

Maximizing Best Practices for System & Community Governance at Providence St. Joseph Health

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HEALTH

WHAT WE WILL COVER IN OUR SESSION

Introductions

Key Points and Practices

- 1. Maximizing Tools and Information**
- 2. Governance Responsibility**
- 3. Commitment and Resources**

Discussion/Q&A



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HEALTH

Leading Together



How we began...

In 1856, Mother Joseph and four Sisters of Providence established hospitals, schools and orphanages across the Northwest.

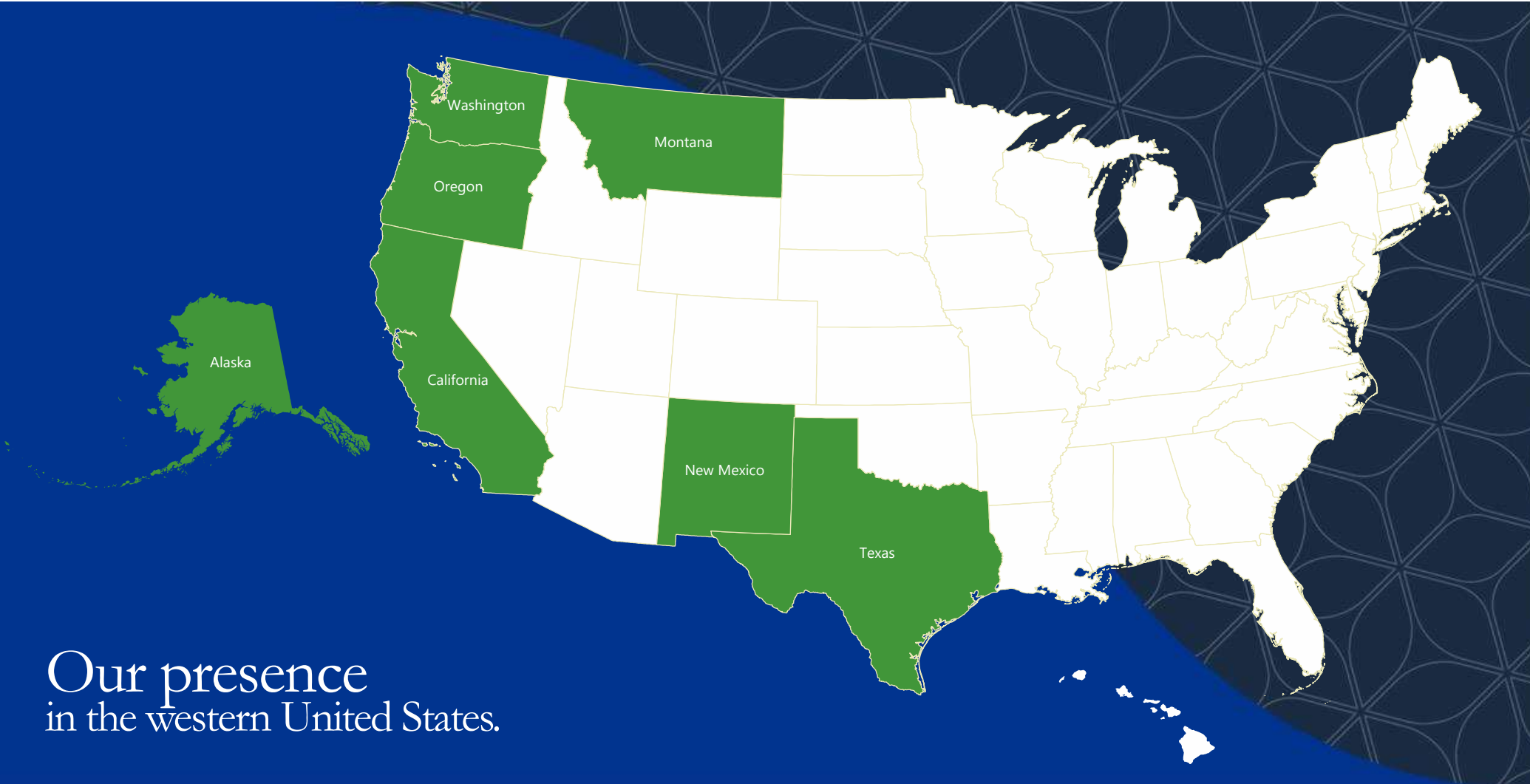
1856

the Providence affiliate family includes Covenant Health, Facey Medical Foundation, Kadlec, Pacific Medical Centers and Swedish Health Services

Today

1912

In 1912, a small group of Sisters of St. Joseph landed on the rugged shores of Eureka, California, to provide education and health care.



