evaluation and Performance
- Continuous Governance Improvement
- Board Leadership Succession Planning

Governance Support Templates

Our template collection includes samples of basic job descriptions, committee charters, meeting agendas, performance evaluations, strategic planning tools, guidelines and policies, and much more. If there is a sample or template that you would like to have that is not included in this collection, contact The Governance Institute at (877) 712-8778, and we can send you additional samples upon request.

Board Committee Charters

- Academic Medical Center Research Committee Charter
- Audit Committee Charter
- Audit & Compliance Committee Charter
- Community Health & Benefit Committee Charter
- Compliance Committee Charter
- Executive Committee Charter

- Executive Compensation Committee Charter
- Finance Committee Charter
- Governance Committee Charter
- Investment Committee Charter
- Quality Committee Charter—Freestanding Hospital Board
- Quality Committee Charter—Health System Board
- Strategic Planning Committee Charter—Freestanding Hospital Board
- Strategic Planning Committee Charter—Health System Board

Board Development Materials

- Assessment Questionnaires for Individual Board Members
- Board Attendance and Participation
- Board Chairperson Performance Evaluation
- Board Development Plan
- Board Leadership Position Descriptions
- Board Member Annual Processes
- Board Member Departure Checklist
- Board Member Education Gaps Survey
- Board Member Profile and Continuing Education Record
- Board Skills Matrix
- Board Succession Planning Grid
- Board Talent Management Matrix
- Board Work and Education Plan
- Board Work and Education Plan: Governance Committee
- CEO Multi-Rater Performance Evaluation
- CEO Performance Evaluation
- CEO Performance Evaluation (Independent Health System or Parent Organization)
- CEO Performance Evaluation (Subsidiary Hospital)
- Characteristics of a High Performing Board Member
- Competency-Based Selection Guidelines for Boards of Directors
- Continuing Board Education Schedule
- Curriculum/Structure of an Orientation Program
- Education Program for Committees and the Board
- Education Session Agenda
- **Getting at the Right Questions: Finance Committee**
- **Getting at the Right Questions: Quality Committee**
- Governance Effectiveness Action Plan
- Individual Board Member Development Plan
- Intentional Governance Assessment
- Leadership Criteria for Physicians, Board Members, and Executives
- New Board Member Evaluation
- Personal Board Leadership Development Plan
- Pre-Retreat Board Questionnaire
- System Board Education Task Force Charter
- Worksheet: Keeping Boards Engaged between Meetings



Board Job Descriptions

- Board Chairperson
- Board Secretary
- Board Treasurer
- Chief Executive Officer
- Committee Chair
- Freestanding Hospital Board
- Governance Support Person/Board Coordinator
- Health System Board
- Hospital Board within a System
- Hospital Foundation Board
- Individual Board Member
- Senior Vice President of Governance/Chief Governance Officer
- Vice Chair

Financial Statements

- Executive Compensation Philosophy Statement
- Executive Compensation Tally Sheet
- Financial Dashboard Report
- Hospital Balance Sheet
- Scorecard or Statistical Report
- Statement of Cash Flows
- Statement of Operations

Meeting Agendas and Board Calendars

- 2–3 Minute Committee Update
- 30 Minute Committee Deep Dive
- Agenda for Board Self-Assessment and Improvement Retreat
- Agenda Item Submission Form
- Board Agenda Process Template
- Board and Committee Meeting Attendance Policy
- Board Calendar
- Board Meeting Agenda
- Board Meeting Agenda with Framing Questions
- Meeting Evaluation Form
- Meeting Evaluation Form (General)
- Planning Calendar (Board Agendas, Reports, and Administrative Tasks)
- Quality Committee Meeting Agenda
- System Board Meeting Calendar
- Timed Board Meeting Agenda
- Worksheet: Committee Meetings

Policies and Guidelines

- Board Composition Policy
- Board Diversity Policy
- Board Leadership Succession Policy
- **CEO/Executive Leadership Succession Policy**
- Community Health & Benefit Policy
- Confidentiality Policy
- Conflict-of-Interest Annual Disclosure Questionnaire
- Conflict-of-Interest Policy
- Corporate Governance Policy
- Definition of an Independent Director
- Disabling Guidelines
- Form 990 Policy Templates
- Governance Education Policy
- Independent Director Policy
- New Programs and Services Policy
- Physician Conflict of Interest Policy
- Physician Recruitment Policy
- Public Transparency Policy



Strategic Planning Tools

- Annual Strategic Planning Board Retreat
- Balanced Dashboard Scorecard
- Board and Executive Quality Dashboard
- Board Meeting Discussion to Confirm the Critical Strategic Questions
- Board Policy on Strategic Planning
- Board Strategic Planning Capabilities/Challenges Assessment Tool
- Board Visioning Retreat Objectives and Agenda
- Community Board Governance Decision Authority Matrix
- Facilitated Focus Group Session with the Board: Identifying Critical Strategic Issues
- Governance Authority Matrix
- Interactive System-Level Dashboard Report
- Measures of Caring Scorecard
- Mission and Core Values Development Retreat
- Prototype Governance Matrix
- Single-Hospital Board and Committee Structure
- **Strategic Plan Framework**
- Strategic Quality and Safety Plan Dashboard
- System-Level CEO Dashboard
- System-Level Comprehensive Dashboard Report



Now more than ever, healthcare is experiencing constant change and uncertainties. In spite of this, high-quality care for all still remains a top priority for hospitals and healthcare systems. An effective board structure and culture helps boards to focus on the most important aspect of their role—to ensure that those in their community have access to the best care possible.



The Governance Evolution: Meeting New Industry Demands 2017 Biennial Survey of Hospitals and Healthcare Systems

As a nation, we are still struggling to come to terms with the fact that our healthcare system underperforms and still costs much more than other countries. Hospital and health system boards are at the top of the care provider leadership hierarchy, and therefore positioned to lead the charge in turning the industry around. The 2017 survey sought to uncover how board structure and culture are continuing to reflect the industry's movement towards value and population health across the continuum, and away from hospital-centric organizations.



2017
9 × 11 inches, 100 pages



Members
\$35 ea.

Non-Members
\$395 ea.



This booklet both demystifies healthcare and updates the user's healthcare vocabulary. It actually serves two purposes: it is a starting place for those new to the industry and an extension for those who have been navigating the terminology landscape for a while.

Healthcare Acronyms & Terms

10th Edition

This invaluable reference booklet is full of the most common, need-to-know acronyms and terms in the healthcare industry. It is great for everyone, from the novice board member to the experienced physician leader.

2019

5.5 × 8.4 inches, 76 pages



Members

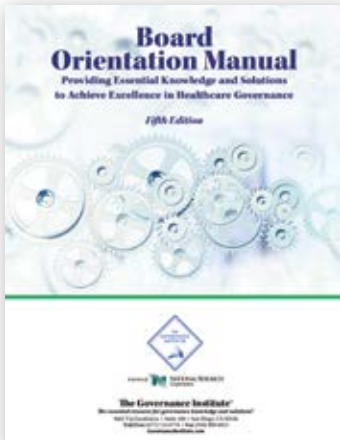
\$13 ea.

Non-Members

\$95 ea.







The legally-constituted governing board of directors holds the healthcare organization in trust. In order to fulfill this trust, it must be the ultimate source of authority—and it must have overall responsibility—for the institution.

Board Orientation Manual

Fifth Edition

This manual outlines important points about governance challenges and responsibilities. It offers insights for both the seasoned leader and the novice board member. Overall, the manual offers a comprehensive guide to your board's roles and responsibilities. It also offers tips board members can take into the boardroom, and outlines governance trends that may affect your board in the coming years. Importantly, the Board Orientation Manual proposes questions you will want answered as your organization considers updating its board orientation program.

Fall 2015

8.5 × 11 inches, 36 pages



Members

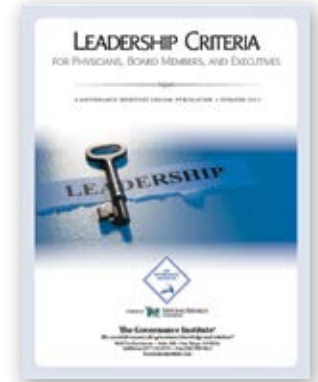
Available electronically only
(no charge)

Non-Members

Not available to non-members



What can the leaders of boards, medical staff, and the administration do to improve their capacity for cooperation and collaboration? What does it take for them to achieve better governance?



Leadership Criteria for Physicians, Board Members, and Executives

This worksheet serves as a tool for profiling your leadership team's strengths and identifying recruitment criteria for new leaders. This tool has been updated in an online-only worksheet format that is easy to customize to match your organization's leadership needs.



