



## Recommended Resources: February/March 2023 Leadership Conference

[“Healthcare Forecast 2023: 10 Trends for Board Members and Senior Leadership”](#) (E-Briefings Article, January 2023)

It is well-documented that health systems experienced strong headwinds for the past two years. Issues with labor, supply chain challenges, lower volumes, inflation and interest rate increases, and more, have helped contribute to an unstable environment. This article provides a list of the top trends and implications for health system and hospital governance and management teams for the upcoming year.

[“Healthcare Workforce Scarcities: The Governance Role”](#) (Governance Feature, April 2022)

The ramifications of the decline in the available healthcare workforce will impact nearly every item on the board’s agenda. This feature article addresses the role of governance related to workforce challenges, how workforce shortages intersect with the board’s responsibilities and strategic plan, how they impact quality and safety, and how boards can approach this challenge.

[“Advisors’ Corner: CEO Retention: Beyond the Compensation Package”](#) (*BoardRoom Press* Article, August 2022)

CEO retention is a primary focus of boards and their compensation committees. As expected, compensation committees concentrate on the CEO’s total compensation package: salary, benefits, and incentives. However, the non-financial aspects of CEO retention can significantly impact the decision of a CEO to engage (or not engage) in a search for a new position. This article highlights non-economic retention considerations.

[Succession Planning, 4th Edition](#) (Elements of Governance, August 2022)

One of the most important—and difficult—decisions a hospital or health system board of directors can make is choosing the next CEO. This *Elements of Governance* is intended to help boards create a leadership transition plan that facilitates an orderly transition to new leadership. CEO turnover can cause major disruption in an organization, but a well-thought-out strategy, with a clear transition plan, and effective ways of communicating the change to stakeholders can help the process run more smoothly.

[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.

[“Answering CEO Turnover: Do You Have a Plan?”](#) (*BoardRoom Press* Article, June 2018)

CEOs leave for a variety of reasons, but whatever the prompting conditions, the root cause is that alignment between the CEO and the organization is insufficient to prevent departure. To ensure their organizations can attract and support top talent, boards must take several steps that signal to potential and incumbent leaders: “We’re in this for the long haul, we have a direction, and while the landscape may quake, we’re solid.” This article provides three areas of focus that can help an organization stabilize and optimize the CEO role.

[“Advisors’ Corner: The CEO Authority Policy”](#) (*BoardRoom Press* Article, December 2021)

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Establishing clear expectations and a pattern of frank communication between boards and CEOs sets the stage for a healthy and productive relationship between governance and the C-suite. This article looks at developing a CEO authority matrix, an essential tool that assists the board and CEO in achieving a common understanding of the sometimes-gray line between chief executive and governance responsibilities.

[“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.

[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.

[“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.

[“The Governance Institute Health System Quality Honor Roll 2022”](#) (E-Briefings Article, November 2022)

While improving quality in hospitals and health systems has been an industry focus for more than 20 years, progress has been slow but relatively steady. In an effort to regain a focus on quality, we conducted research this year to identify top-performing healthcare systems. This article recognizes 19 health systems on our first inaugural honor roll and describes the methodology of our research and next steps.

[“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.

[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

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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.

[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.

["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.

["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.

["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.

[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.

[Elevating the Workforce Crisis to the Board Level](#) (Video, January 2022)

In this short 15-minute video, CEOs from Luminis Health, Beacon Health System, and Avera Health share workforce strategies they are implementing at their organizations.

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[“Diagnosing Disruption from the Clinical to Consumer”](#) (Presentation Summary, 2022 System Forum)

The last few years have seen unprecedented levels of disruption. When COVID-19 hit, streets around the world suddenly emptied overnight as human activity and the world economy ground to a halt. This article discusses why it is important for healthcare organizations to remain agile throughout periods of major change and how to continue to meet the needs of consumers.

[“Building Strong Consumer Relationships in the Value-Based Era: A New Approach”](#) (System Focus Article, June 2022)

This article—the second in a four-part series that will examine post-pandemic strategic options for not-for-profit health systems—outlines why organizations that pursue consumer strategies and value-based approaches in tandem will be much more likely to achieve their goals while increasing their ability to effectively compete against new industry entrants.

[“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.

