Recommended Resources: 2021 Governance Support Forum

["Building Back a Better Workplace: Eight Lessons for Healthcare Executives and Boards"](#) (*BoardRoom Press* Special Section, August 2021)

Boards need to have detailed conversations with leadership to ensure they are effectively navigating the complexities of the current healthcare workforce environment. This article looks at healthcare workforce trends and actions for addressing a complex human capital landscape.

["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 article looks at how boards will need to take action to address the inevitable employee burnout and wellness concerns caused by SARS-CoV-2.

["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.

["Scientific Considerations of Employee Engagement during COVID-19"](#) (E-Briefings Article, July 2020)

Twenty years ago, almost nobody was talking about employee engagement. When it finally seemed like we were effectively grasping, measuring, and improving employee engagement, an unprecedented state of affairs from COVID-19 challenged the engagement of our nation's healthcare workers. This article discusses how conversations around employee engagement are changing while healthcare organizations face the challenges of COVID-19.

["Resource Planning: A Framework for Enhancing Board Work"](#) (Governance Notes Article, June 2021)

Board support personnel have increasingly complex responsibilities in today's environment. This article highlights how board support personnel can increase efficiency by leveraging a resource planning approach that considers the meeting time of the board and the committees as finite resources.

[Governance Support: A Behind the Scenes Guide to Ensure Your Board is Prepared, 2nd Edition,](#) (Elements of Governance, November 2017)

Though we cannot offer a governance support manual that can be applied to every organization, we hope this serves as a practical guide to help you, whether you're only beginning or continuing to provide effective governance support. Through this *Elements of Governance*® we submit elements, not rules, of governance that might aid you as you lend aid to board effectiveness—a comprehensive collection of practices for those providing governance support.

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[Board Education and Development](#) (Intentional Governance Guide, October 2016)

This toolbook focuses on five key areas of board education and development: a formal orientation program, annual assessment of education needs, an annual board education plan, appropriate resource allocation for education, and certification.

"[Creating an Effective Board Action Plan](#)" (Governance Notes Article, August 2018)

This article discusses how to use board self-assessment results to come up with action items, provides a sample governance action plan and sample committee and board calendars, and explains how these tools can be used to help ensure critical board and committee work is accomplished.

[The Increasing Importance of Legal Counsel and Compliance and Their Interaction with Healthcare Boards, 2nd Edition](#) (White Paper, Summer 2021)

Organizations that establish an effective compliance program using the seven fundamental elements described in this white paper will position themselves for success in all areas, from reducing the organization's risk for legal liability to increased transparency, more effective reporting to the board leading to a better informed board and more effective decision making, and ultimately, creating an organizational culture that supports patient safety and quality of care.

"[Measuring the Compliance Program's Effectiveness: Suggestions for the Board](#)" (*BoardRoom Press* Article, February 2018)

Given the importance placed on compliance programs by federal agencies, including the OIG, the United States Attorney's Office, and the Centers for Medicare and Medicaid Services (CMS), this article looks at how a healthcare board should measure the effectiveness of its compliance plan in dealing with an ever-expanding regulatory environment.

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

This article offers practical guidance as to how a healthcare governing board should be approaching compliance oversight in these turbulent times to ensure that it effectively addresses key forces of disruption.

"[Practical Tips for Hybrid Board Meetings](#)" (Governance Notes Article, September 2021)

As COVID-19 swept across the country in 2020, most hospital and health system boards began conducting virtual or hybrid board meetings. In mid-2021, several factors are keeping many boards in a hybrid mode. This article looks at what can be done to move hybrid board meetings from "good" to "great."

"[Essential Elements of a Post-COVID Board Retreat: Not Business as Usual](#)" (*BoardRoom Press* Article, June 2021)

This article provides five essential elements and steps that can change a retreat from "business as usual" to something intellectually engaging, producing highly effective results.

"Practical Considerations for Holding Board Meetings during COVID-19" (Governance Notes Article, October 2020)

This article provides practical guidance to non-profit healthcare organizations and their governance support staff about how they may manage board meeting operations and keep board members engaged under the current pandemic conditions.

The Post-Pandemic CEO (Strategy Toolbook, Spring 2021)

This toolbook presents the findings from qualitative research in which executive search consultants, CEOs, and directors were individually interviewed. Best practices, resources, and recommendations are highlighted to support boards with their succession planning responsibilities and to assist CEOs with their role in leadership development and mentorship.

