Recommended Resources: September 2023 Leadership Conference

"Cyber Legal Cases and Trends Your Board Needs to Watch" (Governance Feature)
It is never a good idea for a company's board of directors to skip training on cybersecurity risk management oversight. This article highlights several foundational and recent cyber legal cases that healthcare boards should be mindful of. These cases may represent a trend towards expectations for greater board accountability for cyber risk management oversight.

Managing Cybersecurity Risk in America's Hospitals: A Leadership Imperative (Webinar)
In this Webinar, Steve Cagle, CEO of Clearwater, reviewed how the current threat environment is impacting hospitals and health systems and discussed steps leading organizations are taking to manage cybersecurity risk as an enterprise-level concern. Steve was joined by Jim Brady, Chief Information Security Officer for M Health Fairview.

Enterprise Cyber Risk Management (Strategy Toolbook)
This toolbook explains the importance of incorporating enterprise cyber risk management into your organization's overall risk management program in order to protect your organization's data, systems, and devices from potential compromises of confidentiality, integrity, and availability.

Governing Cyber Risk in Healthcare: Case Studies (Case Study)
This publication highlights three large health systems with significant experience in managing cyber risk, demonstrating how their boards support their ECRM programs.

Stop the Cyber Bleeding: What Healthcare Executives and Board Members Must Know about Enterprise Cyber Risk Management (Webinar)
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.

"Building an Effective Cyber Risk Management Program" (*BoardRoom Press* Article)
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 organizations have a program that meets accepted standards of care for managing cyber security risk, protecting their organizations and patients from cyber threats.

"Boldness in Governance" (System Focus Article)
Bolder governance requires a break from the status quo in terms of the governance model and its past thinking. Given the need and desire to change the board's role, this article highlights several key questions that boards and management teams should focus on together.

"Healthcare Forecast 2023: 10 Trends for Board Members and Senior Leadership" (E-Briefings Article)
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 2023.

Restructuring Governance for the New Healthcare Environment: The Evolution of System Governance and Development of Best Practices (Case Study)
America's health systems are transforming themselves from "holding companies" of individual hospitals largely functioning independently of each other to more integrated models of care. This case study explains why systems should aim to work together in a streamlined and cohesive manner in order to

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reduce or eliminate duplication of services, streamline layers of operations, and standardize care processes and procedures to improve quality and lower costs.

"Expanding Board Criteria Beyond Competencies to Enable More Holistic Recruitment" (*BoardRoom Press* Special Section)
A healthcare board will be only as strong and effective as it is designed to be, and no strategy outperforms selecting the right people to lead. Yet, despite the importance of talent selection, many organizations invest too little time and discernment in identifying the criteria needed to lead, and an organization must identify *what* it needs in order to know *who* it needs. Improving board quality starts with applying deliberate thought and intention to the selection criteria for individual board members. This article provides a framework to help kickstart a thoughtful and systematic approach to elevate board selection.

"Healthcare Workforce Scarcities: The Governance Role" (Governance Feature)
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.

"In 2023, Human Capital Is Your Strategy" (*BoardRoom Press* Article)
While many point to the COVID-19 pandemic as the cause of today's workforce crisis, "alarming" burnout was a major problem before the pandemic started. This existing trend has been compounded by changing worker expectations of employers and financial challenges facing the industry, putting more pressure on providers to find efficient ways of deploying resources. This article pinpoints four areas that are critical for boards and executives to home in on as they rebuild their workforce models.

"Rebuilding and Retaining the Healthcare Workforce: A New Leadership Model for a New Era" (System Focus Article)
Burnout is the manifestation of dysfunction in the workplace, not a classified medical condition. Many healthcare organizations focus too much on trying to enhance the resilience of employees rather than making fundamental changes to reduce the drivers of burnout. This article discusses ways in which healthcare organizations can address the root causes of burnout, not just the symptoms.

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

Elevating the Workforce Crisis to the Board Level (Short Video)
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.

"The Science of Relationships and the Impact on Leadership" (Hospital Focus Article)
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)
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.

[Behavioral Health: A Safety Net Provider Steps Up to Meet Its Mission](#) (Case Study)
The COVID-19 pandemic dramatically accelerated the need for behavioral health services and providers are far behind in efforts to remedy this critical situation. Valleywise Health, based in Phoenix, Arizona has found a unique way to meet the mission and community need for integrated behavioral health services.