[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

[“Executive Compensation in Pediatric Hospitals: Attracting and Retaining Key Talent”](#) (Pediatric Focus Article, March 2022)

Due to executive turnover, recruitment, and retention challenges, it is important for pediatric hospitals to apply a more flexible and pragmatic approach to help ensure executives are effectively rewarded and retained. This article discusses the results of a survey asking healthcare organizations how they are addressing 2022 executive salary increase budgets and incentive awards.

[“The Reversal of Roe v. Wade: Implications for Healthcare Boards”](#) (BoardRoom Press Article, August 2022)

The U.S. Supreme Court has effectively removed the constitutional right to an abortion and returned the issue to the states, creating a complex and shifting patchwork legal system as states redefine legal healthcare. This article looks at the need for board to look proactively at all of the potential implications from this dramatic ruling, which upends half a century of established law and practice.

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[“Post-Roe Governance Considerations for Academic Medical Centers”](#) (Academic Health Focus Article, November 2022)

The U.S. Supreme Court Dobbs decision has had an immediate effect on the healthcare delivery system. For academic medical centers and health systems, the post-Roe reality has raised difficult questions about service delivery, operations, and finance. This article explores how these issues directly affect academic medical centers at the governance level and offers guidance on moving forward.

[“Performance Enhancement: An Essential Process for Provider Success and Sustainability”](#) (BoardRoom Press Article, October 2022)

This article provides a proven five-pillar performance enhancement framework for management teams of provider organizations who seek to attain and sustain strong results—within growing levels of value-based care—through performance enhancement opportunities. These efforts also include crucial insights, which provides management with an ability to deliver accurate, timely, and insightful reporting, on a high level, to the board—related to the organization’s performance within value-based care.

[“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.

[“Go Beyond EHRs to Address Labor Shortages and Reduce Clinician Burnout”](#) (E-Briefings Article, March 2022)

To an alarming degree, the COVID pandemic has intensified clinician burnout and the healthcare industry’s worrisome labor shortage. This article explains that by radically improving the cumbersome EHR process, the healthcare industry would significantly free up clinician time and improve care coordination, patient engagement, and health outcomes.

[“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.

[“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.

[“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.

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[“From Value to Cost Effectiveness of Health”](#) (*BoardRoom Press Article*, February 2022)

Many hospitals and health systems have a mission of improving health, and in some cases, improving lives. But, in reality, they typically focus on improving *healthcare*. This article looks at the implications of that distinction and why it matters. It also provides insight and questions that board members can utilize to engage in productive conversations about options for expanding their organization’s reach and ability to fulfill its mission.

[“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.

[“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.

[“The Importance of Revenue Resiliency”](#) (*BoardRoom Press Article*, April 2022)

Healthcare leaders must renew their focus on operations and revenue generation. This effort will be complicated by factors that pose their own challenges to revenue growth. This article examines these factors and their potential impact and suggests strategies to help build revenue resiliency.

[Managing Bond Covenants During Financially Challenging Times](#) (*Webinar*, December 2022)

This Webinar addresses what hospital bond covenant requirements mean, the implications of breaching an organization’s covenants, and tactical steps to take in the event of a covenant violation. Given the severe financial hardships hospitals are facing in the form of workforce pressures and rising input costs, it is vitally important that hospital leaders communicate effectively with both internal and external stakeholders, such as creditors and rating agencies.

[“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.

[“A Bond Rating Means Many Relationships”](#) (*E-Briefings Article*, March 2020)

There has been, and still remains, some mystery around what exactly a bond rating is, how it works, and how one should engage with a host of new constituents involved in the process. This article focuses on three important aspects: what a rating is, and what it isn’t; the ways a board can best participate; and how to manage the multiple relationships involved.

[Focus on Finance: 10 Critical Issues for Healthcare Leadership, Second Edition](#) (*Signature Publication*, 2016)

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This publication describes in-depth the financial concepts and integrated strategic/financial planning processes required to have a less costly and more efficient and effective healthcare delivery system. It includes points of discussion and questions for boards, senior leaders, the CFO and finance team, and the board finance committee to consider.