2012
Excel Worksheet

Members
Available electronically only
(no charge)

Non-Members
Not available to non-members



Why do directors agree to serve in such a complex, challenging industry as healthcare?

Intentional Governance: Advancing Boards Beyond the Conventional 2010 Signature Publication

As healthcare boards are fraught with greater responsibility in increasingly complex delivery systems, focus on governance effectiveness is essential. This signature publication, written by **Sean Patrick Murphy** and **Anne D. Mullaney**, lays the groundwork for a unique kind of board development that is a strong, intentional endeavor. Through conscientious, inward evaluation and self-assessment, boards can work through organizational complexities and make governance work better, rather than harder.

2010
9 × 11 inches, 52 pages



Members

\$35 ea.

Non-Members

\$495 ea.



We are a nation of joiners, and almost everything we join has a board—corporations great and small, clubs, cooperatives, community hospitals, symphonies, foundations, neighborhood associations—and millions of us serve on those 4½ million boards.



Power Steering: 99 Very Smart Things for Boards to Do Fourth Edition

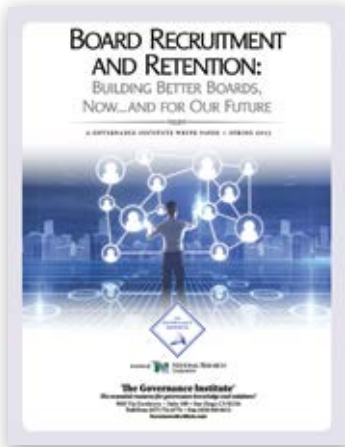
Dr. Charles M. Ewell's acclaimed "guide for people on boards" provides an easy-to-read and lighthearted look at the factors that differentiate an effective board from a disastrous one.



2009
6 × 9 inches, 28 pages

Members
\$27 ea.

Non-Members
\$195 ea.



Who will carry the torch to bring hospitals and health systems into the new era of value-based, integrated, accountable care delivery? These industry changes require a completely new strategic capability, which in turn brings about the need for a new kind of healthcare director.

Board Recruitment and Retention: Building Better Boards, Now...and for Our Future

Sean Patrick Murphy

As healthcare governance becomes more complex and difficult, U.S. hospitals and health systems are having increasing difficulty recruiting qualified directors to help move their organization into the future. This white paper presents new best practices in board recruitment and retention. It also reports results from a survey of Governance Institute members on board recruitment issues, director compensation, and board effectiveness, as well as case studies from hospitals and health systems that have found innovative solutions to ensure that every board seat is filled with directors best suited to the unique needs of the organization.

Spring 2013

8.5 × 11 inches, 40 pages



Members

\$17 ea.

Non-Members

\$95 ea.




In the information we give to the board—the minute taking, the record retention, and those multiple planks—you have the ability to support the reduction of the board’s liability profile by telling the story of how strongly they act in a manner consistent with their fiduciary conduct.



Advancing Education & Board Coordination 2010 Governance Support Conference

This video draws on presentations from the 2010 Governance Support Conference where governance support professionals from around the world came together to gain tools, information, and ideas to help them in optimizing board performance. Speakers in this program focus on social media in the healthcare industry, available resources from The Governance Institute, online tools for board members, and the importance of corporate documentation.



2010
 30 minutes

Members
\$15 ea. (duplication cost)

Non-Members
Not available to non-members




The 21st century hospital or health system board is overseeing a much more complex organization than in years previous, and the market dynamics facing healthcare are unprecedented.

On Board!: An Orientation to Healthcare Governance

This is our revised version of one of The Governance Institute's most popular videos, *On Board!* In this 25-minute program, The Governance Institute's advisors present an orientation on the key roles and responsibilities of being a hospital or health system board member and provide insight on current challenges board members are facing.

2010

 25 minutes

Members

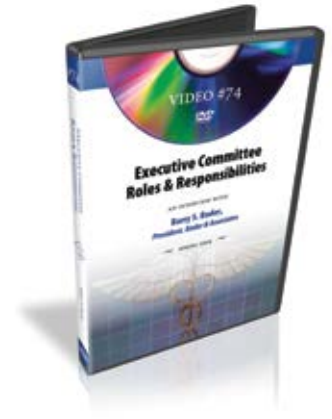
\$17 ea.

Non-Members

\$95 ea.



At times, the executive committee will have to make important decisions because the full board cannot convene. For this reason, board officers and chairs of key committees should be members of the executive committee.




Executive Committee Roles & Responsibilities

This interview with **Barry S. Bader** covers the roles and responsibilities of the executive committee. This important board committee often makes decisions for the full board on issues that need immediate attention. Mr. Bader describes the right and wrong ways to conduct board business through this venue.



2009

 8 minutes

Members

\$17 ea.

Non-Members

\$95 ea.



The long-run economic health of the nation depends on having a less costly, and more efficient and effective healthcare delivery system. Hospital and health system directors and executives charged with guiding their organizations through these turbulent times must focus on disciplined planning toward these goals.



Focus on Finance: 10 Critical Issues for Hospital Leadership *(Second Edition)* 2016 Signature Publication

Healthcare finance can be a daunting topic, but the need for continued accessible and thorough education is ever-present and urgent, especially as the industry transitions to the new business model. Through focus on 10 critical issues, **Kenneth Kaufman** provides the framework directors and executives can use to ensure high-quality financial decisions in times of rapid change. This publication reflects nearly four decades of consulting, presentations, articles, and books provided for hospitals and health systems nationwide and in related professional forums by the author and senior executives of Kaufman, Hall & Associates, LLC.

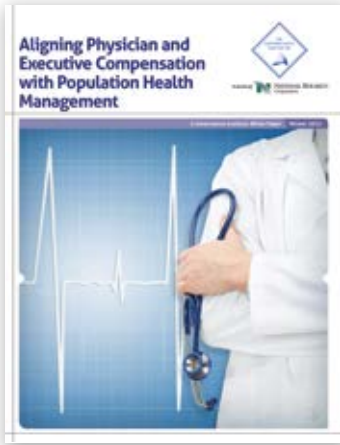


2016
8.5 × 11 inches, 80 pages



Members
\$35 ea.

Non-Members
\$495 ea.



Healthcare costs must be contained, and some form of population health management will be needed to achieve this.

Aligning Physician and Executive Compensation with Population Health Management

Don Seymour, Bill Jessee, Susan O'Hare, Chad Stutelberg, Steve Rice, & David A. Bjork, Ph.D.

This white paper looks at what healthcare organizations are doing to realign incentives as payers shift risk to providers; as reimbursement shifts from fee-for-service to bundled payments, shared savings, and capitation; and as payers and providers embrace population health management. There has been relatively little change so far in the metrics used for rewarding physicians and executives, so this publication also explores patterns that suggest what changes providers will make in the future, when the time is right.

Winter 2015

8.5 × 11 inches, 40 pages



Members

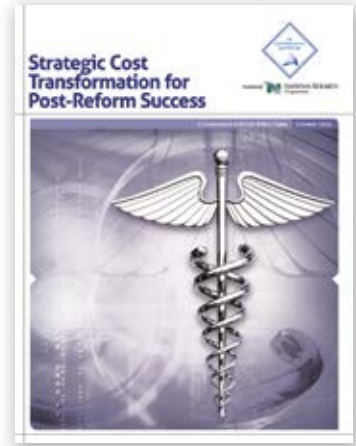
\$17 ea.

Non-Members

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The industry is transitioning from a “wholesale” sick care model that focuses on volume of services provided through a fee-for-service payment system, to a “retail” healthcare model focused on improving the quality and efficiency of care through value-based care delivery and payment structures.



Strategic Cost Transformation for Post-Reform Success

Jason H. Sussman, Mark E. Grube, Brian S. Channon, Kristopher M. Goetz, Kimberly Neese, & Wayne Ziemann

The tremendous change underway in the U.S. healthcare industry is driving the need for hospitals and health systems to move beyond traditional cost-reduction initiatives. This white paper is intended to help hospital boards meet their increasingly important responsibilities related to strategic cost management. It offers recommendations and more than 45 specific action items to guide board members and senior leaders in these efforts.



Summer 2014
8.5 × 11 inches, 40 pages



Members
\$17 ea.

Non-Members
\$95 ea.



Beyond federal value-based payment programs for Medicare patients, hospitals and health systems across the country are partnering with private payers to create unique care delivery and payment systems that result in better outcomes for the patients and lower costs for the providers and payers.

Moving Forward: Building Authentic Population Management through Innovative Payer Relationships

Brian J. Silverstein, M.D.

Today's healthcare providers are being asked to take on risk and bend the cost curve while improving quality at the same time. This white paper outlines several proactive strategies for hospitals and health systems to partner with their major payers to find innovative solutions that will improve patient outcomes while at the same time lower costs.

