THE GOVERNANCE INSTITUTE

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HEALTH

WINTER/SPRING 2023

RESOURCE CATALOG

White Papers, Videos, and
Special Publications
for **Governance Solutions**

Resource Catalog

The Governance Institute's Resource Catalog offers a listing of current white papers, videos, research studies, conference proceedings reports, and board tools our members use for building smarter, more informed boards of directors.

Although Governance Institute members receive our materials as they are published throughout the year as a membership benefit, additional copies of select publications are available as well. The Resource Catalog is an effective way to maintain a broad, well-balanced library of governance tools and information that your board will use for its continuing education needs.

For your convenience and easy reference, the Resource Catalog is divided into topical categories, with a variety of media representing each topic. The topics include board effectiveness and orientation, finance, health system issues, leadership, legal/regulatory issues for the board, medical and information technology, philanthropy and advocacy, physician relations, quality, strategic planning and oversight, and trends in healthcare.

A list of publications appears after the table of contents; it itemizes materials by title and medium, and includes page numbers for easy reference. New publications are highlighted in the list of publications and throughout the catalog.

We update this catalog semi-annually. It contains many of our digital and hard copy publications. Some of our older publications are no longer available for download from our Web site; if you would like to receive a PDF or hard copy of a publication that you do not see on our Web site, please email info@governanceinstitute.com.

About Our Organization

The Governance Institute provides trusted, independent information, resources, tools, and solutions to board members, healthcare executives, and physician leaders in support of their efforts to lead and govern their organizations.

The Governance Institute is a membership organization serving not-for-profit hospital and health system boards of directors, executives, and physician leadership. Membership services are provided through research and publications, conferences, and advisory services. In addition to its membership services, The Governance Institute conducts research studies, tracks healthcare industry trends, and showcases governance practices of leading healthcare boards across the country.

The Governance Institute is a service of NRC Health. For more information about our services, please visit our Web site at **GovernanceInstitute.com**.

The Governance Institute

The essential resource for governance knowledge and solutions®

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Special Publications

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ONLINE RESOURCES

The Governance Institute offers several online-only publications for members to download, free of charge, as well as videos that are viewable online. ***Be sure to visit GovernanceInstitute.com to access these and other resources.***

Board Orientation
We have collected a select list of online resources that focus on what the new board member needs to know to get a head start on being an effective director. These resources provide an overall board orientation perspective; additional resources by topic are listed as well for those wanting to dive deeper into the fiduciary duties and core oversight responsibilities.

Please visit **www.GovernanceInstitute.com/BoardOrientation** to access these resources.

E-Learning
Whether you are a board member, physician leader, or executive leader, our Joint Accreditation and ACHE-certified E-Learning courses have you covered. Comprehensive learning and retention are reinforced through dilemma-based modules that apply your learning to real-world situations.

Please visit **www.GovernanceInstitute.com/Learn** to access these resources.

Webinars
Educational 60-minute programs presented by national healthcare governance experts

Please visit **www.GovernanceInstitute.com/Webinars** to access these resources.

Videos

Video Programs by Series
- **15-Minute Videos for Board Education Sessions:** A selection of short, topical videos appropriate for board education sessions
- **Case Studies:** Leading healthcare organizations share their unique stories and successes
- **Conference Videos:** Conference sessions featuring our expert speakers and faculty

Elements of Governance®

The Elements of Governance® series is designed to provide CEOs, board chairs, directors, and support staff with the fundamentals of not-for-profit governance. These guides offer quick answers, guidelines, and templates that can be adapted to meet your board's individual needs.

- Advocating Legally: Privilege or Curse?
- Articles, Bylaws, & Policies: Deciding What Goes Where *(Second Edition)*
- Best Practices: Non-Profit Corporate Governance
- Board Committees *(Second Edition)*
- Board Education, Goal Setting, and Work Plans
- Board Job Descriptions & Committee Charters *(Third Edition)*
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- Board Self-Assessment: A Core Responsibility *(Third Edition)*
- The Board's Role in Addressing Social Determinants of Health
- The Board's Role in Quality *(Second Edition)*
- Building a Board Education Program
- Building a Comprehensive Board Orientation Program *(Second Edition)*
- CEO Performance Evaluation in the New Healthcare Industry *(Third Edition)*
- Community Health *(Second Edition)*
- Conflict of Interest *(Fourth Edition)*
- The Distinction Between Management and Governance *(Second Edition)*
- Effective Board Meetings *(Second Edition)*
- Fundamental Fiduciary Duties of the Non-Profit Healthcare Director
- **Governance Development Plan** *(Third Edition)*
- Governance Policies: Road Maps for Best Practices *(Third Edition)*
- Governance Support: A Behind the Scenes Guide to Ensure Your Board is Prepared *(Second Edition)*
- Hospital Accounting and Finance *(Fourth Edition)*
- Individual Board Member Assessment *(Third Edition)*
- Integrated Strategic Direction Setting and Planning
- Physician Credentialing: An Orientation Manual for Board Members
- Physicians on the Board
- Planning for Future Board Leadership
- The Role of the Board Chairperson *(Fourth Edition)*
- Strategic Direction Setting and Strategic Planning
- Succession Planning *(Fourth Edition)*
- Transitioning to Effective System Governance *(Second Edition)*

Good Governance Case Studies

The Governance Institute case studies are profiles of unique stories and successes at other member hospitals.

- Accountable Care Organizations: Past, Present, and Future
- Advancing Your Digital Health Strategy
- Bringing Hospitals Together to Provide High-Quality Care
- Building a Better Health System through Board Education and Communication
- Building a Culture of Accountability from Within: The Transformation of Scripps Health
- Building a High-Performing Governance Framework at Nuvance Health
- Designing Governance for the Future: The New St. Luke's Health System
- Elevating Patient Experience: Lessons Learned from High-Performing Organizations
- Genesys Board Transitions to a New Level to Prepare for Healthcare Change (Part One)
- Genesys Health System Tackles Pioneer ACO Challenge (Part Two)
- Governing Cyber Risk in Healthcare: Case Studies
- Health First Prepares for the Future Healthcare Business Model (Part One)
- Health First Prepares for the Future Healthcare Business Model (Part Two)
- Hospital Foundation Boards Rely on Skills and Training to Boost Impact
- Improving Community Health: Case Studies
- Lakewood Health System's Journey towards a Strategic, Engaged Board through Education
- Leadership, Governance, & Changing the Business Model at Carilion Clinic
- Living the Mission at ProMedica: Innovative Approaches to Improving Community Health
- Loma Linda University Health Reaches Out to Share Its Vision
- Main Line Health Builds a More Diverse System Board
- Methodist Fremont Health: A New Partnership from a Position of Strength
- Modernizing Governance at HSHS to Position for a New Healthcare Future
- One Jefferson: Accelerating Reinvention of Academic Medicine through Growth, Integration, and Innovation
- Patient Experience: Best Practices for Service Excellence
- Quality Reporting Expands beyond Hospital Walls
- Reid Health: Leading through a Pandemic
- Reimagining Hospital Facility to Meet Patient Needs, Today and Tomorrow
- Restructuring Governance for the New Healthcare Environment: The Evolution of System Governance and Development of Best Practices
- Revamping Strategic Planning at Summit Health
- Rural Providers Band Together
- Salem Health Models Widespread Quality Improvement
- Taking Governance to the Next Level: Driving Improvements through the Board Self-Assessment
- Top-Performing Hospitals in Patient Experience: Governance and Leadership
- Wellmont: Rural Health System Prepares for Challenging Future

Intentional Governance Guides

There are seven essential elements of governance: board recruitment, board structure, board culture, education and development, evaluation and performance, continuous governance improvement, and leadership succession planning. Each guide in this series is designed to provide takeaway tools and assist readers in developing customized Intentional Governance plans related to each essential element.

