Recommended Resources: October 2021 Leadership Conference

[Stop the Cyber Bleeding: What Healthcare Executives and Board Members Must Know about Enterprise Cyber Risk Management](#) (Webinar, June 2021)

This Webinar discusses the critical role C-suite executives and board members must play in overseeing the establishment of their organization's ECRM program. Tangible, specific best practices are presented.

[Enterprise Cyber Risk Management](#) (Strategy Toolbook, Summer 2021)

This toolbook explains the importance of incorporating enterprise cyber risk management into your organization's overall risk management program in order to protect your organization's data, systems, and devices from potential compromises of confidentiality, integrity, and availability.

[Governing Cyber Risk in Healthcare: Case Studies](#) (Case Study, Summer 2021)

This publication highlights three large health systems with significant experience in managing cyber risk, demonstrating how their boards support their ECRM programs.

["Building an Effective Cyber Risk Management Program"](#) (*BoardRoom Press* Article, February 2020)

This article provides boards with the understanding and actionable information needed to be able to establish or improve their organization's ECRM program. It provides steps to help boards ensure their organization's have a program that meets accepted standards of care for managing cyber security risk, protecting their organizations and patients from cyber threats.

[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.

["Recruitment Tips to Advance Rural Board Diversity"](#) (Rural Focus Article, September 2021)

When it comes to recruiting diverse talent to rural hospital and health system boards, there is no singular, one-size-fits-all solution. This article describes how rural boards can accomplish this by being intentional about governance diversification.

[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 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.

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.

"The Neighborhood Community Hospital: A Diminishing Societal Fixture" (*BoardRoom Press* Special Section, December 2019)

There are many factors undermining the sustainability of the traditional community hospital. This article describes the drivers behind declining inpatient hospital beds, strategic issues for boards to consider, and opportunities for transforming the care delivery model to shift care to where patients need it most.

"Examining Circumstances That Allow Independent Hospitals to Thrive" (Hospital Focus Article, June 2019)

While stand-alone hospitals will continue to join local, regional, and national health systems, a subset of well-positioned institutions can continue to stay independent, support their communities, and demonstrate the ability to thrive. This article describes some of the special circumstances under which stand-alone hospitals can continue to thrive, at least for the foreseeable future.

"Independence or Merger? A Board's Most Difficult Decision" (E-Briefings Article, September 2021)

This article discusses the detailed process that Washington Health System in southwest Pennsylvania went through to determine if it could be financially and operationally capable of achieving its stated vision "to remain a locally governed healthcare system that is a leader in healthcare quality, safety, and value" for the next five to 10 years.

"Standalone Hospitals: Making the Most of Alliances" (*BoardRoom Press* Article, December 2015)

In this age of consolidation across the healthcare industry, most boards consider one form of affiliation or another with increasing frequency. This article offers insight as your organization thinks about whether an alliance or other type of relationship with another provider makes sense, and if so, how to make the most of the relationship to ensure that your goals are fulfilled successfully.

Assessing Independence (Strategy Toolbook, Fall 2019)

There are several reasons for assessing independence, including market dynamics, the need for economies and efficiencies associated with scale, and to improve quality and safety and lower costs. This toolbook looks closely at these motivations, provides a tool for assessing independence, and highlights board considerations for remaining independent or joining a system.

"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.

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 Toolbook, 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"](#) (System Forum Presentation Summary, March 2021)

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.

["Addressing Health Disparities: A Mission-Critical Strategy"](#) (System Focus Article, June 2021)

Ensuring health systems provide equitable treatment to all patients begins with a commitment at the top. This article explains why healthcare leaders on boards and in the C-suite can and should make the eradication of healthcare disparities a high priority.

["The Power and Purpose of Advancing Health Equity"](#) (System Focus Article, January 2022)

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.

["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.

Using Self-Insured Data as a Foundation for Value-Based Payment Strategy (Webinar, November 2020)

This Webinar explored a case study in which Adventist Health has leveraged the claims data for its employee health plan and explains how this data, resultant initiatives, and lessons learned are being used as a foundation for a larger value-based payment strategy.

"Making Value-Based Care More Attractive to AMCs" (Academic Health Focus Article, August 2021)

For all the good they do, AMCs face unique challenges with value-based care. This article highlights why boards and leadership need to continue to understand the external pressure to progress towards full financial risk transfer and begin making and executing large-scale plans to ready their organizations.

"Medicare Direct Contracting and the Impact of COVID-19 on Value-Based Payment Strategy" (*BoardRoom Press* Article, June 2020)

Amidst the increasingly complex and strategic reimbursement environment, the reimbursement landscape post-COVID-19 will continue the trend toward health systems and physicians assuming greater financial risk. Therefore, one of the most pivotal strategic decisions is the assessment of opportunities to adopt and implement a value-based payment (or premium risk-based) reimbursement strategy as a core design element. This article looks at key questions for the board around risk-based reimbursement.

"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.