Winter 2013

8.5 × 11 inches, 40 pages



Members

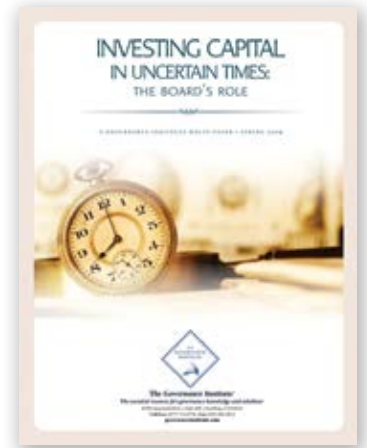
\$17 ea.

Non-Members

\$95 ea.



This white paper presents a framework to assist hospital and health system boards in making prudent, affordable capital allocation decisions not just today, but for years to come.



Investing Capital in Uncertain Times: The Board's Role

Marian C. Jennings, M.B.A., & Amy B. Hughes, M.H.A.

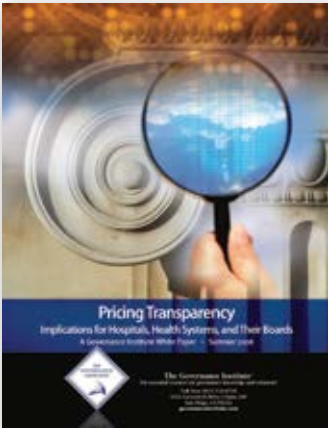
The current financial market situation is expected to continue for many months ahead. This white paper describes how and when hospitals and health systems should be investing in healthcare assets during this period of high risk. It incorporates scenario planning into the financial/strategic plans, to arm boards with the tools to act when plans don't proceed as expected.



Spring 2009
8.5 × 11 inches, 40 pages

Members
\$17 ea.

Non-Members
\$95 ea.



Pricing transparency has become an important concern for hospitals and health systems—healthcare executives are becoming more aware of the issue, which is largely being driven by the activities of federal and state governments, insurers, hospital associations, and other stakeholders.

Pricing Transparency: Implications for Hospitals, Health Systems, and Their Boards

Larry Stepnick

As consumer-driven and high-deductible health plans gain popularity in the market, knowing the cost of care up front becomes a key factor for patients. This white paper introduces the board to recent changes in the area of price transparency, including how hospitals can be proactive in providing pricing information, what information to provide, and how to prepare for future policy expectations.

Summer 2008
8.5 × 11 inches, 24 pages

Members

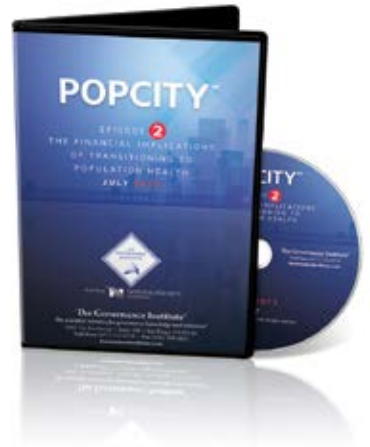
\$17 ea.

Non-Members

\$95 ea.



The new revenue focus in managing a population will be on developing and promoting competitive premium rates, attracting healthy populations, documenting appropriate member risk factors, and engaging patients in their own healthcare.




PopCity: Episode 2: The Financial Implications of Transitioning to Population Health

This program is the second in a series focusing on the real-life challenges of hospitals and health systems in moving from a fee-for-service business model to a population health model. In this 18-minute program featuring **David B. Nash, M.D., M.B.A.**, **M. Michelle Hood, FACHE**, and **Gordon Edwards**, the fictitious Northeast Health System’s CEO, board chair, and chief financial officer discuss the organization’s financial implications of strategic decisions to make the transition to a population health model, including planning for: 1) new sources of revenue, 2) new investments in IT, 3) new investments in physicians, 4) new investments in the delivery network, and 5) adjusting costs in the current organization.



July 2013

 18 minutes



Members

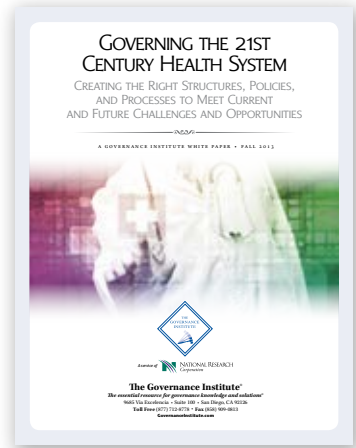
\$15 ea. (duplication cost)

Non-Members

Not available to non-members



The CEO and board must have the discipline to do the right thing. Both the CEO and individual board members owe it to one another and the community they serve to be candid and tough minded in their deliberations.



Governing the 21st Century Health System: Creating the Right Structures, Policies, and Processes to Meet Current and Future Challenges and Opportunities

Larry Stepnick & Don Seymour

The nation's health systems are growing, evolving, consolidating, and changing. With these changes comes a need to look at how the organization is governed. This white paper looks at trends in health system structure and how those structural changes reflect necessary changes in governance structure and leadership. Through case studies, research, and interviews, the authors provide an in-depth look at some of the governance challenges today's health systems are facing and provide recommendations for creating a governance and leadership structure that can move health systems forward during great uncertainty and change.



Fall 2013
8.5 × 11 inches, 36 pages



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\$17 ea.

Non-Members
\$95 ea.



Community health systems will be forced by market pressures into the “population health business”—a business that is very different from hospitals designed to be the “workshops” of independent physicians.

High-Functioning, Integrated Health Systems: Governing a “Learning Organization”

Daniel K. Zisner, Ph.D., & Frank B. Cerra, M.D.

New challenges are arising that call for ongoing education, which requires a new, closer relationship between governance and management to successfully “steer the ship.” This white paper explores the changes that are occurring, arising challenges, and approaches to successfully creating and governing a high-value, functionally integrated health delivery system that becomes a learning organization.

Summer 2012

8.5 × 11 inches, 28 pages

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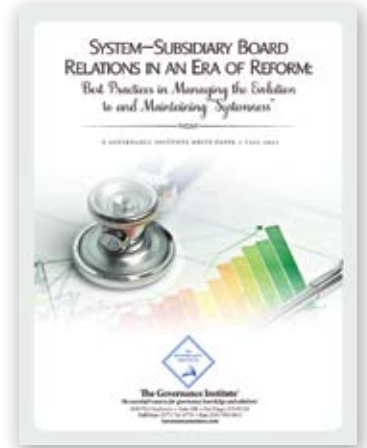
Available electronically only
(no charge)

Non-Members

Not available to non-members



The leaders of health systems need to react quickly to the many pressures facing their organizations, including those created not only by federal healthcare reform legislation, but also by market-driven and other pressures to rein in costs and improve quality of care and population health status.



System-Subsidiary Board Relations in an Era of Reform: Best Practices in Managing the Evolution to and Maintaining “Systemness”

Larry Stepnick

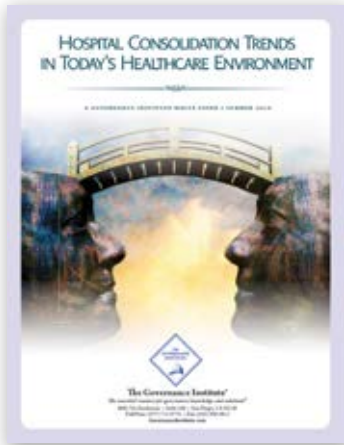
Many health systems are moving away from the traditional “confederacy” approach, where local subsidiary boards wield much of the power and authority, to a more unified approach with greater control at the system level. This white paper attempts to help organizations with this transition, with a focus on how to move effectively along the continuum without creating resentment and undermining effectiveness at the local or system level.



Fall 2011
8.5 × 11 inches, 28 pages

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Economic and health policy experts seem to agree that healthcare delivery is a “market failure.”

Hospital Consolidation Trends in Today’s Healthcare Environment

James Burgdorfer, David Gordon, Borislava Karageorgieva,
Rex Burgdorfer, & Kathleen Maloney

This white paper considers the likely impact of healthcare reform on hospital consolidation and, specifically, what the hurdles are. It explores the current structure of the industry; the sources of historical resistance to change; the sectors best positioned to lead this change; and how boards and management teams should respond.

Summer 2010
8.5 × 11 inches, 24 pages

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Taking accountability for the health and well-being of communities requires thinking about healthcare delivery and the boundaries of the healthcare system in the broadest possible sense. Hospitals, long the central focus of health systems and their governing bodies, are now seen as just one part of the larger continuum of healthcare delivery.