• Board Recruitment
• Board Organization and Structure
• Board Culture
• Board Education and Development
• Board Evaluation and Performance
• Continuous Governance Improvement
• Board Leadership Succession Planning

Strategy Toolbooks

• Accelerating Value with Two-Sided Risk
• Advanced Consumerism: Take Your Organization to the Next Level
• Advancing Your Digital Health Strategy
• Assessing Independence
• Board Basics
• The Board Chair–CEO Partnership
• Building a More Diverse Board
• Crisis Leadership: The Critical Role of the Board Before, During, and After a Crisis
• The Definitive Quality Dashboard
• Enterprise Cyber Risk Management
• Enterprise Risk Management
• **Governance of Employed Physicians in Health Systems**
• Improving Quality in Health Systems: How Do They Do It?
• Innovation
• Moving to a Unified Medical Staff Structure
• The Post-Pandemic CEO
• Setting Strategic Direction
• The Voices of Physicians on Your Board: Maximizing a Hidden Asset

Governance Support Templates

Our template collection includes samples of basic job descriptions, committee charters, meeting agendas, performance evaluations, strategic planning tools, guidelines and policies, and much more. If there is a sample or template that you would like to have that is not included in this collection, contact The Governance Institute at info@governanceinstitute.com, and we can send you additional samples upon request.

Board Committee Charters
- Academic Medical Center Research Committee Charter
- Audit & Compliance Committee Charter
- Community Health & Benefit Committee Charter
- Diversity & Inclusion Committee Charter
- Enterprise Risk Management Committee Charter
- Executive Committee Charter
- Executive & Physician Compensation Committee Charter
- Finance & Investment Committee Charter
- Finance Committee: Getting at the Right Questions
- Fund Development Committee Charter
- Governance Committee Charter
- Investment Committee Charter
- Quality Committee Charter—Freestanding Hospital Board
- Quality Committee Charter—Health System Board
- Quality Committee: Getting at the Right Questions
- Strategic Planning Committee Charter—Freestanding Hospital Board
- Strategic Planning Committee Charter—Health System Board
- **NEW** • **Strategic Planning Committee: Getting at the Right Questions**

Board Development Materials
- Assessment Questionnaires for Individual Board Members
- Board Attendance and Participation
- Board Chair Performance Evaluation
- Board Development Plan
- **NEW** • **Board Diversity Survey**
- Board Leadership Position Descriptions
- Board Member Annual Processes
- Board Member Departure Checklist
- Board Member Education Gaps Survey
- Board Member Profile and Continuing Education Record
- Board Succession Planning Grid
- Board Talent Management Matrix
- Board Work and Education Plan
- Characteristics of a High Performing Board Member
- Competency-Based Selection Guidelines for Boards of Directors
- **NEW** • **Comprehensive Board Recruitment Matrix**
- Continuing Board Education Schedule
- Curriculum/Structure of an Orientation Program
- Education Program for Committees and the Board
- Education Session Agenda
- Governance Decision Authorities Matrix
- Individual Board Member Development Plan

- Intentional Governance Assessment
- Leadership Criteria for Physicians, Board Members, and Executives
- New Board Member Evaluation
- Onboarding, Orientation, and Continuing Governance Education Plan for Health System Affiliates
- Personal Board Leadership Development Plan
- Pre-Retreat Board Questionnaire
- Prospective Board Member Form
- System Board Education Task Force Charter
- System Communication Improvement Strategies and Timeline

Board Job Descriptions
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- Board Secretary
- Board Treasurer
- Chief Executive Officer
- Committee Chair
- Freestanding Hospital Board
- Governance Support Person/Board Coordinator
- Health System Board
- Hospital Foundation Board
- Individual Board Member
- Senior Vice President of Governance/Chief Governance Officer
- Subsidiary Board
- Vice Chair

Financial Statements
- Balance Sheet
- Executive Compensation Philosophy Statement
- Executive Compensation Tally Sheet
- Financial Dashboard Report
- Scorecard or Statistical Report
- Statement of Cash Flows
- Statement of Operations

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- 30 Minute Committee Deep Dive
- Agenda for Board Self-Assessment and Improvement Retreat
- Agenda Item Submission Form
- Board Agenda Process Template
- Board and Committee Meeting Attendance Policy
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- Board Calendar for Good Governance
- Board Meeting Agenda
- Board Meeting Agenda with Framing Questions
- Meeting Evaluation Form
- Planning Calendar (Board Agendas, Reports, and Administrative Tasks)
- Quality Committee Meeting Agenda
- System Board Meeting Calendar
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- Board Composition Policy
- Board Diversity, Equity, and Inclusion Policy
- Board Leadership Succession Policy
- Board Member Travel Expense Reimbursement Policy
- Board Members' Role in Philanthropy/Fundraising Policy
- CEO/Executive Leadership Succession Policy
- CEO Travel Expense Reimbursement Policy
- Community Health & Benefit Policy
- Confidentiality Policy
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- Conflicts-of-Interest Policy
- Physician Conflict of Interest Policy
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- Corporate Opportunity Policy
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- Director Engagement Policy
- Director Independence Policy
- Disabling Guidelines
- Enterprise Risk Management Policy
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- Management Duty to Disclose Policy
- New Programs and Services Policy
- Outside Business Activities Policy
- Oversight of Corporate Compliance Policy
- Oversight of Senior Management Policy
- Physician Recruitment Policy
- Public Transparency Policy
- Solicitation of Employment and Business Policy

Strategic Planning Tools

- Annual Strategic Planning Board Retreat
- Authority Matrix
- Board Meeting Discussion to Confirm the Critical Strategic Questions
- Board Policy on Strategic Planning
- Board Strategic Planning Capabilities/Challenges Assessment Tool
- Board Visioning Retreat Objectives and Agenda
- Community Board Governance Decision Authority Matrix
- The Definitive Quality Dashboard
- Facilitated Focus Group Session with the Board: Identifying Critical Strategic Issues
- Mission and Core Values Development Retreat
- Single-Hospital Board and Committee Structure
- Strategic Plan Evaluation Framework: Continuous Monitoring
- Strategic Plan Framework

Advancing Governance for a New Future of Healthcare

2021 Biennial Survey of Hospitals and Healthcare Systems

"We hope that the lessons learned through the coronavirus pandemic, which revealed how flexible, nimble, agile, and swift healthcare organizations can be when the urgency requires it, can help boards progress more swiftly as well. We believe that healthcare delivery cannot be transformed unless the board itself is transformative."

The 2021 biennial survey continued our longitudinal assessment of how board structure, culture, and practices reflect the industry's movement towards value-based care. The report includes analysis on how systems structure their allocation of responsibilities with their subsidiary boards, how board structure and culture correlate with board practices and overall board performance, and how the coronavirus pandemic has influenced governance trends.

2021
152 pages

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$35 ea.

Non-Members
$395 ea.

Healthcare Acronyms & Terms
12th Edition

"This booklet both demystifies healthcare and updates the user's healthcare vocabulary. It actually serves two purposes: it is a starting place for those new to the industry and an extension for those who have been navigating the terminology landscape for a while."

This edition provides new terms for a transforming healthcare industry. The COVID-19 pandemic, technology, innovation, disruption, consumerism, population health, social determinants of health, and health equity remain core components.
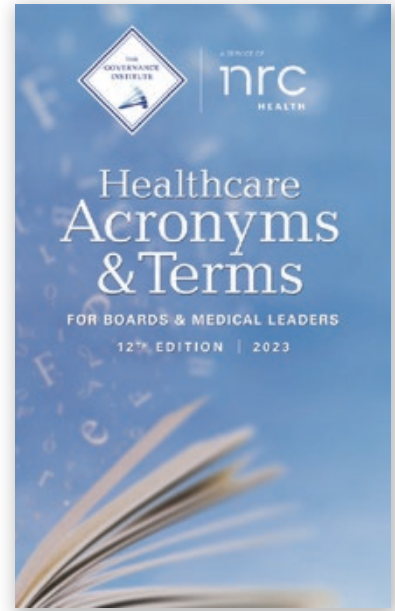
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Board Orientation Manual
Sixth Edition

Spring 2020
56 pages

Download

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$17 ea.