Our presence
in the western United States.



Our Foundation

Mission

As expressions of God's healing love, witnessed through the ministry of Jesus, we are steadfast in serving all, especially those who are poor and vulnerable.

Values

Compassion
Dignity
Justice
Excellence
Integrity

Vision

Health for a
better world.

Promise

"Know me,
care for me,
ease my way."





Improving Millions of Lives

25.6 Million Patients Visits

Across **7 States**

120,000 Caregivers

Including **25,000 Physicians** and **36,000 Nurses**

1,085 Clinics

52 Hospitals

1.1 Million In-Home Visits

17 Supportive Housing Facilities

2 Schools

1 University and 1 High School

1 Health Plan

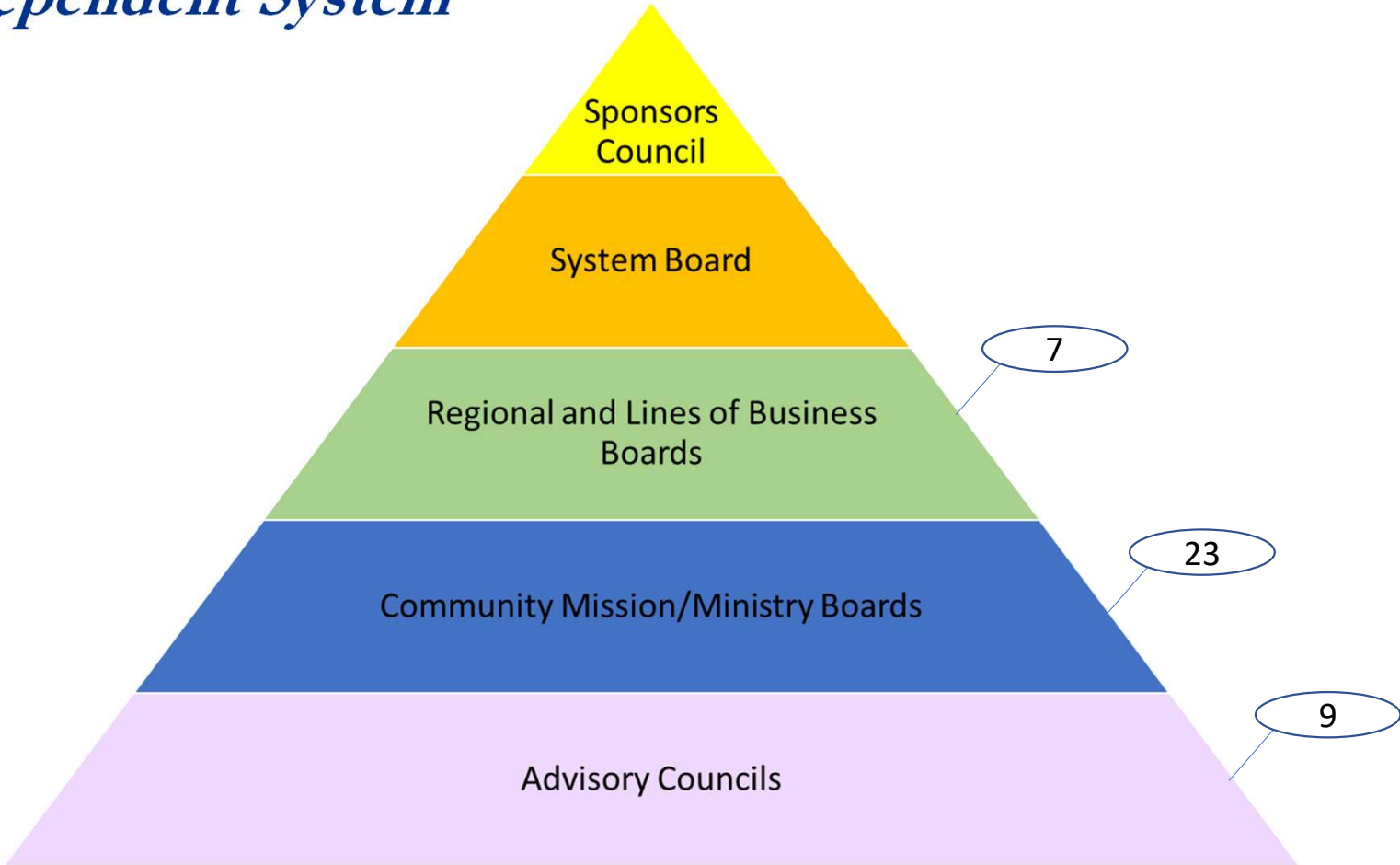
More than \$1.7 Billion

in **Total Community Benefit** Across **7 States**

14,000 Virtual Visits Each Day

*These are data points representing 2020 statistics, pending a final audit.

