Recommended Resources: April 2021 Leadership Conference

"Storm Born Strategies: Driving Innovation in the Time of COVID-19" (*BoardRoom Press* Article, February 2021)

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

"Outwitting Uncertainty: Strategy Pivots in the Time of COVID" (*BoardRoom Press* Article, 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. This article offers observations about the nature of uncertainty executives are facing, the likely environmental changes, and the strategies organizations will need to make in order to sustain and improve their ability to serve communities in a hazy future.

"The Impact of COVID-19 on Mental Health" (System Focus Article, July 2020)

Before COVID-19 began, the United States was already in an epidemic of deaths of despair, with an anticipated 150,000 lives lost to alcohol use, drug overdose, and suicide. It has recently been projected that COVID-19 will lead to between 27,644 and 154,037 additional deaths of despair. This article describes who is affected, why, and what can be done to mitigate the second curves of diseases of despair.

"The COVID-19 Impact on Healthcare M&A" (COVID-19 Article, May 2020)

The COVID-19 pandemic has upended our nation and our healthcare delivery system. The extreme pressure being put on hospitals during this crisis will permanently change the way healthcare is sought and provided. In addition to the sweeping changes we can expect in clinical standards and care delivery models, we will also see changes in how hospitals approach partnerships. This article discusses seven observations on how the pandemic will impact the healthcare merger and acquisition market.

"Is Now the Time to Pursue a Rural Telehealth Strategy?" (Rural Focus Article, June 2020)

The COVID-19 pandemic has thrust telehealth into the national spotlight. Telehealth has been around for some time, but its growth has been stymied by lower payment rates and a patchwork of state and federal regulations. This article explains why the COVID-19 crisis may prove to be an inflection point for telehealth, creating momentum for payment parity and relaxation of other restrictions that have hindered telehealth's growth.

"Transforming Health System Outpatient Services Post-COVID-19 (and Beyond)" (System Focus Article, June 2020)

Healthcare systems have an unprecedented opportunity to refine and revamp their outpatient services strategy with an enterprise-wide coordinated approach to ambulatory services, outreach, and delivery. This article explains why as health systems consider the "new normal," they must reconfigure care delivery models to extend much further beyond the four walls of the hospital.

[Crisis Leadership: The Critical Role of the Board Before, During, and After a Crisis](#) (Strategy Toolbook, Summer 2020)

This toolbook assists healthcare boards and senior leaders in preparing for and managing crises, whatever they may be and whenever they may arise. The toolbook has three sections, paralleling the required activities: preparing for a crisis, managing during one, and looking back afterwards to see what can be learned, what needs to be changed, and what should be done differently the next time around. Key questions are also included so that boards can use them to discuss and assess their capabilities.

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

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

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

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

[Hospital Accounting and Finance, Fourth Edition](#) (Elements of Governance, April 2015)

This Elements of Governance® is intended to facilitate improved financial decision making by providing board members and senior leaders with an easy-to-understand guide to the basic principles of healthcare accounting, payment, and finance.

["An Infusion of Empathy: A Path to Innovation and Change"](#) (*BoardRoom Press* Article, December 2020)

This is the first article in a three-part series that looks in-depth at the power of empathy as a valuable asset to enable innovation and change in healthcare organizations. This article defines empathy, explores the importance of empathy (especially in today's environment), and highlights the many benefits of embracing a culture of empathy.

["An Infusion of Empathy, Part 2: The Empathy Elixir for Innovation and Change"](#) (*BoardRoom Press* Article, February 2021)

Empathy is one of the most powerful tools at an organization's disposal, both in combating COVID-19 and contributing to innovation and change. This article provides boards and senior leaders with a framework of empathy-building activities to build a culture of empathy that enables innovation and change and leverages the ROI of empathy.

["An Infusion of Empathy, Part 3: Take a Walk for Change"](#) (*BoardRoom Press* Article, April 2021)

Empathy is a teachable skill; however, before it can be operationalized, it must be institutionalized. The tone is set at the top. This final article in this three-part series focuses on some key ways to build a culture of empathy, including the role of the board.