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"The legally-constituted governing board of directors holds the healthcare organization in trust. In order to fulfill this trust, it must be the ultimate source of authority—and it must have overall responsibility—for the institution."

This manual outlines important points about governance challenges and responsibilities. It offers insights for both the seasoned leader and the novice board member. Overall, the manual offers a comprehensive guide to your board's roles and responsibilities. It also offers tips board members can take into the boardroom, and outlines governance trends that may affect your board in the coming years. Importantly, the Board Orientation Manual proposes questions you will want answered as your organization considers updating its board orientation program.

Leadership Criteria for Physicians, Board Members, and Executives

"What can the leaders of boards, medical staff, and the administration do to improve their capacity for cooperation and collaboration? What does it take for them to achieve better governance?"

This worksheet serves as a tool for profiling your leadership team's strengths and identifying recruitment criteria for new leaders. This tool has been updated in an Excel worksheet format that is easy to customize to match your organization's leadership needs.
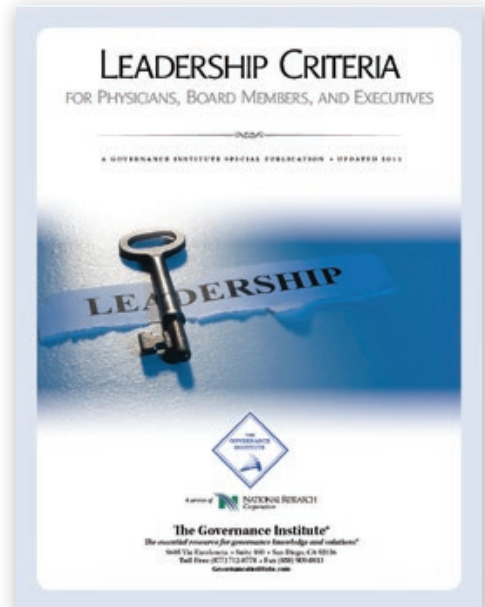
2012
Excel Worksheet

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Intentional Governance:
Advancing Boards Beyond the Conventional
10 Year Anniversary Edition

"Why do directors agree to serve in such a complex, challenging industry as healthcare?"

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.

2020
36 pages

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Power Steering:
99 Very Smart Things for Boards to Do
Fourth Edition

"We are a nation of joiners, and almost everything we join has a board— corporations great and small, clubs, cooperatives, community hospitals, symphonies, foundations, neighborhood associations— and millions of us serve on those 4½ million boards."

Dr. Charles M. Ewell's acclaimed "guide for people on boards" provides an easy-to-read and lighthearted look at the factors that differentiate an effective board from a disastrous one.

2009
28 pages

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Board Recruitment and Retention:
Building Better Boards, Now…and for Our Future
Sean Patrick Murphy
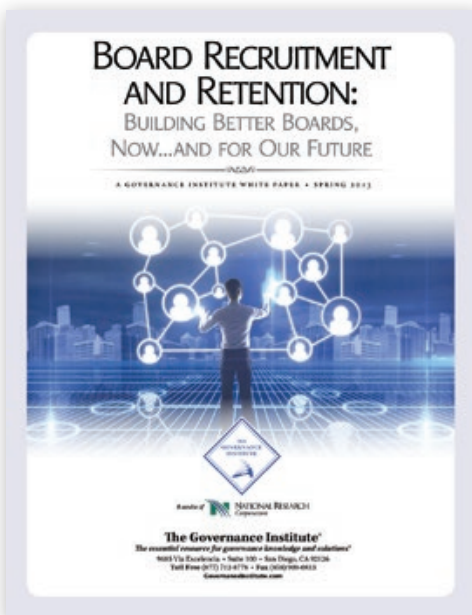
Spring 2013
40 pages

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"Who will carry the torch to bring hospitals and health systems into the new era of value-based, integrated, accountable care delivery? These industry changes require a completely new strategic capability, which in turn brings about the need for a new kind of healthcare director."

As healthcare governance becomes more complex and difficult, U.S. hospitals and health systems are having increasing difficulty recruiting qualified directors to help move their organization into the future. This white paper presents new best practices in board recruitment and retention. It also reports results from a survey of Governance Institute members on board recruitment issues, director compensation, and board effectiveness, as well as case studies from hospitals and health systems that have found innovative solutions to ensure that every board seat is filled with directors best suited to the unique needs of the organization.

On Board!:
An Orientation to Healthcare Governance

"The 21st century hospital or health system board is overseeing a much more complex organization than in years previous, and the market dynamics facing healthcare are unprecedented."

This is our revised version of one of The Governance Institute's most popular videos, *On Board!* In this 20-minute program, a group of The Governance Institute's advisors present an orientation on the key roles and responsibilities of being a hospital or health system board member and provide insight on current challenges board members are facing.

Summer 2020
20 minutes

Streaming online only »

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Focus on Finance:
10 Critical Issues for Hospital Leadership *(Second Edition)*
2016 Signature Publication

"The long-run economic health of the nation depends on having a less costly, and more efficient and effective healthcare delivery system. Hospital and health system directors and executives charged with guiding their organizations through these turbulent times must focus on disciplined planning toward these goals."
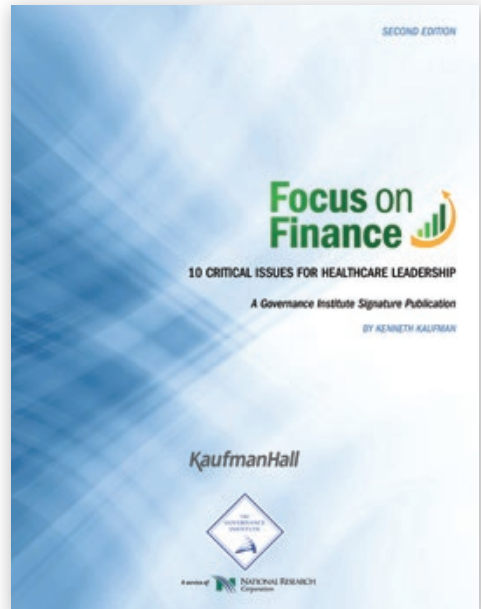
Healthcare finance can be a daunting topic, but the need for continued accessible and thorough education is ever-present and urgent, especially as the industry transitions to the new business model. Through focus on 10 critical issues, **Kenneth Kaufman** provides the framework directors and executives can use to ensure high-quality financial decisions in times of rapid change. This publication reflects nearly four decades of consulting, presentations, articles, and books provided for hospitals and health systems nationwide and in related professional forums by the author and senior executives of Kaufman, Hall & Associates, LLC.

2016
80 pages

Download

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$495 ea.

Aligning Physician and Executive Compensation with Population Health Management

Don Seymour, Bill Jessee, Susan O'Hare, Chad Stutelberg, Steve Rice, & David A. Bjork, Ph.D.
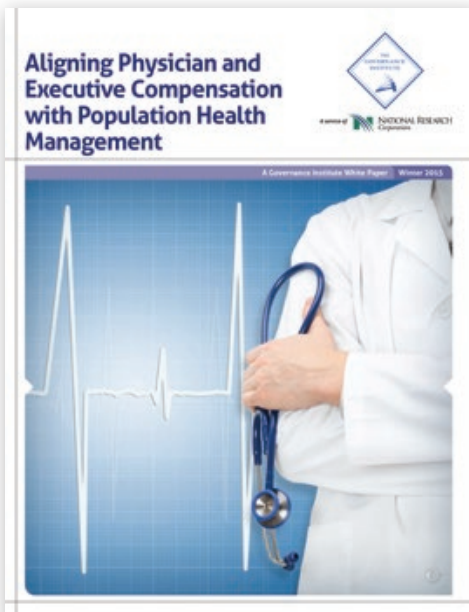
"Healthcare costs must be contained, and some form of population health management will be needed to achieve this."