The Providence Governance Pyramid: *An Interdependent System*



Performance Director



“It’s a multitasking job of listening, leading, thinking ahead all the time and tying it all together...the conductor is leading and inspiring.”

Tangibles and Intangibles of Your Leadership

AWARENESS

DECISIVENESS

EMPATHY

ACCOUNTABILITY

CONFIDENCE

OPTIMISM

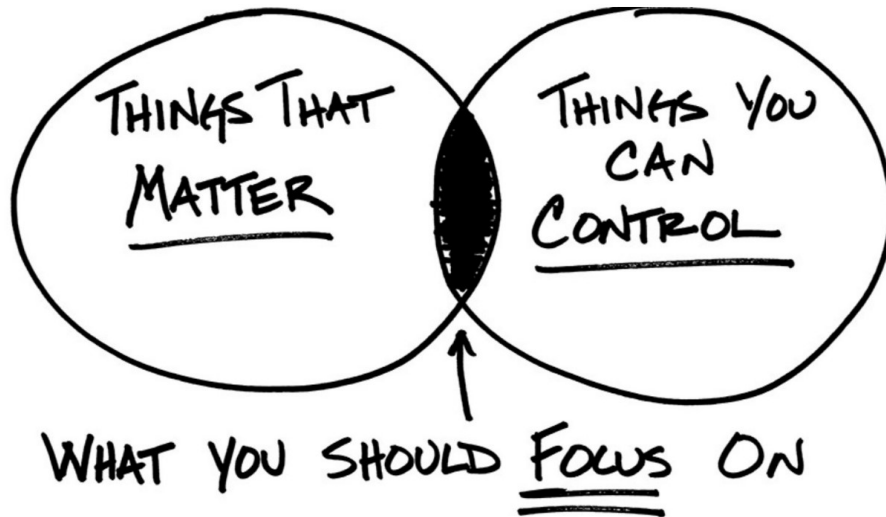
HONESTY

FOCUS

INSPIRATION



Control the Controllables



ONE Governance

Strategic Focus Areas

Communications

Key Priorities

- Governance Leadership Calls – System Bd Chair Welcome
- Quarterly Governance Support Professionals Meeting – Includes System Board Updates
- Dedicated Teams Channel for Information Sharing
- Bi-monthly Governance News Includes – System Board Meeting Updates; Education (Quality, Cybersecurity, Board Recruitment, DEI, etc.); TGI/AHA Resources

Staffing

- Report Up Through the Same Leadership Vertical
- Weekly Monday Meetings with Leadership Regarding Governance Work
- Synergies in Staffing through Program Management

Education

- Joint Community and System Governance White Paper Addressing Governance Responsibilities for Quality
- Educational Opportunities – September Implicit Bias Joint Participation