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

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

"The Subsidiary/Local Board's Evolving Role and Emphasis on Diversity and Inclusion" (Subsidiary Focus Article, October 2020)

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

"The Board's Role in Diversity and Inclusion" (*BoardRoom Press* Article, December 2019)

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

"The Power and Purpose of Advancing Health Equity" (System Focus Article, January 2021)

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

"All Quality Is Local" (System Focus Article, November 2020)

System boards must ensure that quality governance is more than simply reviewing comparative reports of quality measures. This article provides suggestions for accelerating changes in quality governance.

"Governance and Quality: Ideas for 2020" (E-Briefings Article, January 2020)

Over the past 15 years, most hospital boards have adopted a variety of good governance practices to improve the oversight of quality and safety in their organizations. This article provides tips and governance questions to help boards and their quality committees broaden their thinking and oversight with respect to quality and safety.

The MUST Dos for Excellent Governance of Quality (Webinar, July 2020)

This Webinar describes the set of "must dos" that boards need in order to effectively oversee quality, including how and what to measure, oversight of goal setting to drive improvement, the impacts of value-based care payment models on finance and quality, key drivers for organizational quality improvement, and the ability to self-assess the board's effectiveness in governing quality.

"Quality Is Local: The Role of Boards within Systems" (Subsidiary Focus Article, April 2020)

In spite of their many other responsibilities, local boards must emphasize quality as their first priority. Hospitals are still struggling to raise the bar to where it needs to be regarding quality, and as more hospitals are choosing to join systems, local hospital boards roles regarding quality become ever more important. This article provides guidance on how boards can effectively carry out quality oversight.

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

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

["How to Hire a CEO: A Brief Guide to the Board's Most Important Decision"](#) (Public Focus Article, February 2021)

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

["The Board and CEO Relationship: The First 120 Days"](#) (*BoardRoom Press* Article, April 2020)

Upon appointing a CEO, it can be tempting for board members to congratulate themselves on a job well done and quickly return to the usual rhythm of board and committee meetings. But with high rates of CEO turnover, it is critical that the board and newly appointed CEO have a shared interest in immediately solidifying this new relationship. This article highlights what needs to be done in the first 120 days.

["Strategic Options in the Wake of COVID"](#) (*BoardRoom Press* Article, August 2020)

As hospitals and health systems move toward a post-COVID-19 future, boards and senior leaders are challenged with determining a future strategic course—a course that could, and likely should, be far different than the organization's pre-COVID path. This article looks at the new landscape and how boards will need to have true imagination in build a better future state and be prepared to do hard and creative work in inventing that future.

["Building Resiliency: The Imperative for Not-for-Profit Health Systems"](#) (System Focus Article, February 2021)

The focus of governance and management over the coming months and years must be the pursuit of resiliency. This article describes how every healthcare organization moving forward can create resiliency by establishing a framework to assemble, organize, and then guide the coordinated deployment of all available resources.

["Assessing Senior Leaders' Performance during COVID-19: 11 Questions for Boards"](#) (Article, August 2020)

COVID-19 brought out the best in many healthcare leadership teams, but it also revealed shortcomings in some leaders' ability to manage through a crisis. The need for hospital boards to evaluate senior leaders post-COVID is critical. Board members do not have the luxury of waiting three to five years to see if a leader's ability to perform under pressure can be improved with coaching and development—not when an organization's viability may depend on having the right executives in the right

roles at the right time. This article offers insight on leading during a crisis and provides 11 questions board members should ask.

"All Hands on Deck: Board Support of Employee Wellness in a Time of SARS-CoV-2" (*BoardRoom Press* Article, October 2020)

Burnout prevention and wellness promotion is a serious issue that healthcare leadership teams have been grappling with. Staff stress and burnout predated SARS-CoV-2, but this has served as an accelerant, placing the matter in sharp relief. This articles looks at how boards will need to take action to address the inevitable employee burnout and wellness concerns caused by SARS-CoV-2.