This white paper looks at what healthcare organizations are doing to realign incentives as payers shift risk to providers; as reimbursement shifts from fee-for-service to bundled payments, shared savings, and capitation; and as payers and providers embrace population health management. There has been relatively little change so far in the metrics used for rewarding physicians and executives, so this publication also explores patterns that suggest what changes providers will make in the future, when the time is right.

Winter 2015
40 pages

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Strategic Cost Transformation for Post-Reform Success

Jason H. Sussman, Mark E. Grube, Brian S. Channon, Kristopher M. Goetz, Kimberly Neese, & Wayne Ziemann

"The industry is transitioning from a 'wholesale' sick care model that focuses on volume of services provided through a fee-for-service payment system, to a 'retail' healthcare model focused on improving the quality and efficiency of care through value-based care delivery and payment structures."

The tremendous change underway in the U.S. healthcare industry is driving the need for hospitals and health systems to move beyond traditional cost-reduction initiatives. This white paper is intended to help hospital boards meet their increasingly important responsibilities related to strategic cost management. It offers recommendations and more than 45 specific action items to guide board members and senior leaders in these efforts.
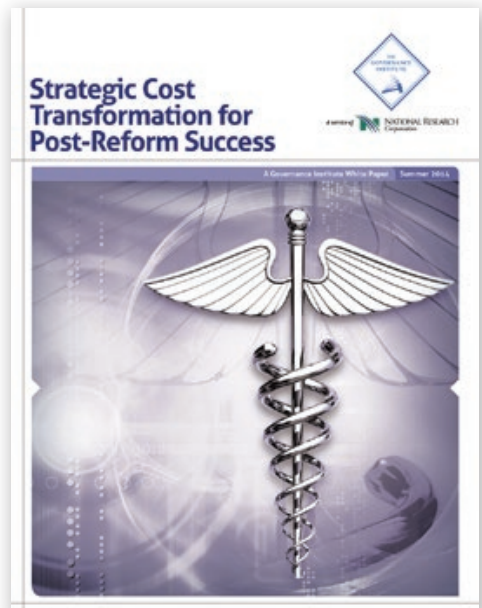
Summer 2014
40 pages

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Moving Forward:
Building Authentic Population Management through Innovative Payer Relationships
Brian J. Silverstein, M.D.

"Beyond federal value-based payment programs for Medicare patients, hospitals and health systems across the country are partnering with private payers to create unique care delivery and payment systems that result in better outcomes for the patients and lower costs for the providers and payers."

Winter 2013
40 pages

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Today's healthcare providers are being asked to take on risk and bend the cost curve while improving quality at the same time. This white paper outlines several proactive strategies for hospitals and health systems to partner with their major payers to find innovative solutions that will improve patient outcomes while at the same time lower costs.

Investing Capital in Uncertain Times:
The Board's Role
Marian C. Jennings, M.B.A., & Amy B. Hughes, M.H.A.

"This white paper presents a framework to assist hospital and health system boards in making prudent, affordable capital allocation decisions not just today, but for years to come."

This white paper describes how and when hospitals should be investing in healthcare assets during periods of high risk. It incorporates scenario planning into the financial/strategic plans, to arm boards with the tools to act when plans don't proceed as expected.
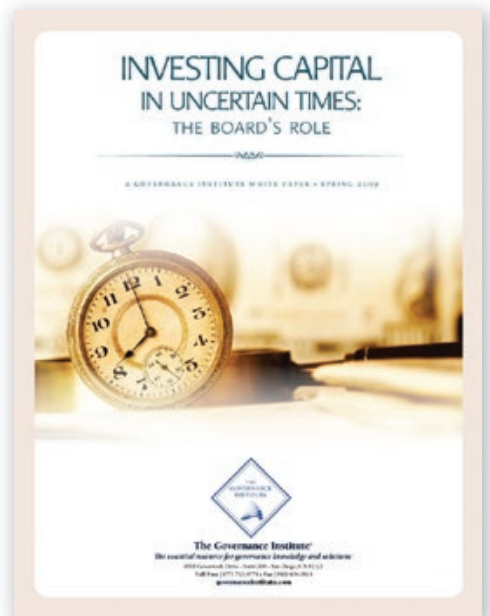
Spring 2009
40 pages

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Governing the 21st Century Health System:

Creating the Right Structures, Policies, and Processes to Meet Current and Future Challenges and Opportunities

Larry Stepnick & Don Seymour

"The CEO and board must have the discipline to do the right thing. Both the CEO and individual board members owe it to one another and the community they serve to be candid and tough minded in their deliberations."

GOVERNING THE 21ST
CENTURY HEALTH SYSTEM

CREATING THE RIGHT STRUCTURES, POLICIES,
AND PROCESSES TO MEET CURRENT
AND FUTURE CHALLENGES AND OPPORTUNITIES

A GOVERNANCE INSTITUTE WHITE PAPER • FALL 2013

THE GOVERNANCE INSTITUTE

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The nation's health systems are growing, evolving, consolidating, and changing. With these changes comes a need to look at how the organization is governed. This white paper looks at trends in health system structure and how those structural changes reflect necessary changes in governance structure and leadership. Through case studies, research, and interviews, the authors provide an in-depth look at some of the governance challenges today's health systems are facing and provide recommendations for creating a governance and leadership structure that can move health systems forward during great uncertainty and change.

Fall 2013
36 pages

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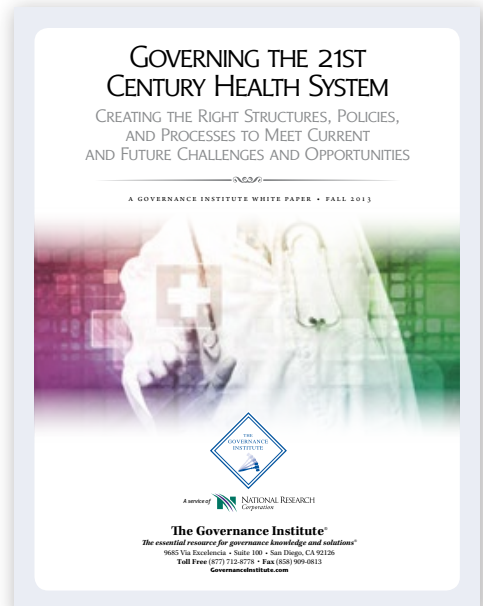# High-Functioning, Integrated Health Systems:
Governing a "Learning Organization"
Daniel K. Zismer, Ph.D., & Frank B. Cerra, M.D.

"Community health systems will be forced by market pressures into the 'population health business'—a business that is very different from hospitals designed to be the 'workshops' of independent physicians."

New challenges are arising that call for ongoing education, which requires a new, closer relationship between governance and management to successfully "steer the ship." This white paper explores the changes that are occurring, arising challenges, and approaches to successfully creating and governing a high-value, functionally integrated health delivery system that becomes a learning organization.

Summer 2012
28 pages

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System–Subsidiary Board Relations in an Era of Reform: Best Practices in Managing the Evolution to and Maintaining "Systemness"
Larry Stepnick

"The leaders of health systems need to react quickly to the many pressures facing their organizations, including those created not only by federal healthcare reform legislation, but also by market-driven and other pressures to rein in costs and improve quality of care and population health status."

