

The Governance Institute presents

# Making a Strategic Impact: Driving Change at the Governance Level on Big Issues

## *Session 1: Challenges and the Discipline of Perspective*

March 14, 2024 | 2:00–3:00 p.m. Eastern

A Governance Institute Board Leadership Session  
*presented by*

Daniel Wolf, President and CEO,  
Dewar Sloan Health Group



# Today's Presenter



## **Daniel Wolf**

President and CEO, *Dewar Sloan Health Group*

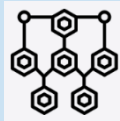
Dan leads the strategy and governance work of Dewar Sloan, focusing on the challenges and opportunities across the healthcare environment, domestically and in other countries and markets. He has served at various levels of healthcare governance and in different hospital and health practice settings. He has extensive expertise in healthcare innovation and transformation, the board's role in strategy, effective board governance, rural healthcare models, and developing strategic teams in healthcare. Dan has contributed numerous articles and presentations on healthcare leadership and change and is the author of three books on strategy and governance.

# Learning Objectives

After participating in this Board Leadership Session, attendees will be able to:



Define and frame complex and dynamic industry challenges.



Identify the need for bold governance that embraces an innovative, forward-thinking mindset.



Describe the board's role in driving meaningful change throughout the organization.

# Strategic Impact:

Driving Change at the Governance Level

## Background and Intentions of This Program

**Healthcare:**  
*Super-Wicked  
Challenges?*

**Governance:**  
*Change-Driving  
Leadership?*

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Session 1: Healthcare Challenges and Strategic Perspective  
Session 2: Discernment of Strategic Options—and Choices  
Session 3: Establishing a New Frame for Board Governance

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Working Toward Answers and Solutions to the Really Big Questions

# Healthcare Challenges and Strategic Perspective

Perspective: Everything Depends on a Point of View, and Insights ...  
Bringing Order and Arrangement to Common Healthcare Challenges

1. Patient Experience, Quality,  
Safety, and Value-Based Care

2. Economics, Incentives/Experiments,  
Collaborative Impact

3. Technology, Vectors of Innovation,  
Digital Transformation

4. Evolving Service Delivery and  
Service Access Platforms

5. Regulatory, Government, and  
Compliance Considerations



Making Sense of the Most Important Challenges and Concerns, a 5x30 Perspective



# Healthcare Challenges and Strategic Perspective

## Boards and Governance: The Work to Be Done?

**Assessment:** The Marketplace and the Organization

**Appropriation:** The Key Priorities, the Key Resources

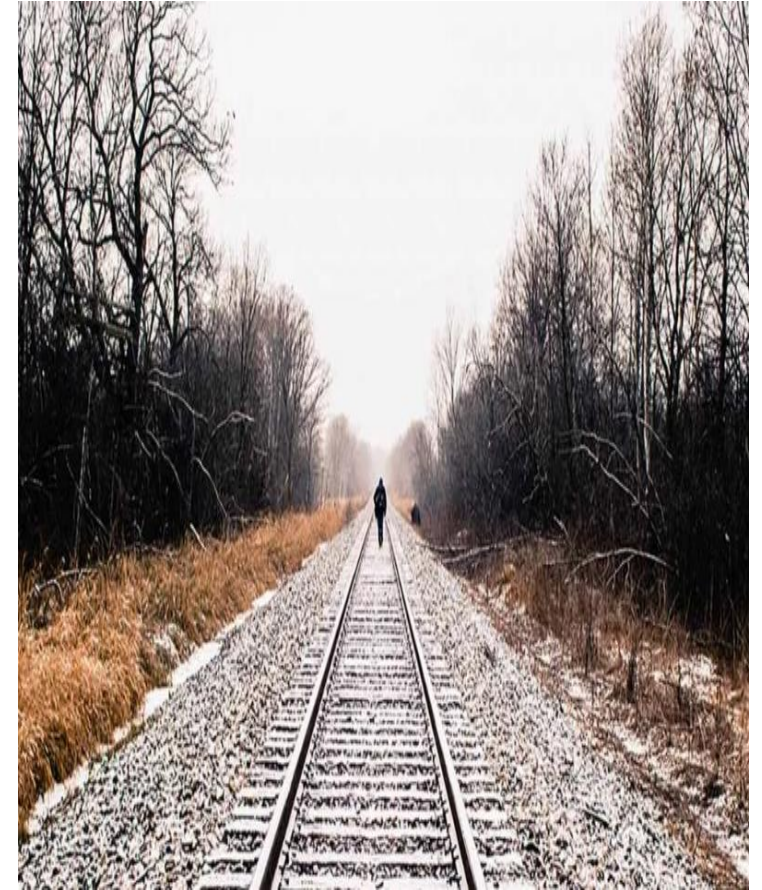
**Accountability:** The Focus on Results, and Progress

**Appreciation:** The People, Challenges, and Options

The Work of Compliance, Integration, Development

The Dual-Dynamics of the Work to Be Done?