GOVERNANCE across the Continuum: Leadership Accountability for Creating Healthy Communities

2014 Signature Publication

Hospitals and health systems are increasingly accountable for the overall health and well-being of the communities they serve, in addition to the quality and safety of the care they deliver. In our 2014 signature publication, **Dan F. Schummers** from the Institute for Healthcare Improvement sets the stage for new governance and leadership responsibilities outside the four walls of the hospital. This publication profiles four unique organizations—HealthPartners, Genesys, Bellin Health, and LHC Group—that have demonstrated new roles in the community and across the care continuum to promote health and access. Then it focuses these different approaches into a discussion framework for boards and senior leaders to develop new strategies for creating healthy communities.

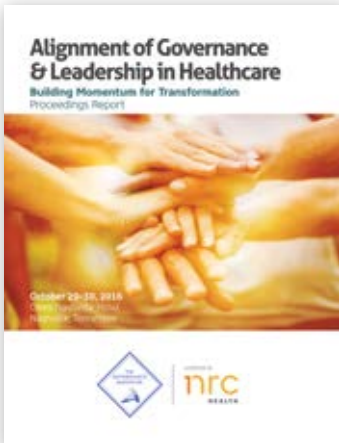


2014
8.2 × 10.9 inches, 52 pages



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\$35 ea.

Non-Members
\$495 ea.



Rather than thinking of community benefit requirements as a compliance exercise, organizations need to integrate these functions with population health management activities, viewing them as drivers of the kinds of changes that need to be made.

Alignment of Governance & Leadership in Healthcare: Building Momentum for Transformation Proceedings Report

Alignment of Governance & Leadership in Healthcare: Building Momentum for Transformation brought together a distinguished group of faculty with chief executives, board chairs and directors, and clinical and administrative leaders from healthcare organizations across the country to discuss critical issues related to community benefit and community health. This event was part of a larger initiative designed to support non-profit hospitals and health systems in building, managing, and maintaining an effective, tailored population health and community benefit strategy in partnership with local community stakeholders.

Fall 2016
8.5 × 11 inches, 56 pages



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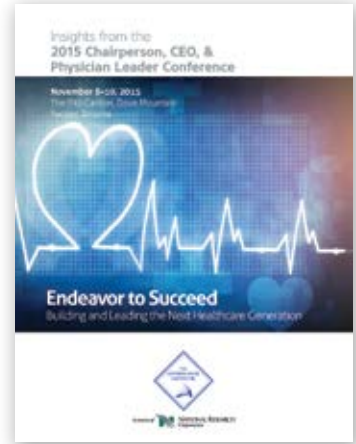
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How good you are at something is not a good indicator of how good you can become with practice, persistence, and a drive to never give up.



Endeavor to Succeed: Building and Leading the Next Healthcare Generation

Insights from the 2015 Annual Chair/CEO/Physician Leader Conference

The 2015 Chairperson, CEO, and Physician Leader Conference brought together a distinguished group of faculty and attendees to discuss what healthcare CEOs, board chairs, and key physician leaders can do now to prepare their organizations for strength and relevance for both the near and long term. It reinforced the critical imperative of superb leadership in building the future of healthcare in the U.S., even in the face of uncertainty.

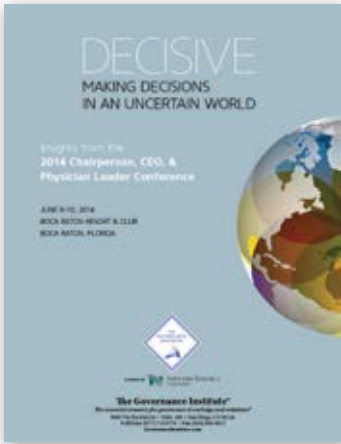


2015
8.5 × 11 inches, 62 pages



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Now, more than ever, strong governance leadership is required to guide the transition to the very different healthcare world of the future.

Decisive: Making Decisions in an Uncertain World

Insights from the 2014 Annual Chair/CEO/Physician Leader Conference

At the 2014 Chairperson, CEO, and Physician Leader Conference faculty and attendees discussed how to make better decisions in an uncertain world, including difficult and courageous decisions related to the following: the appropriate role for their organization in the overall industry and the local community; new business models that place value creation at the forefront; managing health rather than illness, both for patients and communities; and leading change across the continuum of care.

2014
8.5 × 11 inches, 60 pages



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Change changes everything. The skills and focus needed to operate your business are very different than the skills and focus needed to change your business, and you need dedicated people to work on change.



Moving Forward Together: Challenging Discussion, Courageous Decisions Insights from the 2013 Annual Chair/CEO/Physician Leader Conference

The 2013 Chairperson, CEO, and Physician Leader Conference focused on critical issues facing hospitals and health systems as they move forward in an era of healthcare reform. Speakers discussed the need to make courageous and difficult decisions, launch and lead successful change initiatives, develop customer-centric communication, build effective population health management capabilities, and adapt and respond to difficult situations and challenges.



2013
8.5 × 11 inches, 60 pages



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Being familiar with the past, present, and future of the accountable care organization model is essential in helping organizations understand how implementing the model can help them provide more cost effective, high-quality care for their communities.

Accountable Care Organizations: Past, Present, and Future

Joseph F. Damore, FACHE, Seth Edwards, M.H.A., &
Guy M. Masters, M.P.A.

This white paper provides a background on the ACO model and discusses the experience of Medicare, Medicaid, and commercial payers in implementing the model, lessons learned, expectations for the future of the ACO model, and implications for governing bodies. Case studies of three organizations were conducted as research for this white paper which are available in a separate PDF.

Spring 2018
8.5 × 11 inches



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Rather than thinking of the healthcare organization as a conglomerate of units, think of it as a “system”—a combination of processes, people, and other resources that, working together, achieve an end.



Leadership in Healthcare Organizations: A Guide to Joint Commission Leadership Standards (*Second Edition*)

Paul M. Schyve, M.D. & Maureen P. Carr

This white paper is a high-level assessment of The Joint Commission’s 2016 leadership and medical staff standards, including the evolution of the standards over the last several years, where the board fits in the process, implications of the new standards (e.g., what changes are expected in hospital quality performance based on the new standards), whether there are additional changes on the horizon, and implications of new models for hospital–physician partnerships.



2017

8.5 × 11 inches, 42 pages



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Leadership is the process of persuasion or example by which an individual (or leadership team) induces a group to pursue objectives held by the leader or shared by the leader and his or her followers.

Leadership Continuity: The Board's Role in Maintaining Seamless Management and Governance Transitions *(Second Edition)*

David A. Bjork, Ph.D., & Daniel J. Fairley, J.D.

In an era of calls for improving the performance of hospitals and healthcare systems, stable and effective leadership matters more than ever. This white paper covers the board's role in ensuring continuity in leadership, wisely managing leadership transitions, and ensuring effective leadership in governance. It also provides information on leadership models and roles and criteria for identifying and choosing good leaders.

Spring 2012
8.5 × 11 inches, 36 pages

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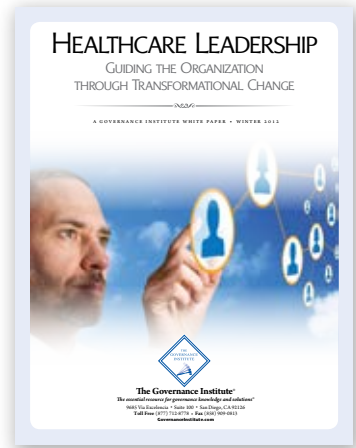
\$17 ea.

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Economics, changing expectations, advancing technology, and the accelerating pace of change are transforming the healthcare industry. Insurance reform seeks to expand access to care. The progressively increasing cost of healthcare services threatens to bankrupt states and adds to the national debt.



Healthcare Leadership: Guiding the Organization through Transformational Change

Joseph S. Bujak, M.D., FACP

The current healthcare landscape calls for transformational leaders who are prepared to lead their organization through exponential change. Difficult challenges are confronting leadership in the healthcare provider community at a governance, administrative, and clinical level. This white paper discusses leadership strategies for the current landscape, societal forces that are challenging leadership, the various types of leaders, and how best to lead transformational changes.



Winter 2012
8.5 × 11 inches, 28 pages

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\$95 ea.



Healthcare providers, payers, policymakers, and patients tend to agree on relatively few things. But where they do concur is that the current U.S. healthcare delivery system is fragmented, costly, and too rarely focused on optimizing the care experience and ultimate outcomes.

Leadership in the ACO Age: Creating, Governing, and Administering a Value-Based System of Care

Susan D. DeVore & R. Wesley Champion

Creation of a successful accountable care organization requires attentive and effective leadership at several levels. This white paper helps prepare hospitals and health systems looking to create an ACO for the journey ahead by addressing the skills needed to successfully manage corporate functions and transform the current culture of the organization.