Many health systems are moving away from the traditional "confederacy" approach, where local subsidiary boards wield much of the power and authority, to a more unified approach with greater control at the system level. This white paper attempts to help organizations with this transition, with a focus on how to move effectively along the continuum without creating resentment and undermining effectiveness at the local or system level.
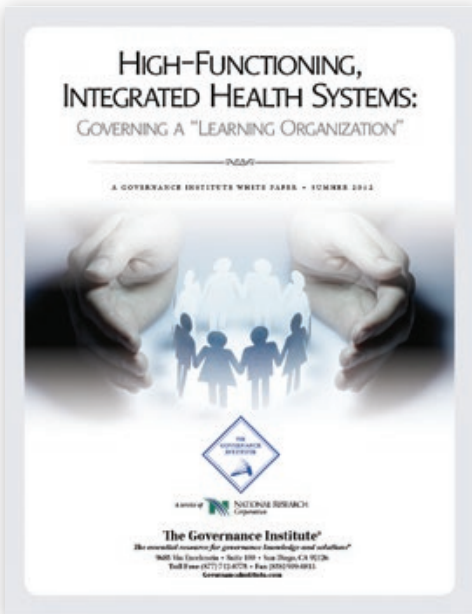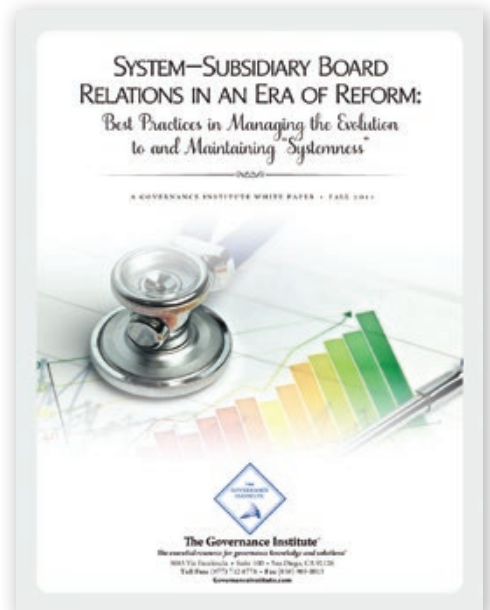
Fall 2011
28 pages

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Governance across the Continuum: Leadership Accountability for Creating Healthy Communities
2014 Signature Publication

"Taking accountability for the health and well-being of communities requires thinking about healthcare delivery and the boundaries of the healthcare system in the broadest possible sense. Hospitals, long the central focus of health systems and their governing bodies, are just one part of the larger continuum of healthcare delivery."

2014
52 pages

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In our 2014 signature publication, **Dan F. Schummers** from the Institute for Healthcare Improvement, sets the stage for new governance and leadership responsibilities outside the four walls of the hospital. This publication profiles four unique organizations that have demonstrated new roles in the community and across the care continuum to promote health and access. Then these approaches are placed into a discussion framework for boards and senior leaders to develop new strategies for creating healthy communities.

Consumerism 3.0:
Healthcare in a World of Post-COVID Expectations
Insights from the 2022 System Forum

"Convenience is not something one normally sees mentioned in patient reviews of healthcare. Yet we see that with telemedicine. Consumers are seeing a more convenient healthcare world. How can health systems build off that?"

The pandemic forced the U.S. healthcare industry to provide greater value to consumers and created other profound shifts that are affecting healthcare. The 2022 System Forum tackled this topic and others. It featured world-class experts on consumerism, industry disruption, and rapid innovation at scale, including a case example from outside the industry with valuable lessons for healthcare. This proceedings report summarizes the presentations and discussions, and highlights key implications for hospitals and health systems.
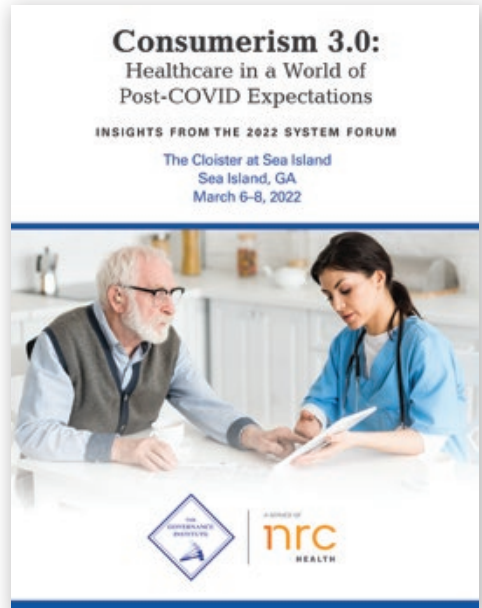
Spring 2022
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Frictionless Healthcare:
Today's Consumers, Tomorrow's Disruptions
Insights from the 2020 System Forum

Fall 2020
36 pages

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"Consumers are now comfortable with 'contactless' transactions in almost every aspect of their lives. The same is becoming true in healthcare, and hence the seemingly overnight shift to virtual care delivery is likely here to stay.

Held as a virtual event from August 31 to September 1, 2020, The Governance Institute's System Forum, featured distinguished faculty who interacted with 160 representatives from 40 health systems in the United States to discuss critical issues facing their organizations in today's rapidly changing environment. This proceedings report summarizes the presentations and discussions from the meeting.

From Competition to Collaboration:
New Partnerships and Their Implications for Health System Leaders
Insights from the 2019 System Forum

"As healthcare migrates from 'volume to value,' another critical evolution is also occurring, from 'competition to collaboration.' While this latter transformation garners less attention, the two must go together to achieve the desired results of lower costs and higher quality."

Held March 10–12, 2019, at The Ritz-Carlton in Chicago, Illinois, The Governance Institute's System Forum brought together a distinguished group of faculty with 20 representatives from five health systems in the United States to discuss critical issues facing their organizations in today's rapidly changing environment. This proceedings report summarizes the presentations and discussions from the meeting.

Fall 2019
56 pages

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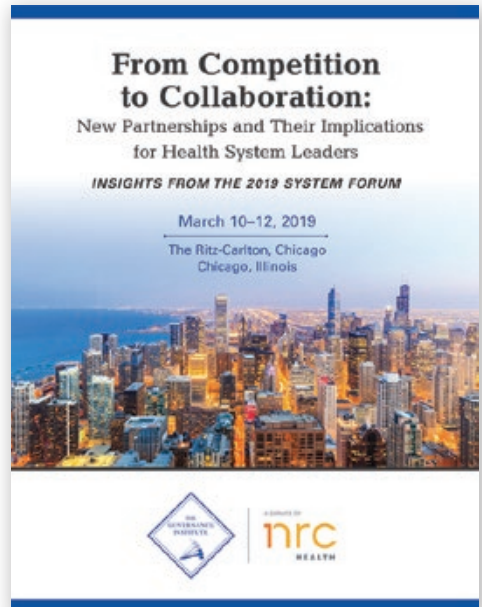
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Alignment of Governance & Leadership in Healthcare: Building Momentum for Transformation Proceedings Report

"Rather than thinking of community benefit requirements as a compliance exercise, organizations need to integrate these functions with population health management activities, viewing them as drivers of the kinds of changes that need to be made."

Alignment of Governance & Leadership in Healthcare: Building Momentum for Transformation brought together a distinguished group of faculty with chief executives, board chairs and directors, and clinical and administrative leaders from healthcare organizations across the country to discuss critical issues related to community benefit and community health. This event was part of a larger initiative designed to support non-profit hospitals and health systems in building, managing, and maintaining an effective, tailored population health and community benefit strategy in partnership with local community stakeholders.

