



## Recommended Resources: January 2022 Leadership Conference

[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 toolkit 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 toolkit 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 toolkit 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.

[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 Toolkit, Summer 2021)

This toolkit 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.

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[“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.

[“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.

[“Utilizing Philanthropy to Elevate Community Well-Being”](#) (*Subsidiary Focus* Article, July 2020)

Healthcare’s new measure of mission fulfillment is referred to in several ways: community health impact, population health, addressing social determinants of health, and more. This article discusses why strengthening philanthropy and community partnerships are important goals for community boards within health systems as they seek to advance their emerging visions of community impact.

[“Investing in Philanthropy Is Investing in the Future”](#) (*E-Briefings* Article, July 2020)

Much has been written about the dire financial situation of our nation’s hospitals and health systems. While it may seem counter-intuitive in this time of crisis, now is the time to engage donors and ask them to invest or reinvest in your hospital’s mission. This article explains why this is a key component to succeeding as a high-performing philanthropy organization to ensure the long-term health of your hospital and community.

[“Elevating Community Health through Philanthropy”](#) (*BoardRoom Press* Article, August 2017)

Governing boards have an opportunity to utilize community charitable giving as a valuable element of the funding strategy to advance population health, community benefit, and community partnership initiatives. This article provides tips for leaders wishing to pursue this opportunity and examples of healthcare organizations leveraging philanthropy.

[“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.

[“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.

[“Investing Energy in Positive Change”](#) (*BoardRoom Press* Article, August 2021)

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This article discusses three specific, interrelated areas where your board can focus its time and energy to help move your organization forward: digital transformation, patient experience, and value-based care delivery.

[“Staying Ahead of the Disruptors: The Board’s Role in Innovation”](#) (System Focus Article, December 2020)

Some leading health systems have diversified their sources of revenue by creating innovation centers of their own. This article provides tips and discussion questions for health systems looking to increase innovation at their organizations.

[“Governance and Healthcare Innovation: An Intentional Focus on Transformational Change”](#) (E-Briefings Article, November 2021)

Framing the right conversation on healthcare innovation is an emerging board agenda subject. This article explains why the conversation needs the right starting place and mindset, and provides a working framework for putting things in context as reflected through the five vectors of healthcare innovation.

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

We have entered the period of “The Great Resignation” among healthcare workers, many of whom are understandably burned-out. Healthcare boards must have detailed conversations with hospital and health system leaders to ensure they are effectively navigating the complexities of the healthcare workforce environment. This article explores current trends and actions for addressing the human capital landscape.

[Retaining Executive Leadership for Healthcare’s Next Generation](#) (Webinar, November 2021)

This Webinar sets the stage for boards to help begin those difficult conversations around executive retention and succession planning to look towards the future of healthcare leadership. The program covers how to retain those critical leaders who may be on the precipice, while filling other gaps on the executive team using new tools and approaches.

[“Transformation as a Strategy for the Strained Healthcare Workforce”](#) (E-Briefings Article, November 2021)

This article examines the structure of Jefferson Health’s virtual management of COVID-19 patients to derive learnings for maximizing clinician staff time and reducing frustration for healthcare teams and patients alike.

[“Ensuring Workforce Health: The Criticality of Empathic Leadership in Healthcare”](#) (System Focus, September 2021)

Boards and executive teams hold the cards in turning the current healthcare crisis and workforce challenge into industry transformation. This article explains how health system boards can use active empathetic leadership that supports workforce health in order to maintain organizational viability.

[The Post-Pandemic CEO](#) (Strategy Toolkit, Spring 2021)

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This toolbox 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.

[“Evolving Executive Talent and Reward Strategies in Pediatric Healthcare”](#) (Pediatric Focus Article, October 2019)

Turnover of key executive positions in pediatric hospitals and the increasing complexity of healthcare operations have made attracting and retaining effective leaders more challenging than ever. This article highlights to-dos to help pediatric hospitals tackle these obstacles as well as questions for them to consider.

[“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.

[“New Partnership Models Respond to the Impacts of COVID-19 Pandemic”](#) (BoardRoom Press Special Section, December 2021)

The COVID-19 pandemic has put significant operational and financial constraints on many hospitals and health systems. This article explores how new partnership models can help ensure that organizations have the capabilities they need to sustain and grow their core businesses *and* expand the services they offer to the community.

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[“The Future of the Hospital”](#) (*BoardRoom Press* Special Section, February 2021)

This article explores four types of partnership strategies hospitals and health systems are leveraging to success in the future post-pandemic environment: large-scale consolidation, payers as providers, unique non-change-of-control affiliations, and technological partnerships.

[“Toxic Individualism and Its Impact on Our Healthcare System”](#) (*BoardRoom Press* Article, October 2021)

COVID-19 exposed competing forces within the missions of many standalone hospital systems. These forces include a rugged American individualism on one hand and the desire to efficiently meet the healthcare demands of their communities on the other. This article explores that tension and considerations for hospital boards as they work to best position their organizations in an evolving industry.

[“Communicating the Rural Value Proposition to Prospective Partners”](#) (*Rural Focus* Article, July 2021)

This article explains why rural hospitals and health systems must vet potential partners to make sure they understand the unique value drivers of rural healthcare affiliates for larger health systems and the importance of potential partners having a record of harnessing those opportunities to improve healthcare delivery in rural communities.

[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.

[“Mission Critical: Boards’ Role in Protecting Their Organizations”](#) (*Governance Notes* Article, December 2021)

Recently there has been heightened government enforcement in healthcare, and financial recoveries from healthcare providers in the form of penalties and settlements are expected to increase. This article discusses why boards need to be knowledgeable about the laws and regulations that affect their organizations and ensure they have an effective compliance program in place.

[“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.

[Price Transparency: Exploring Healthcare’s Final Frontier of Consumer Disruption](#) (Webinar, November 2021)

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This Webinar dissected the much-debated issue of price transparency from one perspective only: regular everyday people. Exclusive, in-depth research on what consumers want and how to best communicate the right information at the right time were shared.

[“Patient Financial Experience from COVID-19: Board Lessons”](#) (*BoardRoom Press* Article, December 2020)

This article explores what board members should know about how the pandemic will shape patient financial experience going forward.

[“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.

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

This toolkit 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.

[“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.

[“An Outside-the-Box Approach to Addressing Social Determinants of Health”](#) (*BoardRoom Press* Article, October 2021)

In this article, David Kindlick, Board Chair at Virtua Health, shares how his organization has worked to reduce food insecurity and improve health through population health programs.

[“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)

This summary of a presentation by Randy Oostr, 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.

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[“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.

[“Millennials as Parents: Expanding and Accelerating Digital Health and Consumer Strategies”](#) (Pediatric Focus Article, October 2019)

Pediatric hospitals across the country are faced with a great challenge. They must not only appeal to their millennial employees, but also to the millennial parents needing care for their children. This article highlights two key areas of focus for hospitals looking to attract millennial parents: reputation and culture.

[“What the Pandemic Has Taught Us About Caring—and Life”](#) (System Focus Article, December 2021)

Life’s most important lessons are often learned during life’s hardest times. This article looks back at how the COVID-19 pandemic has affected healthcare systems and communities and offers suggestions for how organizations can be better prepared moving forward.

[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.

[“Human Understanding: The Foundation for Transforming Healthcare”](#) (*BoardRoom Press* Article, December 2021)

When it comes to humanizing care, the missing link is understanding—and addressing—what matters to each person at the n=1 level, personalizing care by treating each patient as a unique person. This article looks at how embracing the call to human understanding elevates the experience and delivery of care for patients as well as care teams.

[“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.

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