Opportunities

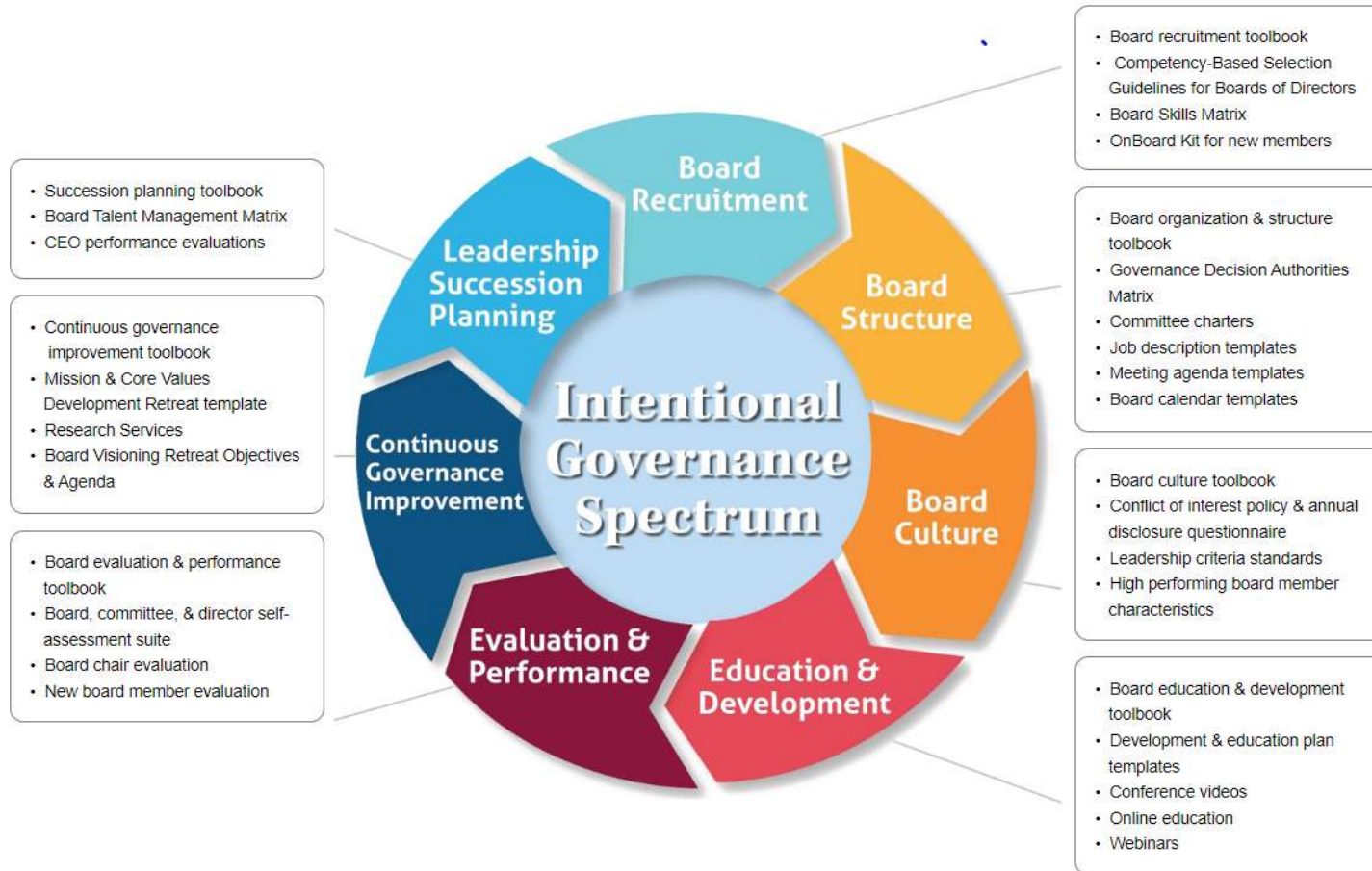
- Consolidated Roll-Up of Community Governance Board Self-Assessments and Board Accountability Surveys Presented to System Board
- Conversion to New Governance Board Portal Platform

CREATING LINKAGES

- Continued governance evolution
- Partnership through conversions to new platforms
- Continued focus on simplification, information sharing, and maximizing tools and resources

Maximizing Tools and Information

Source: The Governance Institute



Maximizing Tools and Information



Intentional
Governance

Assessments and
Evaluations

Education and
Orientation

Assessments and Evaluation



- Results of annual board assessment contribute to the goals and workplan for the year.
 - Roll-up Reports
 - Action Planning Toolkit
- System board also utilizes post-meeting evaluations every quarter.

Consolidated Board Assessment Results

Section IV: Governance Effectiveness	Region 1	Region 2	Region 3	Region 4	Region 5	Region 6	Region 7
15. Please rate the overall effectiveness of the board.	4.38	4.00	4.18	4.35	4.50	4.64	4.00
16. An appropriate amount of board meeting time is spent in active discussion, deliberation, and debate rather than listening to briefings, presentations, and reports.	3.50	3.56	4.00	3.65	4.20	4.71	3.91
17. Our board receives the right quality and amount of information to do its job.	4.19	4.00	4.45	4.29	4.10	4.71	4.36
18. The board's composition closely reflects the demographic (i.e., age, race, ethnicity, gender) profile of the community(ies) the board serves.	3.69	2.78	2.91	3.31	3.80	4.08	2.73
19. The board's composition includes the right mix of attributes and competencies to do its job.	4.31	4.00	4.00	4.35	4.50	4.86	4.09

Community Governance Action Plan Toolkit

Key Questions to Consider

- What stood out about this year's results?
- Were there any surprises?
- What has changed in the past year to drive improvement?
- How have current events impacted board performance?
- Where are we underperforming?
- Do we accurately understand our role with this delegated or shared accountability?



