## Recommended Resources: February 2022 Leadership Conference

"Clinical Integration in the Era of Virtual Care" (System Focus Article, November 2021)

While non-traditional healthcare companies may have the financial edge when it comes to telehealth innovation, they are lacking the familiarity that local organizations have. This article explains how health systems can bridge this gap by expanding their telehealth capabilities and developing a cohort of community providers to render telehealth visits.

"Revisiting Mission and Vision during Times of Disruption" (E-Briefings Article, January 2021)

There is little debate that the U.S. healthcare delivery and funding model is facing perhaps its greatest period of uncertainty in decades. This article highlights why healthcare organizations should keep their mission and vision statements top of mind as purposeful tools to reinforce their strategic and operational decisions.

"COVID-19's Impact on Financial Sustainability and Resilience" (Hospital Focus Article, October 2020)

COVID-19 is testing the healthcare industry's resilience. This article explains why as we make short-term changes to bounce back, we must also continue the board's primary role of evaluating and guiding long-term strategies to position hospitals for the needs of tomorrow.

"Revisiting Strategy: Lessons Learned from the Pandemic" (System Focus Article, August 2021)

The COVID-19 pandemic caused healthcare organizations to put their long-term strategic plans on the back burner. This article discusses why now is the time to re-evaluate your health system strategic plan in light of new marketplace dynamics, after a clear-eyed assessment of your current positioning.

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.

"Independence or Merger? A Board's Most Difficult Decision" (E-Briefings Article, October 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.

"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.

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.

"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.

"Care Model 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.

"Is There an Avatar in the House? Changing the DNA of Healthcare from COVID to Consumerism" (2020 System Forum Presentation Summary)

This summary of Stephen Klasko's presentation at the 2020 System Forum highlights themes that are still priorities today: the importance of embracing change, reducing health inequities, and creating a consumer-friendly system that allows patients to access care quickly and easily.

"The Confession That Could Change Healthcare in America" (System Focus Article, January 2021)

The last year has taught all of us in the healthcare industry how to adapt and work together in a manner that none of us could have predicted. This opinion piece by Stephen K. Klasko, M.D., M.B.A., one of the most respected leaders in healthcare, discusses how our healthcare and legislative leaders can work together to finally change healthcare in this country.

"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.

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.

"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.

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.

"The Science of Relationships and the Impact on Leadership" (Hospital Focus Article, January 2021)

This article explores the impact leaders can have when they build secure relationships and create a positive, compassionate environment—a much-needed leadership style in the COVID era and beyond.

"How to Hire a CEO: A Brief Guide to the Board's Most Important Decision" (Academic Health 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.

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 presents powerful insights that can help you optimize process and make the right selection for your top leader.

"Ensuring Workforce Health: The Criticality of Empathic Leadership in Healthcare" (System Focus Article, 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.

"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.

"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.

The Board Chair–CEO Partnership: An Essential Element of Successful Healthcare Organizations (Strategy Toolbook, January 2022)

The relationship between the board chair and CEO assumed even greater significance with the challenges of the COVID-19 pandemic. This toolbook addresses how the board chair–CEO relationship is

changing in the post-pandemic era, important characteristics of effective board chair–CEO pairings, and the pathway to success for a newly established board chair–CEO relationship.

[The Role of the Board Chairperson, Third Edition](#) (Elements of Governance, 2016)

This Elements of Governance® will provide context, a backdrop, and a framework for making the chair experience satisfying and acceptable for those new to the position, as well as for those who have had longer tenure in this leadership position in their organization.

[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.

["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.

["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.

["From Compliance to Alliance: Breaking the Cycle of Parallel Play"](#) (Public Focus Article, December 2021)

There is growing recognition among healthcare leaders that there are profound socioeconomic and health inequities around the country. This article discusses how hospitals and health systems can respond to these challenges to help address health inequities at scale in our communities while continuing to meet fiduciary responsibilities in an emerging risk-based reimbursement environment.

["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.

"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.

"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.

"Partnership, Simplicity, and Advocacy: Reimagining the Patient Financial Experience" (*BoardRoom Press* Article, February 2021)

This article provides three strategic recommendations for boards and senior leaders: 1) establish and build from a foundation of partnership with consumers, 2) simplify the complex healthcare payment experience, and 3) commit to a focus on advocacy.

Price Transparency: Exploring Healthcare's Final Frontier of Consumer Disruption (Webinar, November 2021)

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.

"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.

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

This Webinar dives into the current state of the consumer revolution in healthcare, analyzes gains made, and provides solutions for organizations to accelerate and integrate consumer-focused initiatives into the entire care experience.

"Investing Energy in Positive Change" (*BoardRoom Press* Article, August 2021)

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.

"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.

"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.

"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.

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.

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.

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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.

"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.