

Recommended Resources: January 2021 Leadership Conference

[Building Innovation Platforms to Drive Frictionless Experiences](#) (System Forum Presentation Summary, October 2020)

In this summary presentation by Larry Keeley, Innovation Scientist, at our August 2020 System Forum, Keeley describes successful innovation strategies in the context of COVID-19 and long-term uncertainty, including spotting the big industry shifts, innovating in the right ways and on the right things, and key themes and lessons for boards.

[Embracing and Accelerating Healthcare Change Amidst COVID-19](#) (*BoardRoom Press* article, August 2020)

This article by Governance Institute advisor Dr. Brian Silverstein explains why the issues that plague our healthcare delivery system (becoming more patient friendly, accelerating value-based care, and improving population health) will continue to be the keys to success in the future. He describes the acceleration of change being forced by COVID-19, and cautions boards and their leaders to seize this moment and ensure that the pursuit of these critical strategies continues with an innovative, forward-looking mindset.

[Advancing Your Digital Health Strategy](#) (Strategy Toolkit, Summer 2020)

Healthcare boards must be involved in the digital transformation of their organizations. The quality, safety, and efficiency of care is increasingly being determined by how well an organization's technology works. Furthermore, COVID-19 has proven the critical need for virtual care on a mass scale. This toolkit combines thought leadership and front-line experience from five provider organizations that are leaders in the digital health arena to provide an actionable framework for boards and senior leaders.

[Beyond Statements to Action: The Role of Public Hospitals in Advancing Health Equity](#) (Public Focus article, November 2020)

The mission of most public hospitals is about meeting the needs of the community, especially those who are poorest in our society. It is more important than ever for hospitals to address social needs, social determinants, and root causes of inequities as an essential part of their role in society. This article by Dr. Somava Saha articulates steps boards can take to accomplish these goals.

[The Impact of COVID-19 on Mental Health](#) (System Focus article, July 2020)

In this article, Dr. Saha provides key questions boards should be asking themselves regarding their approach to the COVID-19 pandemic and its effects on the mental health of the community and the workforce.

[All Quality Is Local](#) (System Focus article, November 2020)

Most health systems have logical structures of interlocking quality governance responsibility. But quality governance should be more than simply reviewing comparative reports of quality measures, many of which are being reported simply because they have been collected and are externally reported. Quality expert Michael Pugh describes common ways traditional quality measuring and reporting misses the big picture, and how to accelerate change to enable evolution beyond routine review and comparison to true quality transformation.

[The Voices of Physicians on Your Board: Maximizing a Hidden Asset](#) (Strategy Toolkit, Summer 2020)

Physicians are key members of hospital and health system boards. However, Governance Institute research shows they are consistently underrepresented in governance. This toolkit by Governance Institute advisor Kim Russel presents the findings from qualitative research on the experiences of physicians in governance, including best practices and recommendations to maximize the talents and contributions of physicians on hospital and health system boards.

[Utilizing Philanthropy to Elevate Community Well-Being](#) (Subsidiary Focus article, July 2020)

Healthcare's role is expanding from a sole focus on treating illness and injury to also proactively elevating health status and well-being. To help improve community health efforts, subsidiary and local boards within health systems play a key role. In this article, Betsy Chapin Taylor describes the expanded role of philanthropy in advancing community health.

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

Low-income communities of color are the most impacted by the pandemic, since they are over-represented as workers in public-facing essential services. These communities bear the compounding burdens of a lack of a living wage, poor quality housing and schools, food insecurity, and toxic stress. There is a consensus among healthcare leaders that we have under-invested in our public health infrastructure. This article by Kevin Barnett, Dr.P.H., M.C.P., highlights important steps boards can take to remedy this.

[Journey toward the Next Normal through Digital Innovation](#) (System Focus Article, December 2020)

Aaron Martin, Executive Vice President and Chief Digital & Innovation Officer at Providence St. Joseph Health and Providence Ventures, describes Providence's digital innovation journey and infrastructure, including the health system's major focus areas and how it reimagined its business model to facilitate digital growth.

[Outwitting Uncertainty: Strategy Pivots in the Time of COVID](#) (*BoardRoom Press* Special Section, December 2020)

As the uncertainty of COVID-19 continues to roil our society, hospital and health system boards and executives face perhaps the most difficult challenge of their careers: deriving insights about a volatile and risky environment, and translating those insights into significant pivots in strategy. John Poziemski and Governance Institute advisor Mark Grube dig into the nature of today's uncertainty, describing three long-term market effects and four strategy pivots for boards to consider.

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

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

[Welcome to the Future: A Healthcare Board's Practical Guide to Emerging Compliance Program Priorities](#) (*BoardRoom Press* special Section, August 2020)

There are now numerous fronts of essential disruption in healthcare that, aside from strategic attention, should be incorporated into a healthcare organization's compliance program. The role of the board is to ensure that these emerging realities are adequately addressed. In this special section, Anne Murphy provides new information on compliance priorities to enable boards to adapt their oversight processes accordingly.

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

At the core of the healthcare consumer revolution is understanding that moving from sick care to health assurance will be a necessary transformation for the traditional healthcare ecosystem, in much the same way convenience and cost pressures transformed the retail industry. This revolution places the human at the center of the healthcare journey. In this Webinar, Governance Institute advisor Ryan Donohue dives into the current state of the consumer revolution in healthcare, analyzes gains made, and provides solutions for organizations to accelerate and integrate consumer-focused initiatives into the entire care experience.

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

Healthcare is lagging virtually all other major industries in proactively engaging consumers, creating a relationship that fulfills consumer needs over time, and proving the value of that relationship to incur consumer loyalty. This toolkit by Ryan Donohue is designed to guide healthcare executives and boards through the wilderness of consumerism, helping to further their advancements and accelerate consumer-centric strategies.

[Accelerating Value with Two-Sided Risk](#) (Strategy Toolkit, Fall 2018)

This toolkit is intended to help boards and senior executives prepare for and successfully manage second-generation ACOs and other “two-sided” risk contracts. It provides a checklist of needed steps and capabilities, supported by background information to enable better understanding of why organizations need to be taking such steps and building capabilities. It also includes case examples of what leading organizations are doing.