SAMPLE Board Action Plan:

This sample plan is intended to provide examples of the types of goals, potential actions, and metrics boards and councils can take to address identified areas of opportunities. These examples are not an exhaustive list and should be customized to meet the specific needs of the governing body.

Actions	Responsible Party	Metric to Measure Progress	By When	Status
EXAMPLE Goal: Diversify board/council to better reflect our service area demographics.				
1. Prepare for and hold a session to review service area demographics and come to an agreement on how the board defines diversity for their community and the board.	Full Board	Session held with 90% attendance	End of Q1	
2. Develop a board diversity strategy.	Existing or ad-hoc Committee	Strategy approved	April 2022	
3. Develop board profile that includes desired demographic characteristics and necessary skills and expertise required to address the healthcare needs of the service area.	Existing or ad-hoc Committee	Profile adopted	June 2022	
4. Conduct gap analyses to identify potential recruitment priorities for the board and establish goals for achieving diversity.	Existing or ad-hoc Committee	Recruitment goals approved	July 2022	
5. Begin recruiting against the identified gaps.	Existing or ad-hoc Committee	X% of goal achieved by Q2 2023	August 2022	

Community Governance Orientation Model

The image displays two identical screenshots of a SharePoint library interface. The top navigation bar is blue with the 'SharePoint' logo and a search box labeled 'Search this library'. Below this, the library title 'Providence Community Governance Orientation' is shown with a 'PC' icon and 'Private group' label. A left-hand navigation pane lists options: Home, Conversations, Documents (highlighted), Notebook, Pages, Site contents, Recycle bin, and Edit. The main content area features a '+ New' button, 'Upload', 'Edit in grid view', 'Sync', and 'Add shortcut to OneDrive' options. A 'Documents' view is active, showing a table with the following data:

Name	Modified	Modified By	+ Add column
Facilitators Guide	February 26, 2021	Consuelo Serna	
Orientation Manual	February 26, 2021	Consuelo Serna	
Orientation Modules	February 26, 2021	Consuelo Serna	
System Overview Videos	February 26, 2021	Consuelo Serna	

Chief Executive Evaluation

- Informs continuous development
- Improve partnerships
- Administered by Governance Office in collaboration with HR Executive Talent Team
- Results reports provided to HR champion
- Chief executive reviews outcomes with their board and their one-up leader



2022 System Board Orientation Plan by Quarter



System Board Annual Racetrack

March 2022 – 1Q Meeting

Board Themes: Corresponding Operational Areas of Focus in the System

- Strategic Plan Progress

Committee Work:
PCC: compensation
Finance & Audit: approve audited financials for prior year
Quality: data and action plan review
Gov: reports from system and community governance evaluations

June 2022 – 2Q Meeting

Board Themes: Corresponding Operational Areas of Focus in the System

- Strategic Plan Progress

PCC: review goal progress
Finance: review long-range financial plan draft
Quality: data and action plan review, health equity and clinical workforce focus
Gov: approve Chair-Elect nominee for 2023-2025



December 2022 – 4Q Meeting

Board Themes: Corresponding Operational Areas of Focus in the System

- Strategic Plan Progress

PCC: approve goals for following year
Finance: approve financial goals & budget for following year
Audit: approve internal audit and compliance plans for following year
Quality: data and action plan review, health plan focus
Gov: recommend annual board goals for approval

September 2022 – 3Q Meeting

Board Themes: Corresponding Operational Areas of Focus in the System

- Strategic Plan Progress

PCC: review goal progress
Finance: review budget target range, rating agency updates
Audit: approve external audit plan, share form 990s
Quality: data and plan review
Gov: recruiting New Board Members

Commitment and Resources - Non-Negotiables

- Commitment and Adherence to Mission, Values, and Promise of Providence
- Commitment to one Portal Platform
- Annual Self-Assessment - Goals and Workplans
- Education - Governance News, Webinars
- Chief Executive Evaluation
- New Member Orientation
- Conflict of Interest & Background Checks
- Clear Asks - Executive Summary with Generative Questions
- Prep Meetings - with Risk, Legal, Board Chair, Executive Leadership Team, etc.
- Post-Meeting Evaluations - multiple kinds
- OUR PARTNERSHIP



health for a better world