Winter 2011
8.5 × 11 inches, 32 pages

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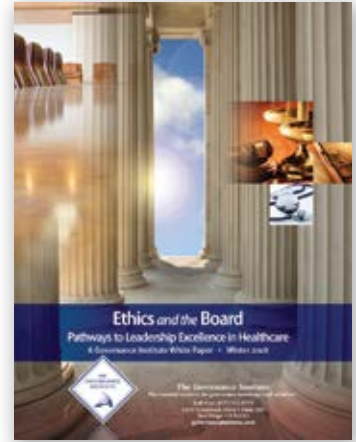
\$17 ea.

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Hospitals must operate on sound business principles to ensure economic viability. This has created ongoing debate, especially in the not-for-profit community, about whether the adoption of business principles has come at the expense of the treasured vision, mission, and values of healthcare organizations.



Ethics and the Board: Pathways to Leadership Excellence in Healthcare

Jack Gilbert

Corporate ethics and culture are in the spotlight, and now the focus includes non-profit organizations, especially hospitals and health systems. Ethical decision making stems from strong leadership sending strong messages. Author **Jack Gilbert** shows how boards and CEOs can create ethical pathways to leadership and build a strong culture of ethics throughout the organization.



Winter 2008
8.5 × 11 inches, 32 pages

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When we look at the primary driver that moved us in the direction of trying to solve the social determinant issues that really create healthcare problems, it's that we didn't see the outcomes changing and we felt we needed to do something a little bit different to address that.

ProMedica Tackles Public Health: Addressing Social Determinants as a Core Responsibility

ProMedica Health System, a \$3 billion health system serving northwest Ohio, felt the need to identify and improve the social determinants of health in order to improve the health of their community. This program explains various social determinants of health, how and why ProMedica is tackling social determinants, and also provides advice from ProMedica executives for boards considering similar strategies.

November 2017

▶ Streaming online only, 15 minutes



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It became clear to us as we looked at the future that, increasingly, we were going to be held accountable for the outcomes and cost of care. If we were going to be able to lead that change, then we had to streamline governance and operations.




Designing Governance for the Future: The New St. Luke's Health System

Over the past several years, St. Luke's Health System in Boise, Idaho, took on the challenge of restructuring its governance to better enable the health system to lead, innovate, and provide value-based population healthcare. This video program presents a case study of the governance restructuring, including the rationale for governance redesign, the process taken in order to successfully implement and sustain a new structure, and results, lessons learned, and next steps for the system.



February 2016

 Streaming online only, 15 minutes



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The future is creating a healthcare system, not a hospital system; taking advantage of technology and information; creating a system of navigation; and most fundamentally changing the way we are paid. Those are going to be the fundamentals and it is going to be hard for a lot of organizations.

Building a Culture of Accountability: The Transformation of Scripps Health

This 18-minute program focuses on key decisions made by **Chris Van Gorder** and his team that enabled a dramatic turnaround at Scripps Health—decisions that, put together, created an entirely new organizational culture and resulted in a world-renowned health system that has received countless awards and accolades for its quality of care and stellar leadership.

July 2014

 18 minutes



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In light of the regulatory challenges, hospitals and health systems must increasingly rely on legal counsel to manage and mitigate risk associated with compliance. Additionally, it is vitally important for healthcare organizations to foster environments in which legal counsel—both in-house and outside counsel—are positioned to work effectively with the chief compliance officer and the governing board.



The Increasing Importance of Legal Counsel, Compliance, and Their Interaction with Healthcare Boards

Fletcher Brown & Colin Luke

For hospitals and health systems, the role of legal counsel is now more critical than ever with respect to regulatory compliance. The relationship between legal counsel and the board of directors is key to managing and mitigating regulatory risk. This white paper defines the various roles of legal counsel, including why this role is increasing in importance, and delineates the roles and responsibilities of legal counsel and the board to develop a robust compliance plan, identify and investigate compliance risks, implement appropriate corrective actions, and monitor the plan's ongoing effectiveness.

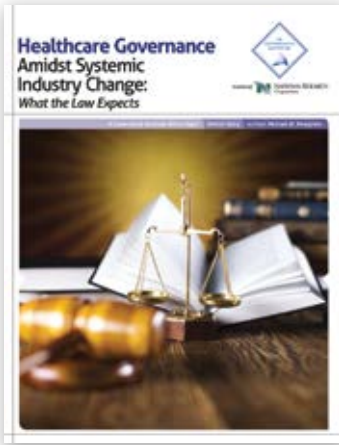


Spring 2016
8.5 × 11 inches, 24 pages



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\$95 ea.



It is the expectation of the law that boards will examine their existing governance structures and make changes where necessary. The basic question presented is, will the organization's governance structure remain effective in the midst of this dynamic change? The answer the law expects is, "Boards should make sure of this."

Healthcare Governance Amidst Systemic Industry Change: What the Law Expects

Michael W. Peregrine

The healthcare sector is in the midst of seismic, generational change—prompted by a variety of economic, legislative, competitive, and quality-of-care forces. This white paper acknowledges the relationship between industry change and governance, identifies the specific governance challenges prompted by this change, underscores the fundamental nexus between the law and governance, suggests ways in which boards may successfully deal with these challenges, and confirms the extraordinary value of the role of the governing board.

Winter 2014

8.5 × 11 inches, 40 pages



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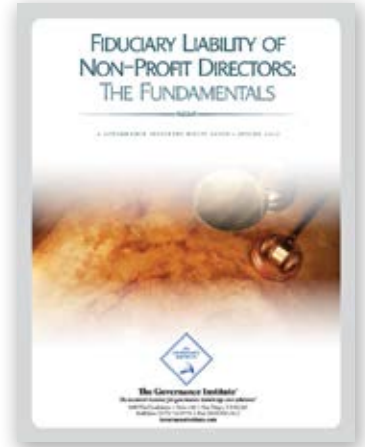
\$17 ea.

Non-Members

\$95 ea.



Voluntary board service for a non-profit corporation is truly a noble calling, especially given the complex, highly regulated nature of the industry and its related demands on fiduciaries.



Fiduciary Liability of Non-Profit Directors: The Fundamentals

Michael W. Peregrine & James R. Schwartz

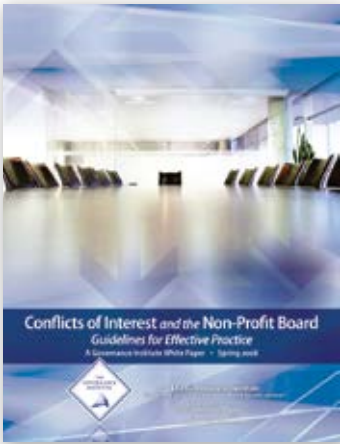
This white paper focuses on the personal liability profile of the non-profit director, related standards of fiduciary conduct, practices that could place the individual director at personal exposure, and recommendations intended to reduce such exposure. It includes a detailed set of recommended practices intended to increase the personal liability protection of the non-profit director and, in so doing, reduce any related barriers to board service.



Spring 2010
8.5 × 11 inches, 40 pages

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The manner in which individual directors and governing boards of non-profit corporations address conflict-of-interest issues is of critical importance, for both legal compliance and reputational reasons. This is particularly the case given the current "environment of skepticism" in which the non-profit sector finds itself.

Conflicts of Interest and the Non-Profit Board: Guidelines for Effective Practice

Michael W. Peregrine

Handling conflicts of interest in non-profit governance is an ongoing, ever-challenging task. Michael Peregrine explains the activities a board "conflicts committee" should engage in to review potential conflicts, handle actual conflicts when they arise, and set strong policies on conflict of interest for the organization. The white paper includes how these activities relate to the full board, management team, and medical staff.

Spring 2008
8.5 × 11 inches, 44 pages

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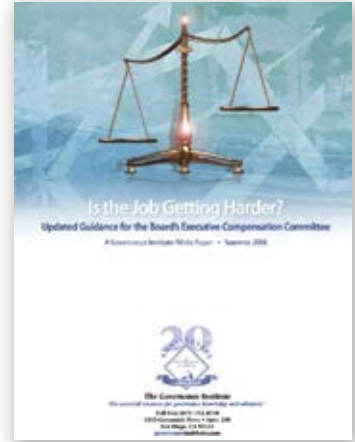
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Trends of fundamental relevance to the board and the compensation committee, based in large part on specific developments this year, can be expected to dominate the executive compensation-related public policy debate, regulatory initiatives, and organizational decision making for the foreseeable future.