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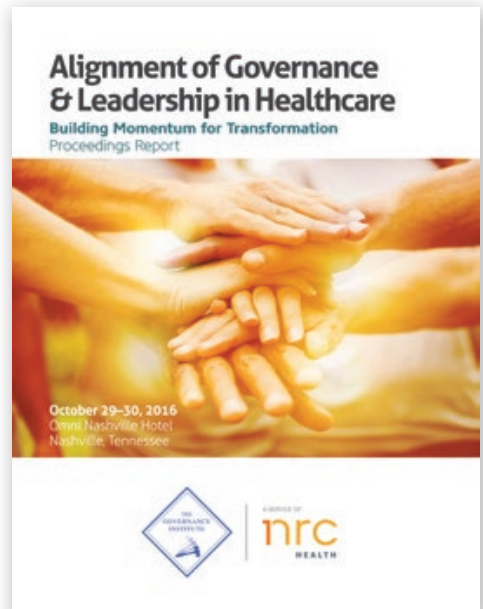(no charge)

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Accountable Care Organizations:
Past, Present, and Future

Joseph F. Damore, FACHE, Seth Edwards, M.H.A., & Guy M. Masters, M.P.A.
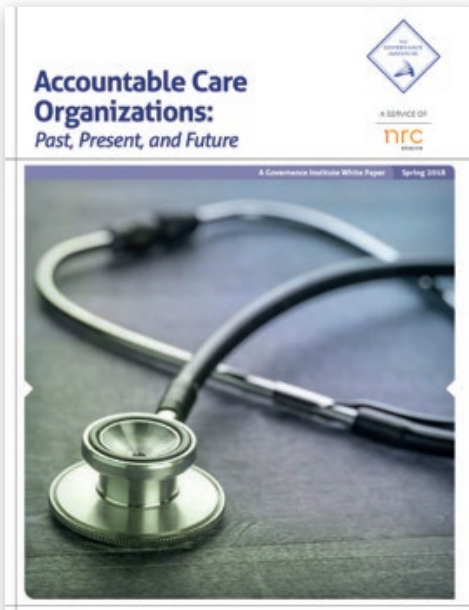
Spring 2018
32 pages

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"Being familiar with the past, present, and future of the accountable care organization model is essential in helping organizations understand how implementing the model can help them provide more cost effective, high-quality care for their communities."

This white paper provides a background on the ACO model and discusses the experience of Medicare, Medicaid, and commercial payers in implementing the model, lessons learned, expectations for the future of the ACO model, and implications for governing bodies. Case studies of three organizations were conducted as research for this white paper which are available in a separate PDF.

Leadership in Healthcare Organizations:
A Guide to Joint Commission Leadership Standards
(Second Edition)
Paul M. Schyve, M.D. & Maureen P. Carr

"Rather than thinking of the healthcare organization as a conglomerate of units, think of it as a 'system'—a combination of processes, people, and other resources that, working together, achieve an end."

This white paper is a high-level assessment of The Joint Commission's 2016 leadership and medical staff standards, including the evolution of the standards over the last several years, where the board fits in the process, implications of the new standards (e.g., what changes are expected in hospital quality performance based on the new standards), whether there are additional changes on the horizon, and implications of new models for hospital–physician partnerships.

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Leadership Continuity: The Board's Role in Maintaining Seamless Management and Governance Transitions *(Second Edition)*

David A. Bjork, Ph.D., & Daniel J. Fairley, J.D.

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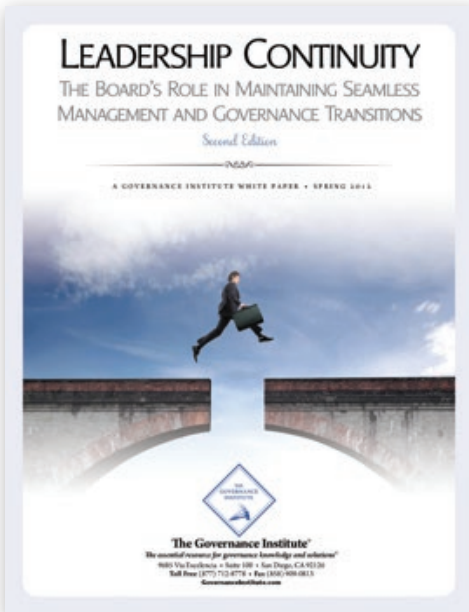
"Leadership is the process of persuasion or example by which an individual (or leadership team) induces a group to pursue objectives held by the leader or shared by the leader and his or her followers."

In an era of calls for improving the performance of hospitals and healthcare systems, stable and effective leadership matters more than ever. This white paper covers the board's role in ensuring continuity in leadership, wisely managing leadership transitions, and ensuring effective leadership in governance. It also provides information on leadership models and roles and criteria for identifying and choosing good leaders.

Healthcare Leadership:
Guiding the Organization through Transformational Change
Joseph S. Bujak, M.D., FACP

"Economics, changing expectations, advancing technology, and the accelerating pace of change are transforming the healthcare industry. Insurance reform seeks to expand access to care. The progressively increasing cost of healthcare services threatens to bankrupt states and adds to the national debt."

HEALTHCARE LEADERSHIP
GUIDING THE ORGANIZATION
THROUGH TRANSFORMATIONAL CHANGE

A GOVERNANCE INSTITUTE WHITE PAPER • WINTER 2012

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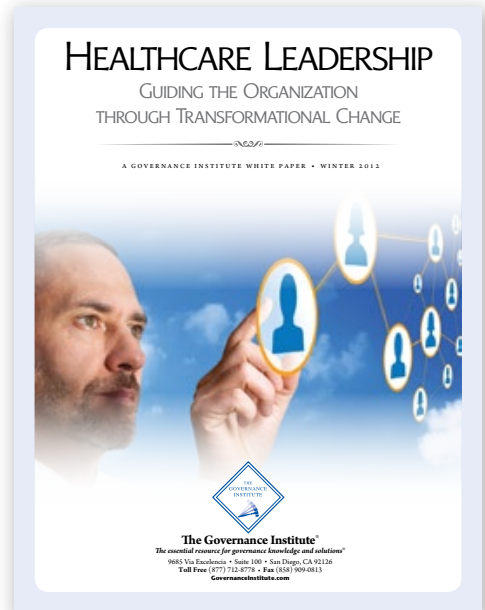
The current healthcare landscape calls for transformational leaders who are prepared to lead their organization through exponential change. Difficult challenges are confronting leadership in the healthcare provider community at a governance, administrative, and clinical level. This white paper discusses leadership strategies for the current landscape, societal forces that are challenging leadership, the various types of leaders, and how best to lead transformational changes.

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ProMedica Tackles Public Health:
Addressing Social Determinants as a Core Responsibility

"When we look at the primary driver that moved us in the direction of trying to solve the social determinant issues that really create healthcare problems, it's that we didn't see the outcomes changing and we felt we needed to do something a little bit different to address that."

ProMedica Health System, a $3 billion health system serving northwest Ohio, felt the need to identify and improve the social determinants of health in order to improve the health of their community. This program explains various social determinants of health, how and why ProMedica is tackling social determinants, and also provides advice from ProMedica executives for boards considering similar strategies.

November 2017
15 minutes

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Designing Governance for the Future:
The New St. Luke's Health System

February 2016
15 minutes

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"It became clear to us as we looked at the future that, increasingly, we were going to be held accountable for the outcomes and cost of care. If we were going to be able to lead that change, then we had to streamline governance and operations."

Over the past several years, St. Luke's Health System in Boise, Idaho, took on the challenge of restructuring its governance to better enable the health system to lead, innovate, and provide value-based population healthcare. This video program presents a case study of the governance restructuring, including the rationale for governance redesign, the process taken in order to successfully implement and sustain a new structure, and results, lessons learned, and next steps for the system.

Building a Culture of Accountability:
The Transformation of Scripps Health

"The future is creating a healthcare system, not a hospital system; taking advantage of technology and information; creating a system of navigation; and most fundamentally changing the way we are paid. Those are going to be the fundamentals and it is going to be hard for a lot of organizations."