["Understanding Mental Health in the Context of the Pandemic"](#) (*BoardRoom Press* Article)
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)
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)
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)
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.

["Compassion in Action: A Population Health Approach to Palliative Care"](#) (Article)
Palliative care improves the quality of life for people with serious illness. This article explains why taking a population approach to implementing palliative care is a way to demonstrate compassion while improving care for patients and creating the system of care we will want for our families, friends, communities, and ourselves.

["Palliative Care Is Person-Centered at Its Core: A Look at the Role of Palliative Care in the Transition to Value-Based Care"](#) (*BoardRoom Press* Special Section)
Palliative care consultations have been shown to improve quality, reduce overall costs, and sometimes increase longevity in patients with serious illness. With the industry's focus on efforts to provide the right care at the right time for every patient, along with reducing unnecessary care and lowering costs of care at the end of life, palliative care deserves more focus by healthcare leaders. This special section highlights how palliative care can play a key role in the healthcare industry's transformation from a fee-for-service focus to a value-based focus on improving quality and lowering costs.

["Palliative Care Quality Network: Improving the Quality of Caring"](#) (*BoardRoom Press* Article)
Palliative care patients are the sickest, costliest, and most resource-intense patients in the hospital. Too often these patients receive care they do not want, and from which they will not benefit, and fail to receive care they do want, from which they will benefit. This article highlights how palliative care can improve care for seriously ill patients and those at the end of life.

"From Compliance to Alliance: Breaking the Cycle of Parallel Play" (Public Focus Article)
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)
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.

"From Value to Cost Effectiveness of Health" (*BoardRoom Press* Article)
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 health*care*. 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)
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)
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.

Cedars Sinai: A Shared Vision for System-Wide Quality (Case Study)
In 2022, The Governance Institute conducted our second iteration of research looking into the quality performance of multi-hospital systems. The quality approach at Cedars-Sinai features local decision-making guided by system principles that can be applied to local challenges. This case study features the lessons learned from Cedars-Sinai Health System, an academic health system serving greater Los Angeles via 4,500 physicians and nurses, over 40 care locations, and five hospitals.

Main Line Health: Achieving Top Quality Performance Requires Equity for Every Patient (Case Study)
Main Line Health began its integration journey over 15 years ago, which has enabled high-quality performance system-wide. This case study features the lessons learned from Main Line Health, a five-hospital system based in Berwyn, PA, one of only two organizations that made our list of top-performing systems both years we have conducted our quality performance research.

"Improving Quality in Health Systems: How Do They Do It?" (*BoardRoom Press* Article)
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)
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

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conducted research 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)
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)
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.

"Partnerships Go Bold as Organizations Face New Challenges" (*BoardRoom Press* Article)
As the nation moves further from the heights of the pandemic, it becomes clear that not-for-profit hospitals and health systems have seen a permanent reset of revenue and cost structures. This is a transformational moment for not-for-profit healthcare, and recent trends in partnerships, mergers, and acquisitions indicate that hospitals and health systems are exploring bold strategies to meet these new challenges. This article outlines some of those strategies as well as key trends in the industry.

"Post-Pandemic Partnership Strategies" (System Focus Article)
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)
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.

Stakeholder Management during the Partnership Process (Webinar)
This Webinar presents a case study example of Genesis Health System's journey of transparency with its stakeholders as the system explored strategic alternatives. While maintaining control of the fiduciary decision-making process, the board valued the input and observations from committees as it competitively evaluated options with more than 40 companies.

"The Future of the Hospital" (*BoardRoom Press* Special Section)
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.

Cross-Market Health System Consolidation in a Challenged Industry (System Focus Article)
As health systems continue to tackle the ongoing pressures placed on the healthcare delivery system, senior leadership and boards are engaging in more strategic discussions and creative pathways to partnership models. This article discusses the growing trend of partnering with organizations in geographically disparate areas of the country.

["Physician Leadership: Are the Right Number of Chefs in the Kitchen?"](#) (*BoardRoom Press* Article)
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)
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)
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)
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.

["The Importance of Revenue Resiliency"](#) (*BoardRoom Press* Article)
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)
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)
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)
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)
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.