Is the Job Getting Harder? Updated Guidance for the Board's Executive Compensation Committee

Michael W. Peregrine, Ralph DeJong, Timothy Cotter,
& Kathryn Hastings

An update to the 2005 white paper, *The Board's Role in Approving Executive Compensation*, the authors explain current issues, detail recent changes in the laws surrounding executive compensation policies for not-for-profit organizations, and new analysis that provides specific actions to enable effective governance surrounding this challenging issue.



Summer 2006
8.5 × 11 inches, 40 pages

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It is critical to understand the natural history of disease change because it reflects changes in healthcare—where we are in the cycle and what is driving the changes so we can live healthier, longer, more productive lives.

Smart Growth and Disruptive Clinical Technologies: Innovating Today for Success Tomorrow

Brian J. Silverstein, M.D.

Clinical care is changing at an unprecedented rate due to innovations in technology and care delivery. Clinical care cycles can provide insights into not only our current paradigm on treating disease, but also the potential future states. Dr. Silverstein presents a practical analysis of what is happening in the healthcare industry today that has major implications for healthcare delivery tomorrow, but can be predicted, and can lead the board of directors and hospital/health system leadership to prepare for and engage in “smart growth.”

Spring 2007

8.5 × 11 inches, 24 pages

Members

\$17 ea.

Non-Members

\$95 ea.



Population health managers will need more sophisticated data systems to manage and utilize necessary information about patient populations. Access to real-time data is essential for success in these initiatives.




PopCity: Episode 4: Analytics in Population Health

This program continues a series focusing on the real-life challenges of hospitals and health systems in moving from a fee-for-service business model to a population health model. In this 15-minute program featuring **David B. Nash, M.D., M.B.A.**, **M. Michelle Hood, FACHE**, and **Stephen K. Klasko, M.D., M.B.A.**, the fictitious Northeast Health System’s CEO and a consultant discuss the organization’s IT and analytic capabilities for population health, including: 1) the role and importance of analytics, 2) how to assess the organization’s readiness from an analytics standpoint, and 3) the board’s role in population health analytics.



September 2014

 15 minutes



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\$15 ea. (duplication cost)

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Volatility in financial markets and in the general economy may make us reluctant to follow—let alone to offer—advice about maintaining philanthropic efforts on behalf of not-for-profit healthcare institutions, but the truth is we really have no choice in this regard.



Maintaining Philanthropy in Hard Times: Weathering the Current Storm and Positioning the Organization for Long-Term Success

Larry Stepnick

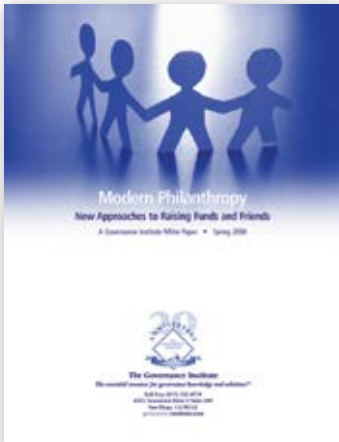
Hospitals and health systems have become more reliant than ever on philanthropic giving at a time when such giving seems likely to decline due to the severe economic stress facing the nation. The challenge for hospital and health system CEOs and board members is to minimize the negative impact on giving, both now and as the nation recovers. This white paper is intended to help meet this challenge by examining historical lessons and reviewing strategies CEOs and boards can pursue.



Summer 2009
8.5 × 11 inches, 24 pages

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\$17 ea.

Non-Members
\$95 ea.



Great philanthropy means bringing together the best human, political, technological, and economic resources. Achieving great governance requires boards to become more comfortable with, and effective at, great philanthropy.

Modern Philanthropy: New Approaches to Raising Funds and Friends

James A. Rice, Ph.D., FACHE

As philanthropy is becoming vital to healthcare organizations' financial viability, board leaders must better understand and guide their organizations' pursuit of new friends and funds for enhanced system performance and community relationships. This white paper examines recent trends, challenges, and opportunities for boards and executive teams to gain strengthened leverage from their philanthropic initiatives.

Spring 2006
8.5 × 11 inches, 40 pages

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We find that philanthropy is making a critical difference when you make a comparison to the bottom line against what an organization is able to raise in philanthropic dollars.



Philanthropy & Fundraising Strategies

In this interview, **William C. McGinly, Ph.D.**, President and CEO of the Association for Healthcare Philanthropy, shares insights on the importance of philanthropy for non-profit hospitals, foundation governance issues, and effective fundraising strategies.



2006

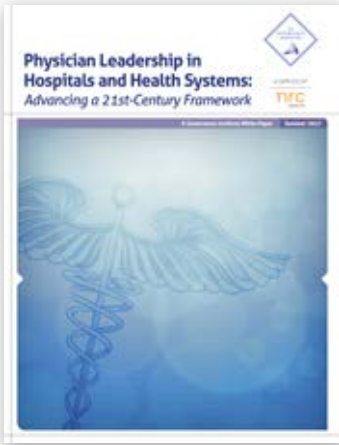
DVD 8 minutes
VIDEO

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It is becoming increasingly clear that physician 'engagement' is critical to future hospital and health system success. But what exactly is meant by 'engagement'? Is it necessary to grow the number of physician leaders in order to achieve this 'engagement'? Is it realistic to think that physician leaders can successfully straddle the clinical and the administrative world as both become ever more complex?

Physician Leadership in Hospitals and Health Systems: Advancing a 21st-Century Framework

Todd Sagin, M.D., J.D.

With changing dynamics in healthcare such as new models of care delivery, the second wave of physician employment, the growing emphasis on population health management, and more, it is becoming increasingly clear that physician engagement is critical to future hospital and health system success. The organized medical staff model will need to accommodate changes in the structure and nature of hospitals and health systems. This white paper describes new physician leadership positions, models, and structures in the era of population health, along with whether and how to unify medical staffs within a health system.

Summer 2017
8.5 × 11 inches



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Healthcare delivery in the U.S. is undergoing a major transformation as it strives to improve the parameters of quality, service, and cost. The evidence of this evolution is everywhere and one of its major facets is the changing of practice arrangements for the nation's doctors.



Employing Physicians: The Imperative of Doing It Right

Todd Sagin, M.D., J.D.

Hospitals and health systems have become the employer of choice for physicians in these volatile times for the healthcare industry. Whether organizations have engaged in the employment of medical staff members proactively or reactively, the process rarely proceeds without experiencing some significant difficulties along the way. This white paper will guide board members, physicians, and leaders from hospital and health system management and the medical staff, who wish to learn from the experience of others as they build their medical staff for the decades ahead.

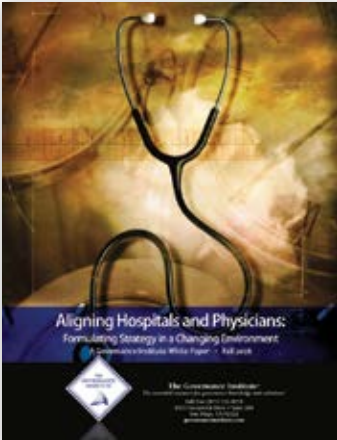


Spring 2014
8.5 x 11 inches, 36 pages



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\$17 ea.

Non-Members
\$95 ea.



The days of loose cooperation—and sometimes competition—between hospitals and their medical staff members in private practice are quickly coming to an end.

Aligning Hospitals and Physicians: Formulating Strategy in a Changing Environment

Barry S. Bader, Edward A. Kazemek, & Pamela R. Knecht

This white paper is designed to help boards understand the forces reshaping traditional hospital–physician relationships, why alignment with physicians is essential, and how to look at hospital–physician relationships strategically.

Fall 2008
8.5 × 11 inches, 36 pages

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We need to figure out how to compete in a world where people receive their care in the most cost-effective, safest place they can. And that's not always a hospital.




The Carilion Clinic Model

This 15-minute program chronicles the transformation of Carilion Health System to Carilion Clinic as it is known today, a \$1.5 billion physician organization that includes hospitals, clinics, and a college of health sciences, along with a cutting-edge medical school and research institute in partnership with Virginia Tech. The program covers the catalysts for change, local market issues affecting the decisions, designing the clinic model, creating an attractive work environment, and fulfilling the clinic's mission to create healthier communities.



August 2016

 Streaming online only, 15 minutes



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Managing the health of populations will require a fundamentally new business model that involves new data systems, operations, and management teams. Fundamental to this effort will be developing the right working relationships with physicians.

PopCity: Episode 3: Physician Alignment in Population Health

This is the third program in a series focusing on the real-life challenges of hospitals and health systems in moving from a fee-for-service business model to a population health model. In this 18-minute program featuring **David B. Nash, M.D., M.B.A.**, **M. Michelle Hood, FACHE**, and **Brian J. Silverstein, M.D.**, the fictitious Northeast Health System's CEO and a consultant discuss issues and decisions for the system related to enhancing physician relationships in order to move to a population health model, including assessing the physician market, partnering models, and operations issues.