This 18-minute program focuses on key decisions made by **Chris Van Gorder** and his team that enabled a dramatic turnaround at Scripps Health—decisions that, put together, created an entirely new organizational culture and resulted in a world-renowned health system that has received countless awards and accolades for its quality of care and stellar leadership.

July 2014
18 minutes

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The Increasing Importance of Legal Counsel and Compliance, and Their Interaction with Healthcare Boards *(Second Edition)*

Colin Luke, Fletcher Brown & Jennifer Weaver

Summer 2021
28 pages

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"When organizations operate transparently and promote a culture of compliance, their compliance programs are generally more effective at preventing, detecting, and addressing issues when they arise."

For hospitals and health systems, the roles of legal counsel and compliance officers are now more critical than ever. Scrutiny from government enforcement agencies continues to escalate, and financial recoveries from healthcare providers in the form of penalties and settlements are expected to increase. This white paper details updated information related to key areas of enforcement focus by the federal government and potential implications of such enforcement focus for hospitals, health systems, and their boards.

Conflicts of Interest and the Non-Profit Board:
Guidelines for Effective Practice *(Second Edition)*
Michael W. Peregrine

"The manner in which individual directors and governing boards of non-profit corporations address conflict-of-interest issues is of critical importance, for both legal compliance and reputational reasons. This is particularly the case given the current 'environment of skepticism' in which the non-profit sector finds itself."
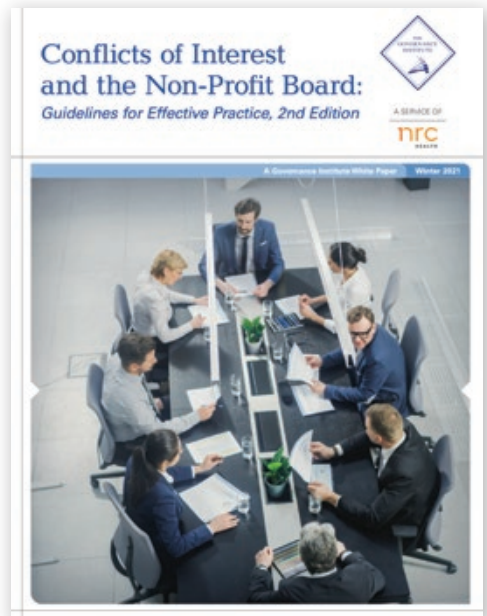
Handling conflicts of interest in non-profit governance is an ongoing, ever-challenging task. Michael Peregrine explains the activities a board "conflicts committee" should engage in to review potential conflicts, handle actual conflicts when they arise, and set strong policies on conflict of interest for the organization. The white paper includes how these activities relate to the full board, management team, and medical staff.
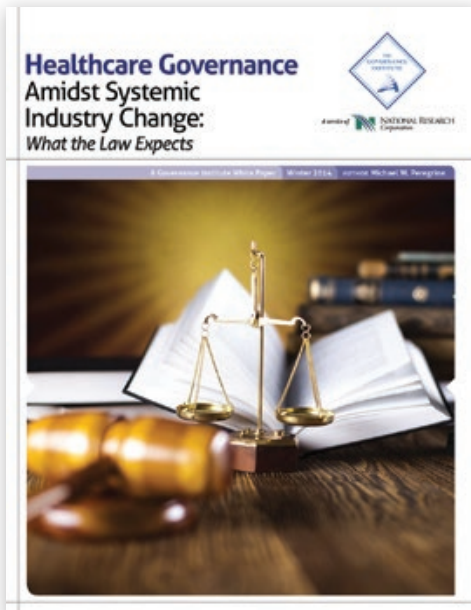
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Healthcare Governance Amidst Systemic Industry Change: What the Law Expects

Michael W. Peregrine

"It is the expectation of the law that boards will examine their existing governance structures and make changes where necessary. The basic question presented is, will the organization's governance structure remain effective in the midst of this dynamic change? The answer the law expects is, 'Boards should make sure of this.'"

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The healthcare sector is in the midst of seismic, generational change—prompted by a variety of economic, legislative, competitive, and quality-of-care forces. This white paper acknowledges the relationship between industry change and governance, identifies the specific governance challenges prompted by this change, underscores the fundamental nexus between the law and governance, suggests ways in which boards may successfully deal with these challenges, and confirms the extraordinary value of the role of the governing board.

Physician Leadership in Hospitals and Health Systems: Advancing a 21st-Century Framework

Todd Sagin, M.D., J.D.

"It is becoming increasingly clear that physician 'engagement' is critical to future hospital and health system success. Is it necessary to grow the number of physician leaders in order to achieve this 'engagement'? Is it realistic to think that physician leaders can successfully straddle the clinical and the administrative world as both become ever more complex?"

Physician Leadership in Hospitals and Health Systems: Advancing a 21st-Century Framework

A Governance Institute White Paper | Summer 2017

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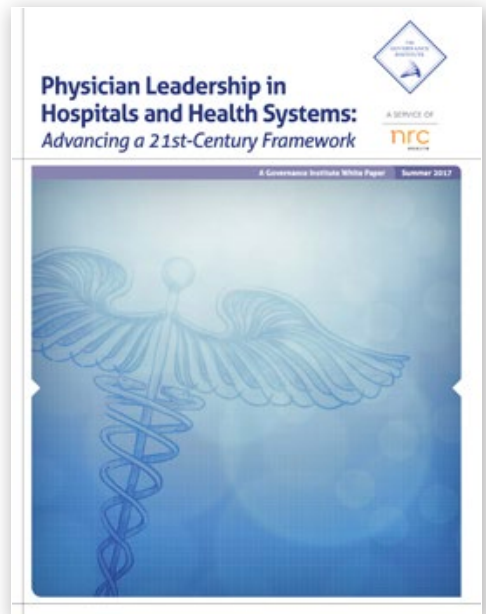
With changing dynamics in healthcare, it is becoming increasingly clear that physician engagement is critical to future hospital and health system success. The organized medical staff model will need to accommodate changes in the structure and nature of hospitals and health systems. This white paper describes new physician leadership positions, models, and structures in the era of population health, along with whether and how to unify medical staffs within a health system.

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The Carilion Clinic Model

August 2016
15 minutes

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"We need to figure out how to compete in a world where people receive their care in the most cost-effective, safest place they can. And that's not always a hospital."

This 15-minute program chronicles the transformation of Carilion Health System to Carilion Clinic as it is known today, a $1.5 billion physician organization that includes hospitals, clinics, and a college of health sciences, along with a cutting-edge medical school and research institute in partnership with Virginia Tech. The program covers the catalysts for change, local market issues affecting the decisions, designing the clinic model, creating an attractive work environment, and fulfilling the clinic's mission to create healthier communities.

Patient Experience Is Quality:

The Role of Healthcare Leaders in Improving Outcomes and Building Loyalty

Larry Stepnick

"Measuring patient experience is a matter of gaining a better understanding of what matters most to patients. We must ensure that we are measuring what matters in order to move the needle."

Understanding the board's role in fulfilling its responsibility to lead the organization in continuous improvement in patient experience is an integral part of the board's overall responsibility for quality of care. This white paper helps boards understand critical aspects of patient experience; in particular, how to go beyond HCAHPS and reimbursement issues in order to make a meaningful difference through leadership and accountability oversight of this critical aspect of healthcare performance.
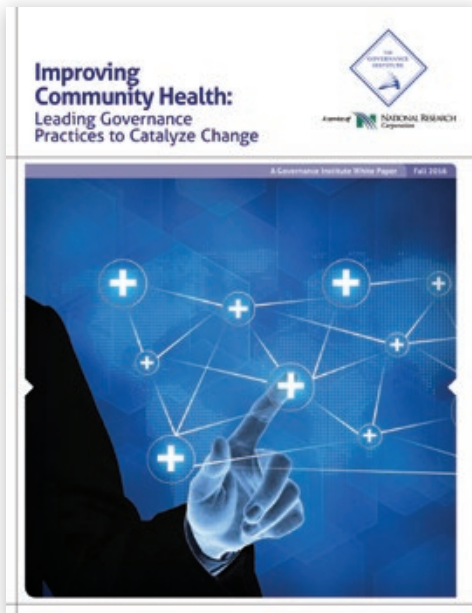
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Improving Community Health:
Leading Governance Practices to Catalyze Change
Larry Stepnick

Fall 2016
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"By aligning with community partners and taking on the appropriate roles where the hospital can make a meaningful difference, hospitals and health systems can improve community health in various ways, which will help reduce preventable illness and go hand in hand with meeting population health goals."