"A Growing Second Pandemic: The Children's Hospital and Board's Role in Emotional Well-Being" (Pediatric Focus Article, October 2020)

Today's youth are facing new challenges as they tackle remote learning, limited social interaction, and separation from routine activities and support systems. This article highlights the steps that boards of children's hospitals should take to ensure that the emotional health and well-being of youth in their community is a priority.

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

Moving from sick care to health assurance will be a necessary transformation for the traditional healthcare ecosystem. This Webinar dove into the current state of the consumer revolution in healthcare, analyzed gains made, and provided 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 Toolbox, Fall 2020)

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

"The Implications of the Increasing Speed and Scale of Disruption in Healthcare" (Presentation Summary, 2020 System Forum)

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

"Pandemic Lessons on Value-Based Care" (E-Briefings Article, March 2021)

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

"Advisors' Corner: Embracing and Accelerating Healthcare Change Amidst COVID-19" (*BoardRoom Press* Article, August 2020)

COVID-19 has turned the world upside down, particularly in healthcare. While there is still much uncertainty around the virus, the long-term imperative to transform the health system remains critical. This article looks at key strategies such as becoming more patient-friendly, embracing value-based care

delivery, and focusing on population health, which were important before COVID-19 and continue to be the keys to success in the future.

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

Two-sided risk arrangements represent a timely topic for most hospital and health system boards and CEOs. This Governance Institute Strategy Toolbook is intended to help boards and senior executives of hospitals and health systems prepare for and successfully manage second-generation ACOs and other "two-sided" risk contracts.

["Physician Leadership in 2021 and Beyond: Shifts in Mindset and Practice"](#) (System Focus Article, January 2021)

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

["Physician Burnout: What Next?"](#) (*BoardRoom Press* Article, December 2017)

Physician burnout is a major problem in the healthcare industry. This article provides some key points for hospital and health system boards to be aware of, and some ideas for how they can work to solve this issue in their organizations.

["Physician Burnout as an Occupational Risk: What Boards and Leadership Need to Know"](#) (Academic Health Focus Article, December 2019)

When individuals are placed in work environments where expectations are misaligned with rewards, where available resources do not meet demands, where their ability to influence circumstances is limited, or where their personal objectives are impeded or subverted, stress ensues. This article explains how AMC leaders can develop comprehensive ways to address stress and burnout while promoting resilience and overall wellness among faculty.

["Physician Leadership Models for Rural Hospital Success"](#) (Rural Focus Article, December 2020)

Rural hospitals must have an effective management and organizational model with physician involvement to effectively compete and survive. This article explains why rural hospitals must leverage the clinical knowledge of their physicians and partner with them to manage and lead their organizations in the constantly evolving healthcare environment.

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

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

["Beyond the Project: Addressing the Social Determinants of Health as a Core Enterprise"](#) (Hospital Focus Article, May 2020)

The social determinants of health are a hot topic in healthcare, appearing regularly in journal articles, trade publications, blogs, and interviews with industry leaders. This article highlights ways that hospitals

can address social determinants of health at larger community and societal levels in order to truly improve the lives of their patients.

"Addressing Social Determinants in Healthcare: ProMedica's Recent History" (Presentation Summary, Fall 2019 System Forum)

In his book *Good to Great and the Social Sectors*, author Jim Collins posits that what matters most for a non-profit organization is the impact it can make relative to its resources. The leaders at ProMedica have taken that guidance to heart by going outside of its facilities' walls to influence the health and well-being of the communities they serve, communities that historically have ranked quite low on health-related metrics, including obesity, access to food, infant mortality, low birthweight babies, poverty, homelessness among students, and health outcomes and well-being in general. This summary of a presentation by Randy Oostra, D.M., FACHE, President and CEO, ProMedica, shares how ProMedica is tackling social determinants of health as a health system and provides lessons learned throughout the process.