June 2014

 18 minutes



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\$15 ea. (duplication cost)

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Economic forces and practice changes are leading more and more hospitals to integrate with physicians in order to improve efficiency, drive quality, and better prepare for value-based payments.



Governance Spotlight: Hospital-Physician Integration

This program emphasizes the industry's renewed focus on hospital-physician integration due to health reform. Speakers from 2010 Leadership Conferences demonstrate integration strategies and various models for integration, including accountable care organizations and related changes in payment mechanisms for care integration.



2010
 30 minutes

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\$15 ea. (duplication cost)

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Never before have healthcare quality and patient safety been the subject of so many nationwide leadership initiatives.

Quality

2006 Signature Publication

Our signature publication of 2006 is all about new issues on the board's role in quality oversight, including the national quality initiatives, what they mean, which are effective, and how to go about improving quality in your hospital or health system. This multi-media publication is designed for use in board education sessions and/or during board meetings, with brief chapters on quality oversight issues that can be covered in a short period of time. It includes a DVD that corresponds to the chapters, with interviews from quality experts.

2006
8.5 × 11 inches, 108 pages

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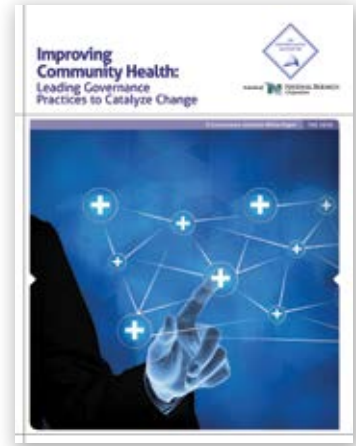
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\$595 ea. with DVD
\$495 ea. without DVD



By aligning with community partners and taking on the appropriate roles where the hospital can make a meaningful difference, hospitals and health systems can improve community health in various ways, which will help reduce preventable illness and go hand in hand with meeting population health goals.



Improving Community Health: Leading Governance Practices to Catalyze Change

Larry Stepnick

This white paper is intended to help not-for-profit hospitals and health systems become a major catalyst for health improvement in the local community, particularly with underserved, at-risk populations. It includes information to assist in abiding by ACA requirements and maintaining tax-exempt status. Case studies of three organizations were conducted as research for this white paper which are available at GovernanceInstitute.com/TGLcasestudies.



Fall 2016
8.5 × 11 inches, 32 pages



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\$17 ea.

Non-Members
\$95 ea.



Composition, charter and scope of responsibility, meeting structures and agendas, and interactions with the full board, senior management, and clinical leadership are all related to the making of an effective board quality committee.

Maximizing the Effectiveness of the Board's Quality Committee:

Leading Practices and Lessons Learned

Larry Stepnick

Facing intense pressure to curb costs and improve quality, hospital and health system leaders are increasingly looking for guidance on board practices that drive performance. This white paper focuses on recent research to identify board practices that improve performance on quality measures included in Medicare's Value-Based Purchasing program. It also provides reflections from the leaders of several high-performing hospitals and health systems that employ these and other board practices.

Fall 2015

8.5 × 11 inches, 28 pages



Members

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Non-Members

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Given the complexities and calls from outside organizations for boards to become more engaged in quality, time-constrained senior executives and board members are increasingly looking for guidance on board practices that lead to better performance.



Making a Difference in the Boardroom: Updated Research Findings on Best Practices to Promote Quality at Top Hospitals and Health Systems

Larry Stepnick & Deron Ferguson

Facing intense pressure to curb costs and improve quality, hospital and health system leaders continue to search for ways to promote evidence-based, efficient care, with a focus on managing the health of populations over time. This white paper presents the results from extended research to identify board practices that improve performance on quality measures included in Medicare's Value-Based Purchasing (VBP) program. It serves as an update to the initial research findings using the same methodology that were presented in a 2012 white paper. It also provides reflections from the leaders of several high-performing hospitals and health systems that employ these and other board practices to promote high-quality care.



Fall 2014
8.5 × 11 inches, 28 pages



Members
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Non-Members
\$95 ea.




The value agenda—quality, safety, efficiency, and the patient's experience—is now the most important thing that boards have to care about. Your financial outcomes will now hinge directly on your ability to produce the best care at the lowest cost.

Working Knowledge: Quality & Patient Safety: The Need for Clinical Integration and a Systems Approach

Quality and patient safety remains a critical challenge for hospitals and health systems across the country. In this 10-minute program, **Robert Wachter, M.D.**, **David B. Nash, M.D., M.B.A.**, and **Charles Kelly, D.O.**, offer their perspectives on why variations in care exist, taking a systems approach to quality and safety, and strategic recommendations for improving hospital sustainability through clinical integration.

December 2012

 10 minutes



Members

\$15 ea. (duplication cost)

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Improving quality and patient safety is one of the most urgent issues in healthcare today. All institutions are under pressure to strengthen their quality improvement efforts.



Governance Spotlight: Quality & Patient Safety


Part One: Quality & Safety Issues

Part Two: Quality & Safety Initiatives

These two videos draw from Leadership Conference presentations to explore the important topic of quality and patient safety. Speakers discuss a variety of quality and safety issues, initiatives that institutions can consider implementing, and ways to accomplish these initiatives through patient-centered teamwork and a close relationship with physicians.



2010

 30 minutes

Members

\$15 ea. (duplication cost)

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As more of the healthcare expense is paid by consumers and pricing and quality become more transparent, it will become absolutely essential to keep in touch with the customer at every point along the transformation to integrated care delivery.

Payment Reform, Care Redesign, and the “New” Healthcare Delivery Organization

2012 Signature Publication

As tremendous change hits the healthcare landscape, a “new” healthcare delivery organization is emerging with different payment models and an increased focus on hospital–physician integration. In our 2012 signature publication, **Laura P. Jacobs**, **Guy M. Masters, M.P.A.**, **Graham A. Brown, M.P.H., CRC**, **Susan K. Corneliuson, M.H.S., FACHE**, **Claire F. Heideman, M.H.A.**, **Mary J. Witt, M.S.W.**, and **Teresa J. Koenig, M.D., M.B.A.**, of The Camden Group explore new payment model options, various models and structures for hospital–physician integration, and critical success factors for moving from a provider to an integrated delivery system.

2012

8.75 × 11 inches, 98 pages



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The shift to value-based payment models is leading to the emergence of real change in the quality of the U.S. healthcare system.



Getting to Value in Healthcare

Kimberly E. White, M.B.A. & Rita E. Numerof, Ph.D.

As healthcare spending increasingly consumes the national budget, quality and outcomes continue to generally lag compared to most other developed nations, all of which spend considerably less on healthcare than the U.S. We are now starting to see the emergence of real change in the U.S. healthcare system, led most notably by the shift to value-based payment models. For healthcare providers, this represents radical change. This white paper details a strategic market-based approach in light of the rapidly evolving healthcare environment, specifically focusing on the seven "Ps" of marketing services: product, price, place, promotion, people, processes, and physical evidence.



Summer 2015
8.5 × 11 inches, 28 pages



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\$17 ea.

Non-Members
\$95 ea.



The quality of the customer experience matters a great deal, and organizational leaders need to listen to customers as they describe their experience and how it needs to change.

Considering the Customer: Understanding and Influencing Healthcare's Newest Change Agent

Ryan Donohue

This white paper, published jointly with National Research Corporation, focuses on the increasing importance of the healthcare consumer in changing the way care is accessed, delivered, and paid for. It addresses strategic implications for hospital and health system boards to consider, with an emphasis on the reasons why the customer experience is paramount to other strategic priorities and the best defense in an uncertain future.



Summer 2013
8.5 × 11 inches, 36 pages



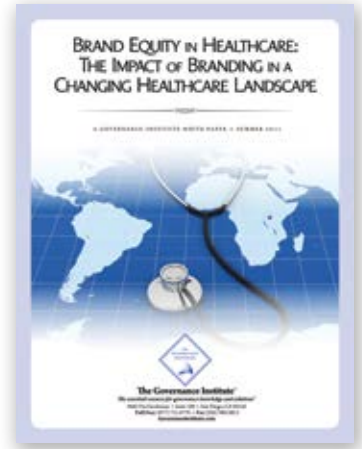
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The fundamental idea is that you are what the customer thinks you are. Knowing and understanding what the customer thinks about your organization will be a great advantage in the coming years.