This white paper is intended to help not-for-profit hospitals and health systems become a major catalyst for health improvement in the local community, particularly with underserved, at-risk populations. It includes information to assist in abiding by ACA requirements and maintaining tax-exempt status. Case studies of three organizations were conducted as research for this white paper which are available at GovernanceInstitute.com/TGIcasestudies.

Maximizing the Effectiveness of the Board's Quality Committee:
Leading Practices and Lessons Learned
Larry Stepnick

"Composition, charter and scope of responsibility, meeting structures and agendas, and interactions with the full board, senior management, and clinical leadership are all related to the making of an effective board quality committee."

Facing intense pressure to curb costs and improve quality, hospital and health system leaders are increasingly looking for guidance on board practices that drive performance. This white paper focuses on recent research to identify board practices that improve performance on quality measures included in Medicare's Value-Based Purchasing program. It also provides reflections from the leaders of several high-performing hospitals and health systems that employ these and other board practices.
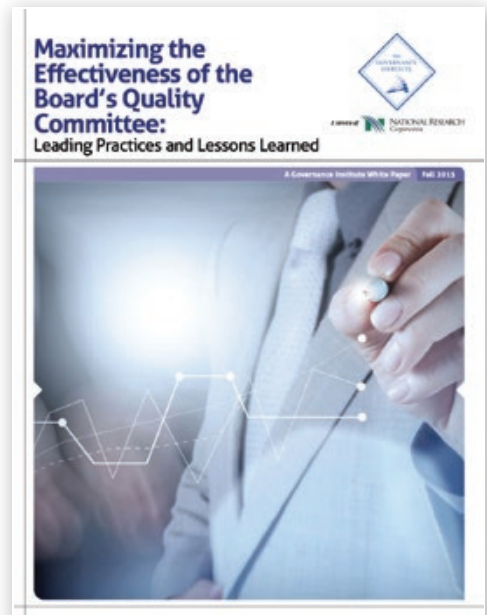
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Making a Difference in the Boardroom:

Updated Research Findings on Best Practices to Promote Quality at Top Hospitals and Health Systems

Larry Stepnick & Deron Ferguson

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"Given the complexities and calls from outside organizations for boards to become more engaged in quality, time-constrained senior executives and board members are increasingly looking for guidance on board practices that lead to better performance."

Facing intense pressure to curb costs and improve quality, hospital and health system leaders continue to search for ways to promote evidence-based, efficient care, with a focus on managing the health of populations over time. This white paper presents the results from extended research to identify board practices that improve performance on quality measures included in Medicare's Value-Based Purchasing (VBP) program. It also provides reflections from the leaders of several high-performing hospitals and health systems that employ these and other board practices to promote high-quality care.

Getting to Value in Healthcare
Kimberly E. White, M.B.A. & Rita E. Numerof, Ph.D.

"The shift to value-based payment models is leading to the emergence of real change in the quality of the U.S. healthcare system."

As healthcare spending increasingly consumes the national budget, quality and outcomes continue to generally lag compared to most other developed nations, all of which spend considerably less on healthcare than the U.S. We are now starting to see the emergence of real change in the U.S. healthcare system, led most notably by the shift to value-based payment models. For healthcare providers, this represents radical change. This white paper details a strategic market-based approach in light of the rapidly evolving healthcare environment, specifically focusing on the seven "Ps" of marketing services: product, price, place, promotion, people, processes, and physical evidence.

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Considering the Customer:
Understanding and Influencing Healthcare's Newest Change Agent
Ryan Donohue

"The quality of the customer experience matters a great deal, and organizational leaders need to listen to customers as they describe their experience and how it needs to change."

This white paper, published jointly with National Research Corporation, focuses on the increasing importance of the healthcare consumer in changing the way care is accessed, delivered, and paid for. It addresses strategic implications for hospital and health system boards to consider, with an emphasis on the reasons why the customer experience is paramount to other strategic priorities and the best defense in an uncertain future.

Summer 2013
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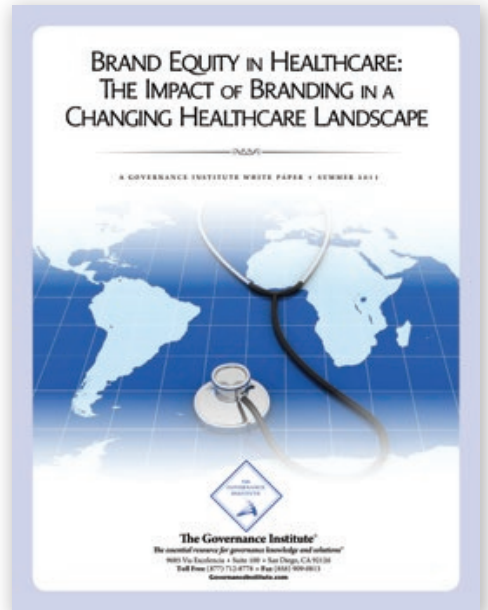Available electronically only
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Brand Equity in Healthcare: The Impact of Branding in a Changing Healthcare Landscape
Ryan Donohue

"The fundamental idea is that you are what the customer thinks you are. Knowing and understanding what the customer thinks about your organization will be a great advantage in the coming years."

The concept of brand equity has quietly gathered more relevance as a vital tool in the roiling world of healthcare. Due to its conceptual nature, it can be easy to miscalculate brand equity or misunderstand the entire idea of branding. This white paper defines branding and dispels the myths and assumptions about brand equity, and it presents a measurement-driven framework for assessing and building the organization's brand in a time when the impact of branding in the healthcare industry is critical.

BRAND EQUITY IN HEALTHCARE: THE IMPACT OF BRANDING IN A CHANGING HEALTHCARE LANDSCAPE

A GOVERNANCE INSTITUTE WHITE PAPER • SUMMER 2011

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Transform Governance to Transform Healthcare:
Boards Need to Move Faster to Facilitate Change
2019 Biennial Survey of Hospitals and Healthcare Systems

"Understanding how board performance impacts organizational performance is key to enabling boards to focus on the priorities that matter most. This research brings us new developments of this understanding."

The 2019 biennial survey sought to uncover how board structure, culture, and practices reflect the industry's movement towards value-based care. The report includes analysis on how systems structure their allocation of responsibilities with their subsidiary boards, and how board structure and culture correlate with board practices and overall board performance.

2019
52 pages

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The Governance Evolution:
Meeting New Industry Demands
2017 Biennial Survey of Hospitals and Healthcare Systems

"Now more than ever, healthcare is experiencing constant change and uncertainties. In spite of this, high-quality care for all still remains a top priority for hospitals and healthcare systems. An effective board structure and culture helps boards to focus on the most important aspect of their role—to ensure that those in their community have access to the best care possible."

As a nation, we are still struggling to come to terms with the fact that our healthcare system underperforms and still costs much more than other countries. Hospital and health system boards are at the top of the care provider leadership hierarchy, and therefore positioned to lead the charge in turning the industry around. This year's survey sought to uncover how board structure and culture are continuing to reflect the industry's movement towards value and population health across the continuum, and away from hospital-centric organizations.

2017
100 pages

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