"Virtual Board Retreats: A Case for Heightened Board Engagement" (Governance Notes Article, March 2021)

This article follows Nuvance Health's valuable journey of creating an engaging, entertaining, and informative virtual board retreat. It discusses what they learned about the process and their lessons learned.

Board Basics (Strategy Toolbook, Spring 2019)

This toolbook is intended to introduce new board members or refresh seasoned directors on board basics. It includes information on understanding fiduciary duties and oversight responsibilities, clarifying roles, planning for orientation and continuing education, preparing for and effectively executing meetings, taking board self-assessments, getting the right directors on the board, and accomplishing board goals.

"Preserving Critical Board Functions during the COVID-19 Crisis" (System Focus Article, May 2020)

The healthcare industry is facing levels of disruption and uncertainty that most leaders have never experienced. Top revenue-generating activities have been suspended, those on the frontlines are challenged with shortages and burnout, and there is necessary pressure to accelerate virtual health, just to name a few of the challenges at hand. In this article, The Governance Institute Advisors provide a list of the top governance functions that boards must be continuing to execute while also addressing critical issues related to the pandemic.

Succession Planning, Third Edition (Elements of Governance, 2016)

This *Elements of Governance*® is intended to help boards create a leadership transition plan that facilitates an orderly transition to new leadership. CEO turnover can cause major disruption in an organization, but a well-thought-out strategy, with a clear transition plan, effective ways of communicating the change to stakeholders, and—where relevant—a clearly defined transitional role for the departing CEO, will make the process run more smoothly.

Intentional Governance: Advancing Boards Beyond the Conventional, 10 Year Anniversary Edition (Signature Publication, 2020)

Recognizing that board members have legacy goals is an important step in creating an intentional board. This special 10 year anniversary edition focuses on a framework we call intentional governance, which involves deliberate and intentional processes that enable the board to realize its highest potential.

"Reimagining Healthcare Governance" (*BoardRoom Press* Special Section, June 2021)

Healthcare boards must lean into unprecedented change and volatility by reimagining the pathways to relevance and impact. This article looks at current opportunities that will allow boards to bring more focus and relevance to their leadership roles and to enable the next curve of healthcare board governance.

Board Culture (Intentional Governance Guide, August 2016)

Board culture is an important pillar to address in today's healthcare environment. This toolbook is designed to aid boards in understanding the importance of culture, assessing their culture, and making steps to change it.

"Solving the Board Engagement Puzzle" (Governance Notes Article, December 2014)

Experiencing the frustration of a disconnected board can feel like struggling to complete a puzzle with missing pieces. This article provides insight on keeping board members engaged and building a board that is well connected to the organization's executive team and strategic goals.

Board Culture and Effectiveness (E-Learning Course)

This course takes board members through the steps necessary to understand how board culture affects its performance, and processes and solutions to create a culture that ensures board effectiveness.

"Board Development and Recruitment: The Right Experience, the Right Balance, and the Right Attributes" (Governance Notes Article, June 2021)

Healthcare is a complex industry and high-achieving organizations need insightful directors with broad experience across sectors. This article explains why not-for-profit boards should aim to build dynamic governing bodies that are diverse, with members who truly bring the voices of the community to the table.

Board Recruitment (Intentional Governance Guide, May 2015)

This Intentional Governance Guide addresses the first essential element of governance, board recruitment. Throughout the last few years, board recruitment has changed significantly and gained importance. The significance, and challenge, of recruiting the very best board talent is now almost universally recognized in healthcare. This toolbook focuses on the new demand for board talent and provides steps boards can take to develop an effective board recruitment plan.

Board Leadership Succession Planning (Intentional Governance Guide, March 2017)

The governing board should have an idea about when board leaders contemplate leaving so that they can effectively identify new members in advance of their departure. The quality of board leadership is extremely important to the board's ongoing success and sustainability. This guide detail solutions for each essential element of board leadership succession planning.

Building a Comprehensive Board Orientation Program, Second Edition (Elements of Governance, 2021)

It is imperative that new board members have a comprehensive orientation to maximize their engagement and effectiveness, while minimizing the amount of time it takes to get "up to speed." This *Elements of Governance*® provides the information you need to build your own comprehensive orientation program.

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