

The Post Pandemic Board Agenda

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Objectives

- Describe pandemic related changes to healthcare boards and their operations.
- Determine essential areas of focus for boards in 2021 and beyond.
- Recognize the opportunities for governance and organizational growth and development.

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**The Governance Institute's Governance Support Forum– Hybrid Event
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The 2020 Board Room

- Virtual meetings
- Elimination or pause on selected board work
- New communication mechanisms
- Pandemic take-over of all board/committee agendas



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2021 CEO Comments

- “We do not have the same richness of conversation at virtual meetings.”
- “2020 was a lost governance year due to Covid.”
- “Virtual meetings are overall less effective than F2F meetings.”
- “I don’t know if I will ever get them back in the board room again.”

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Results: Mixed

- Governance structure/process flaws exposed
- CEO/Board communication enhancements
- CEO concerns about board engagement
- For some boards, renewed sense of governance purpose



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Governance Crossroads

- Governance Assessment
- What went well? What didn't go well?
- What did we learn?
- What should we continue? Discontinue?



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Key Board Considerations

- Board Operations
- Your CEO
- Financial Health/Cost Position
- Strategy & The Road Ahead
- Workforce
- Diversity, Equity & Inclusion



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Board Operations

- Virtual Meeting Policy
- CEO Authority Policy
- Board Size
- Board Leadership Succession Planning
- Board Chair - Additional requirements?
- Committee Structure



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Your CEO

- Performance Feedback
- Compensation Committee Considerations
- Succession Planning: CEO Position
- Executive Team Skill Sets & Updated Talent Review



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Financial Health/Cost Position

- Finance Committee Role
- Future Storm Clouds



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Strategy & The Road Ahead

- Competitive Landscape Reassessment
- Mergers, Acquisitions & Partnerships
- Strategic Plan Reboot
- Growth Plan



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Workforce

- #1 Concern of CEOs
- Labor (Un)availability
- Emotional/Mental Health Needs & Supports
- Workforce Strategy Re-boot



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Diversity, Equity & Inclusion

- Retooling of Board Recruitment Strategies
- Connection with Workforce Strategy



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What's Missing?

- Enterprise Risk Management Reassessment
- Community Health/Public Health
- External Relationships - Future Pathways
- External Image Retention Plan



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Where to Start?

- Assessment Results
- Executive Committee Discussion & Priority Points
- Board Calendar
- Board Retreat



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Governance Support Role

- Recommend board operational priorities to CEO
- Take the initiative to re-start ‘board basics’
- Provide your (confidential) governance improvement feedback to CEO
- Compare pre-Covid agendas to current: what’s missing?
- Connect CEO and directors with TGI resources
- Suggest speakers & topics for board education
- Translate expectations for board materials to presenters
- Share today’s information

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Must Haves

- Board Assessment
- CEO Succession Planning
- F2F Board Meetings/Board Retreats



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Tom Peters - 1982

- “When a window of opportunity appears, do not pull down the shade.”



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Our “Window”: The Opportunity To...

- Increase board engagement & effectiveness
- Be better prepared for the future
- Increase hospital/health system strength & overall health
- Extend the mission

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Questions??

Thank you!

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Additional Resources

- Marian Jennings and David Bjork, “Elements of Governance - Succession Planning - 3rd Edition,” The Governance Institute, May 2016.
- Michael Peregrine, “A Word to CEOs: Anticipate the Anxiety of Your Board,” www.beckershospitalreview.com, August 26, 2020.
- Marian Jennings et al, “Preserving Critical Board Functions during the Covid-19 Crisis,” System Focus, The Governance Institute, May 2020.
- Kimberly A. Russel, “The Pathway Back to the Boardroom,” Trustee Insights, January 2021.

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