[“Humanizing Price Transparency: How Boards Can Turn the Corner on a Major Patient Pain Point”](#) (*BoardRoom Press* Article, December 2022)

Never has there been more attention pointed toward pricing in healthcare. This article looks at where the industry stands on current efforts to promote price transparency, why progress has been slow, and the board’s role in advancing price transparency.

[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: Digging Deeper with the Board”](#) (*BoardRoom Press* Article, June 2022)

For this article, The Governance Institute spoke with Susan Edgman-Levitan, PA, Executive Director of the John D. Stoeckle Center for Primary Care Innovation at Massachusetts General Hospital, Co-Chair of the Mass General Brigham Patient Experience Leaders Committee, and Lecturer in Medicine at Harvard Medical School, to discuss how her organization has applied Human Understanding to their work.

[“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 Great Delay: What’s Driving Low \(and No\) Utilization Across America](#) (Webinar, October 2022)

Healthcare utilization—like many things in post-COVID life—doesn’t look like it used to. This Webinar explores a national study of post-COVID consumer sentiment to better understand how healthcare organizations can proactively re-engage their would-be patients. It also focuses on the role the board must play in reducing the impacts—both financial and psychological—of this Great Delay.

[“Advisors’ Corner: Scarce Healthcare and the Coming Age of Abundance”](#) (*BoardRoom Press* Article, April 2022)

Healthcare is an incredibly unique industry for myriad reasons but not the least of which is how truly clandestine it is to the people around it. This article looks at the strategic advantage of scarce healthcare and the coming age of abundance.

[“The Video Streaming Wars: Can Disney Catch Netflix?”](#) (System Focus Article, November 2022)

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At the 2022 System Forum, Mr. Stephen Kett led an interactive discussion of a Harvard Business School case study about the video streaming war between Disney and Netflix. This article discusses how Netflix completely transformed entertainment by developing a deep understanding of its consumers and constantly improving their experience, taking down companies and entire industries in the process.

[“Building Innovation Platforms to Drive Frictionless Experiences”](#) (Presentation Summary, 2020 System Forum)

This summary of Larry Keeley's presentation from The Governance Institute's virtual 2020 System Forum highlights how the COVID-19 pandemic has served to rapidly accelerate the pace of change and innovation both inside and outside healthcare. It focuses on what health system leaders can do to be clear and focused with their innovation ambitions.

[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.

[“Post-Pandemic Partnership Strategies”](#) (System Focus Article, August 2022)

The COVID-19 pandemic was accompanied by a fundamental shift in hospital and health system merger and acquisition activity. This article explains how heightened selectivity in partnership decisions, along with “no regrets” decision making, can ensure an organization's viability in the short term and their options in the long term.

[“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.

[“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.

[“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 succeed in the post-pandemic environment: large-scale consolidation, payers as providers, unique non-change-of-control affiliations, and technological partnerships.

[“Physician Leadership: Are the Right Number of Chefs in the Kitchen?”](#) (*BoardRoom Press Article*, October 2021)

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This article looks at the growth in physician leadership roles and how boards can help promote effective physician leadership in their organizations.

[“Hospitals Employing Physicians: Still a Sound Strategy If Done Right”](#) (*BoardRoom Press Article, December 2022*)

Board members should challenge hospital and medical staff leaders to develop an exceptional professional home for employed physicians and advanced practice providers. This article provides tactics to promote greater retention and engagement of employed practitioners.

[“Physician Leadership in 2021 and Beyond: Shifts in Mindset and Practice”](#) (*System Focus Article, February 2021*)

The second decade of the 21st century saw a new appreciation for physician leadership in the healthcare sector. This article looks at what lies ahead for physician leadership in the near and long-term future and provides initiatives for health systems seeking to maximize the impact of physician leadership.

[“Health Systems and Primary Care: Time to Catalyze Change”](#) (*System Focus Article, July 2021*)

Health systems across the United States have done a good job of getting larger, but generally do a poor job of integrating clinical care. This article discusses how health systems can be effective engines of transformation in healthcare by committing to a substantive redesign of primary care.

[“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.

[“Supporting Mental Health for Children and Youth”](#) (*Pediatric Focus Article, December 2021*)

This article reviews current data on the mental health of children and youth in the context of the pandemic, the long-term impacts of the pandemic on children and youth from a population health planning perspective, and what boards can do to protect the next generation.

[“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.

[“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.

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