



Recommended Resources: March 2022 System Forum

[“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 pandemic 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.

[“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.

[“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.

[“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.

[“Accelerating Health System Performance in Healthcare’s New Era”](#) (System Focus Article, February 2022)

The new era of healthcare requires accelerated change by health systems. This article discusses why health systems should have a clear line of sight as to their clinical, operational, and financial priorities over the next 12 months, as well as a longer strategic vision that can anticipate and adapt to various market scenarios.

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[“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.

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

This toolkit 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.

[“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.

[“Price Transparency: Exploring Healthcare’s Final Frontier of Consumer Disruption”](#) (System Focus Article, February 2022)

Healthcare consumers are increasingly interested in the cost of care. This article sheds light on consumers’ perspectives around price transparency and the board’s role in shaping pricing strategy for their organization.

[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.

[“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.

[“The New Normal for Virtual Care: A Tool for Delivering Strategic Value”](#) (*BoardRoom Press* Article, August 2021)

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Health systems now have the opportunity to refine their virtual care services to better meet the ongoing needs of end users and bring them more in line with the consumer-friendly experiences the digital age has brought forth in other major industries like retail, travel, and banking. This article explores how systems can follow the lead of these digitally transformed peer industries by taking an “outside-in” approach to designing their digital offerings.

[“Journey toward the Next Normal through Digital Innovation”](#) (Presentation Summary, 2020 System Forum)

This summary of Aaron Martin's presentation from The Governance Institute's virtual 2020 System Forum highlights Providence St. Joseph Health System's journey of developing its digital innovation infrastructure.

[Advancing Your Digital Health Strategy](#) (Strategy Toolbook, Summer 2020)

Healthcare boards must be involved in the digital transformation of their organizations. The quality, safety, and efficiency of care is increasingly being determined by how well an organization's technology works. This toolbook combines thought leadership and front-line experience from five provider organizations that are leaders in the digital health arena to provide an actionable framework for boards and senior leaders to assess their digital health strategy and capabilities in order to further the journey towards seamless integration of digital health solutions with care delivery.

[The Health System in a Digital World: Imperatives and Opportunities](#) (Webinar, August 2020)

This Webinar brought together a panel of experts to discuss how digital health will change the structure of healthcare delivery, along with the need to seamlessly integrate digital health with necessary in-person care that will remain but will also evolve to better meet consumer needs and expectations. The program included discussion questions for the board and key action steps to take in order to move towards an integrated, digital delivery system for the 21st century.

[“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.

[“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.

[“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

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telehealth, creating momentum for payment parity and relaxation of other restrictions that have hindered telehealth's growth.

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