Setting Strategic Direction (Strategy Toolbook, Spring 2019)

What is the board's role in setting strategic direction during a time of upheaval in healthcare? Continued disruption and uncertainties about how the future will unfold are here to stay. This toolbook outlines key steps and provides checklists, tools, and questions for board members in order to establish and/or assess their organization's strategic planning process.

"Making Time for Strategic Discussions" (*BoardRoom Press* Article, December 2013)

Hospital and health system boards across the country are attempting to spend more of their meeting time in strategic-level discussions. But many are still using significant amounts of their precious meeting time listening to reports from committees and management and/or offering advice on management/operational issues versus governance/strategic-level issues. This article describes the importance of having strategic discussions and methods for increasing time for strategy.

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.

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.

"Improving Quality in Health Systems: How Do They Do It?" (*BoardRoom Press* Article, October 2021)

This article demonstrates important actions taken at the leadership and governance level that have helped to drive quality at some of the higher-performing systems in the U.S.

"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.

"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.

"Post-Pandemic Governance for Quality" (Subsidiary Focus Article, April 2021)

As we move past COVID-19, to meet their fiduciary duty and diligence, boards must ask a few key questions to shepherd quality to the next level of performance. This article presents five questions for boards to ask in the post-pandemic world.

Board Must-Dos for Quality: 15-Minute Education Session (Video, 2021)

This short video will describe 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, and key drivers for organizational quality improvement.

"Understanding Mental Health in the Context of the Pandemic" (*BoardRoom Press* Article, October 2021)

Pandemic times have wrought a heavy toll on mental health in America, with working-class adults, people identifying as Black/Latinx, LGBTQ youth, unpaid caregivers, and people who had previously experienced trauma paying the greatest costs. At the same time, this moment offers an opportunity for real system change in the way we plan for and deliver mental and social health services for those at greatest risk of not thriving.

"Measuring Differently to Create Well-Being in the Nation" (*BoardRoom Press* Article, April 2020)

For years, boards of healthcare organizations have been trying to figure out how to truly measure value. This article highlights the new Well-Being in the Nation (WIN) measures which offer community-level measures to assess population and community health, social needs, and social determinants.

"Is Mental Health the Missing Link in Your Hospital's Population Health Strategy?" (*BoardRoom Press* Article, June 2017)

As hospitals and health systems shift toward population health, they are realizing that they may need to invest proactively in outpatient and inpatient behavioral health services. To understand why, it's important to understand mental health from a population health perspective. This article looks at the scope of the problem and how to apply a population health lens to this challenge.

"Emerging Framework: Pathways to Population Health" (*BoardRoom Press* Article, August 2018)

The Pathways to Population Health (P2PH) framework is engaging hundreds of healthcare organizations in a shared journey to population health with a focus on 1) speaking with a common voice and language; 2) breaking population health into simple, powerful portfolios of activity; and 3) developing tools and pathways to make the journey easier. This article reviews what the P2PH framework is, who it is relevant for, and how it can help you on the journey to population health.

"Addressing Community Needs through Expanded Health and Wellness Offerings" (Rural Focus Article, March 2019)

This article describes how Columbus Community Hospital in Columbus, Nebraska, improved the health and wellness offerings in their community by providing area residents with convenient, inexpensive, and accessible ways to address obesity, fitness, and treat or manage long-term health conditions.

"Minding the Mental Health Gap" (E-Briefings Article, January 2019)

The country's current mental health infrastructure is struggling to meet the growing demand for psychiatric services. Meanwhile, the number of providers in the United States continues to decrease. This article provides some steps boards can take to help their communities with this challenging issue.

"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.

The Radical Common Sense of Human Understanding (Webinar, May 2021)

The need to humanize care has never been more apparent. This Webinar focused on real-world examples that prioritize human understanding—in the context of patients, clinicians, and communities—as the foundation for a more responsive ecosystem that humanizes care by turning transactions into relationships.

"Satisfaction, Experience, and Patient- and Family-Centered Care: What Matters Most for Kids?"
(Pediatric Focus Article, March 2020)

Patient satisfaction and patient experience can be two very different things. This article, written from the point of view of a mother who experienced the hospitalization and loss of a child, discusses the importance of communication, collaboration, and teamwork in children's hospitals as boards consider their organizations' commitment to measuring and improving satisfaction, experience, and patient- and family-centered care.

"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.

"COVID-19 and a New Financial Perspective for Hospitals" (*BoardRoom Press* Article, June 2020)

This article looks at key metrics that senior leaders and directors should be monitoring to inform their current financial position, and to help them prepare for immediate and longer-term next steps.

"Planning for Resiliency on the Journey Forward" (System Focus Article, May 2021)

This article discusses why health system boards and senior leaders should assess what local market changes they anticipate as a result of the COVID-19 pandemic, and identify gaps these changes may open within their current strategic and financial plans; as well as begin planning for scenarios that are foreseeable, even if their impacts have not yet been felt.

"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.