["The Reversal of Roe v. Wade: Implications for Healthcare Boards"](#) (*BoardRoom Press* Article)
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.

"Post-Roe Governance Considerations for Academic Medical Centers" (Academic Health Focus Article)
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.

"Branding Is Back: Revisiting Who We Are After Three Years as the COVID Care Provider" (*BoardRoom Press* Article)
Strong brands turn disconnected consumers into engaged patients. It's not easy or fast, but branding is a strategy that must be pursued all the way at the top of healthcare organizations. Many boards assume their brand reputation is already addressed or is to be assumed—it is not. This article highlights the need to revisit branding at the board level and provides questions for discussion and debate.

New Story, New Brand (Short Video)
This 15-minute video looks at how COVID affected healthcare brands and highlights the need for boards to rethink and revisit their brand to define their new organizational identity.

"The Board and the Brand: A Curious but Promising Pairing" (System Focus Article)
Building any healthcare brand can be a difficult task. With so many consumers unaware of the very concept of a health system, building a meaningful system brand poses an incredible challenge. This article explains why branding is a necessary tool for health systems to spread awareness and instill value that transcends the physical limitations of the patient experience.

"Hospital and Health System Governance for the Future of Value-Based Care" (E-Briefings Article)
The deteriorating financial performance of hospitals and health systems has prompted ratings agencies, the American Hospital Association, and other industry insiders to warn that current conditions are not sustainable. This article explains why now is the time for hospital and health system boards to fully commit to a value-based care transformation strategy.

"Where is this Turmoil Leading? It's Heading Toward Value at Scale" (*BoardRoom Press* Special Section)
It can be difficult to stay on top of overarching trends happening in the industry, yet board members must remain well versed on current issues. This article discusses the current challenges many hospitals and healthcare systems are facing and where the overwhelming unrest may be leading.

"Investing Energy in Positive Change" (*BoardRoom Press* Article)
This article discusses three specific, interrelated areas where your board can focus its time and energy to help move your organization forward: digital transformation, patient experience, and value-based care delivery.

"Pandemic Lessons on Value-Based Care" (E-Briefings Article)
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.

"Diagnosing Disruption from the Clinical to Consumer" (System Forum Presentation Summary)
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.

[Healthcare Expectations of the Blue Dot Consumer](#) (Short Video)
This short video discusses the healthcare expectations of the "blue dot consumer," and how hospitals and healthcare systems should shift to offer more direct, personalized care in order to keep up with the speed and efficiency in which patients and customers are expecting to receive products and services.

["Building Strong Consumer Relationships in the Value-Based Era: A New Approach"](#) (System Focus Article)
This article 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.

[Price Transparency: Exploring Healthcare's Final Frontier of Consumer Disruption](#) (Webinar)
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.

["Is There an Avatar in the House? Changing the DNA of Healthcare from COVID to Consumerism"](#)
(System Forum Presentation Summary)
This summary of Stephen Klasko's presentation at the 2020 System Forum highlights themes that are still priorities today: the importance of embracing change, reducing health inequities, and creating a consumer-friendly system that allows patients to access care quickly and easily.

["The Video Streaming Wars: Can Disney Catch Netflix?"](#) (System Focus Article)
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"](#) (System Forum Presentation Summary)
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.

["Staying Ahead of the Disruptors: The Board's Role in Innovation"](#) (System Focus Article)
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.

[Advanced Consumerism: Take Your Organization to the Next level](#) (Strategy Toolbook)
This toolbook is designed to guide healthcare executives and the boards that oversee them through the wilderness of consumerism, helping to further their advancements in this realm, and emerge on the other side as an organization that values its consumers who, in turn, also value the organization.

["Performance Enhancement: An Essential Process for Provider Success and Sustainability"](#) (*BoardRoom Press* Article)
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-

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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.

"Go Beyond EHRs to Address Labor Shortages and Reduce Clinician Burnout" (E-Briefings Article)
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.

"Effectively Addressing Clinician Burnout: A Key to Enhancing Healthcare Quality" (E-Briefings Article)
Burnout, a root cause of workforce and financial challenges, has emerged as a significant issue with far-reaching and multifaceted implications that healthcare executives cannot afford to overlook. This article explains why reducing clinician burnout is an essential step towards enhancing the quality of care in hospitals and health systems.