Brand Equity in Healthcare: The Impact of Branding in a Changing Healthcare Landscape

Ryan Donohue

The concept of brand equity has quietly gathered more relevance as a vital tool in the roiling world of healthcare. Due to its conceptual nature, it can be easy to miscalculate brand equity or misunderstand the entire idea of branding. This white paper defines branding and dispels the myths and assumptions about brand equity, and it presents a measurement-driven framework for assessing and building the organization's brand in a time when the impact of branding in the healthcare industry is critical.



Summer 2011
8.5 × 11 inches, 28 pages

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The U.S. healthcare system is beginning the significant transition to a new business model—from a system based on volume to one based on value.

Managing Enterprise Risk to Achieve Sustained Success in the New Healthcare Environment

Eric A. Jordahl, James W. Blake, & Ryan S. Gish

Healthcare's changing environment and the unpredictability of capital markets are making it increasingly important to focus on enterprise risk management. This white paper offers a different approach to enterprise risk management for not-for-profit hospitals and health systems and explores the financial and planning tools required.

Spring 2011
8.5 × 11 inches, 32 pages

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Trends in healthcare that will impact strategy, tactics, and operations don't often overlap. Thus, it is important for healthcare leaders to distill those that are truly strategic and avoid becoming bogged down in non-essential detail.



Specialized, Integrated, and Connected: Building a Strategic Framework for the Hospital of 2020

Don Seymour

The healthcare field is awash with trends that will impact strategy, tactics, and operations. This white paper presents nine transformational forces that will have a profound impact on hospitals and health systems in the next five to 10 years, with implications for hospitals' missions and strategic visions. Mr. Seymour describes how to develop a comprehensive strategic framework to prepare for the future hospital of 2020 and beyond.



Fall 2009

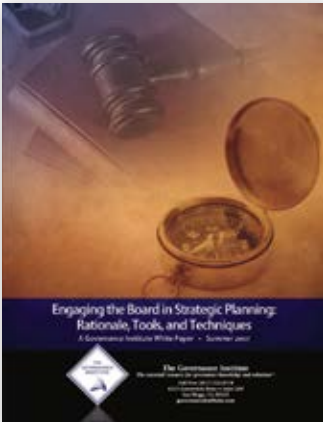
8.5 × 11 inches, 28 pages

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Strategic direction-setting is an overarching responsibility that includes all longer-range thinking and decision making done on behalf of the organization.

Engaging the Board in Strategic Planning: Rationale, Tools, and Techniques

Pamela R. Knecht

This white paper presents methods that boards and their management teams can use to determine the right strategic direction-setting approach for their organization. The author includes a wide variety of practical tools that boards have used to help set strategic direction without stepping over the line into operations.

Summer 2007

8.5 × 11 inches, 44 pages

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Managing dozens of medical group practices and hundreds of physicians while maintaining quality at a reasonable cost is a high stakes issue requiring board governance.



PopCity: Episode 6: Managing Your Care Delivery Network for Population Health

This program is the sixth in a series focusing on the real-life challenges of hospitals and health systems in moving from a fee-for-service business model to a population health model. This episode, featuring **David B. Nash, M.D., M.B.A.**, **M. Michelle Hood, FACHE**, and **Mark E. Grube**, discusses the subject of managing a care delivery network in a population health era. It covers the board's role in building a care delivery network, including financial implications and characteristics of a high-performance care network.



April 2015



15 minutes



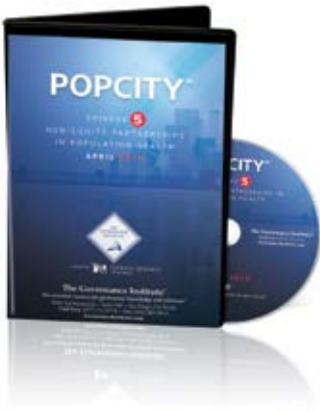
DOWNLOAD HERE

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Hospitals and health systems that wish to improve the health outcomes of the populations they serve must tackle social, behavioral, economic, and environmental factors as well as provide clinical services.

PopCity: Episode 5: Non-Equity Partnerships in Population Health

This program continues a series focusing on the real-life challenges of hospitals and health systems in moving from a fee-for-service business model to a population health model. This episode, featuring **David B. Nash, M.D., M.B.A.**, **M. Michelle Hood, FACHE**, and **Todd Sagin, M.D., J.D.**, discusses how hospitals can identify and collaborate with appropriate non-equity partners in the community in order to achieve real population health results. It covers financial and legal implications of non-equity partnerships, the characteristics of high-performing non-equity partnerships, and the board's role and strategic considerations regarding such partnerships.

April 2015

 15 minutes



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We are going to need new skills and infrastructure for population health management, which will introduce new and significant strategic, financial, and capital challenges for health systems around the country.



PopCity: Episode 1: Dilemma & Decision

This program is the first in a new series that shows members a realistic case study of a fictitious health system transitioning from a fee-for-service business model to a population health model. In this 17-minute program featuring **David B. Nash, M.D., M.B.A.**, **M. Michelle Hood, FACHE**, and **Kenneth Kaufman**, the fictitious Northeast Health System’s CEO and board chair discuss the following with a financial consultant: their competitive position, financial strength, and key issues and strategies to help the organization move to a population health model.



March 2013

DVD 17 minutes
VIDEO



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If you are going to be an ACO, you sign up to take care of a population of people and to produce certain outcomes for which you will be accountable: quality outcomes and financial outcomes. If you fail in either of those outcomes, there are downside repercussions.

Working Knowledge: Strategic Considerations for Becoming an ACO

In this video, **Stephen K. Klasko, M.D., M.B.A.**, **M. Michelle Hood, FACHE** and **Erik Steele, D.O.**, offer their perspectives on the strategic considerations for becoming an accountable care organization (ACO). This 15-minute program defines ACOs, explores common reasons why an ACO can fail, and looks at issues for boards to consider when transitioning to a population health model.

July 2012
 15 minutes

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As changes in delivery move more and more care out of hospitals, governing boards are developing new structures, adopting new strategies, and building new cultures to respond to the need for high-performance and quality in all community settings.



21st-Century Care Delivery: Governing in the New Healthcare Industry 2015 Biennial Survey of Hospitals and Healthcare Systems

Since we last reported on governance structure and practices in 2013, the major aspects of insurance reform brought on by the ACA have been implemented and we are in the beginning stages of seeing how increasing insurance coverage changes patient behaviors, and thus, the implications for hospitals, health systems, and their governing boards. Provider organizations are accepting higher percentages of value-based payer contracts and many are moving towards population health management. This year's survey sought information about how board structure, culture, and practices are continuing to evolve, representing a 21st-century delivery model.

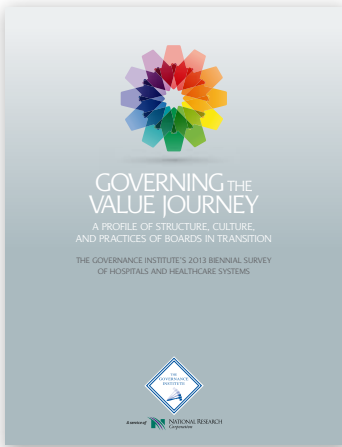


2015
9 × 11 inches, 152 pages



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The role and scope of the hospital and health system will continue to evolve as we move further along the value journey. As such, the role and scope of the governing board will evolve as well.

Governing the Value Journey: A Profile of Structure, Culture, and Practices of Boards in Transition 2013 Biennial Survey of Hospitals and Healthcare Systems

Since we last reported on governance structure and practices in 2011, the Supreme Court upheld the majority of the Patient Protection and Affordable Care Act, essentially clearing the way for implementation. This year's survey sought information about how board structure and practices may be changing to prepare for a new healthcare business model, and although the implementation of the ACA has been fraught with obstacles and delays, the results show that hospitals and health systems are continuing to move along the value journey, making strategic plans to prepare for value-based payments and population health models.

2013

9 × 11 inches, 144 pages



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Governance structure is an essential component of the effectiveness of a board. Without the proper structure, boards cannot easily or effectively perform the essential practices to fulfill their duties.



Dynamic Governance: An Analysis of Board Structure and Practices in a Shifting Industry

2011 Biennial Survey of Hospitals & Healthcare Systems

This report includes the results from the 2011 Biennial Survey of Hospitals and Healthcare Systems—sent out to hospitals and health systems across the country. This survey had new questions relating to both governance structure and practices, in an effort to reveal subtle shifts connected to how organizations may be beginning to respond to unprecedented marketplace dynamics (e.g., the Patient Protection and Affordable Care Act and increasing hospital mergers and consolidations). Along with new data, the report includes comparisons to previous reports and commentaries from governance experts.

2011
9 × 11 inches, 120 pages



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