*Taking Care of Today, Getting Ready for Tomorrow*



# Healthcare Challenges and Strategic Perspective

Perspective: Making Sense of Insights for **Stakeholders**

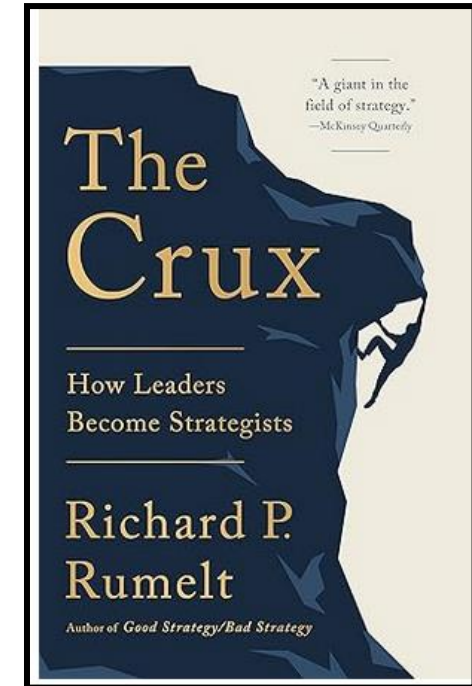
Patients, Employees, Providers, Investors, and Partners

Perspective: Generic Healthcare Insights for **Everybody**

Complexity, Dynamic Forces, Incentives, and Constraints

Perspective: Specific Healthcare Insights for **the Enterprise**

Most Relevant, Most Consequential, Most at the Crux



# Driving Change and the Work of Boards

## Governance Oversight of Growth, Performance, and Change

Perspectives on Growth—Challenges and Insights?  
Perspectives on Performance—Challenges and Insights?  
Perspectives on Change—Challenges and Insights?

## Change, a Strategic View—and a Pragmatic View for Boards

Change in Operational Processes, Throughput Strategy  
Change in Programs and Resources, Category Strategy  
Change in Business Model/Structure, Enterprise Strategy



# Driving Change and the Work of Boards

The Nature of Change...Gradually, and then Suddenly

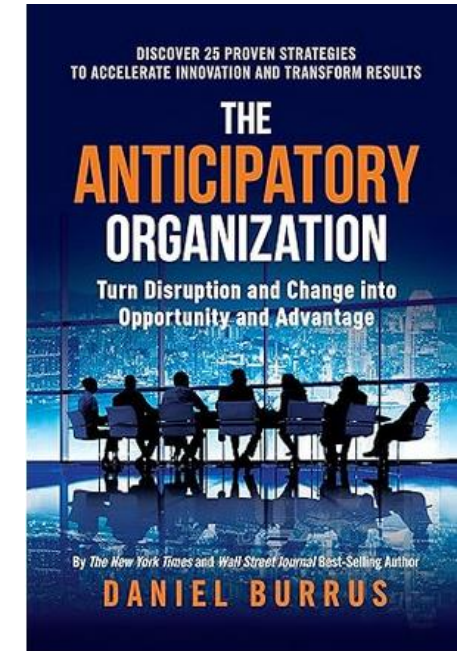
The Amount of Change...Incremental, and Transformational

The Strategic Anticipation of the Board and Executives

The Strategic Engagement of the Board and Stakeholders

The Arguments for Change, and the Rationale for Change

The Time Frame for Change, and Dual-Dynamics, Horizons



# Driving Change and the Work of Boards

## Change Leadership, Change Management, Change Governance

### **Conventional Thinking About Board Functions - Duties**

*Care and Prudence, Loyalty and Interest, Obedience to Policy*

### **Emerging Thoughts on Board Talent and Expectations**

*Knowledge, Perspective, Experience, Temperament*

*Specific Competence, Character, and Connections*

*Mindset for Change and Risk, the Sense of Urgency*

*Compassion, Friction Sense, and Large Bold Moves*

### **Thinking Through the General Duties of the Board Today**

### **Board Governance for a World Beyond the Reform Era...**

# Change, and Questions for Boards

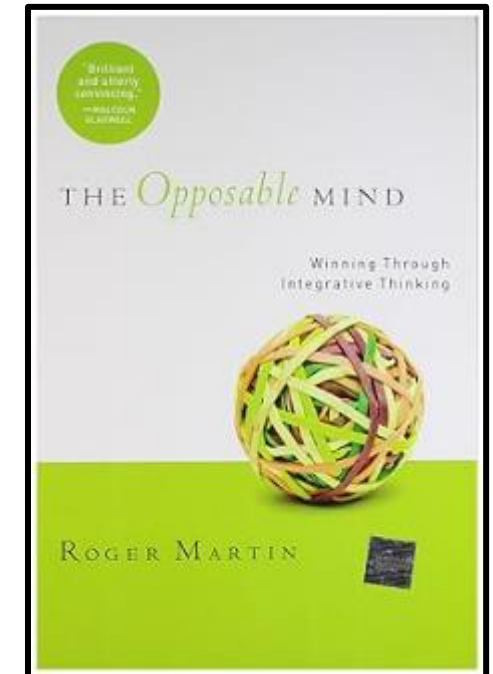
## Questions on Change: Serious Board Attention and Focus?

### What Goes Wrong, and the Front Page Story...

*Courage to Confront Key Assumptions, Challenges  
Failure to Anticipate, Debate, and Fully Engage  
Cultural Disconnects with Board Work to Be Done*

### What Goes Better with Effective Governance...

*Perspective, Better Focus on Today and Tomorrow  
Culture of Intention and Culture of Curiosity, Courage  
Conversations: The Right to Play, Earned Right to Win  
Board Talent Supply Chains - Serious, and by Design  
Open-to-Influence, Opposable Minds, Option Sense  
Meaningful Discourse: Board and Executive Insight*



# Change, and Questions for Boards

## Questions on Change: Readiness, Judgment, and Resolve?

Anticipation, Understanding, Biases, and Perceptions

Comprehension of Risk and Risk Assessment Factors

Disciplined Approach to the Organization's Strategic Agenda

- *Strategy Direction - Focus and Choices*
- *Strategy Integration - Priorities and Resources*
- *Strategy Execution - Action and Impact*

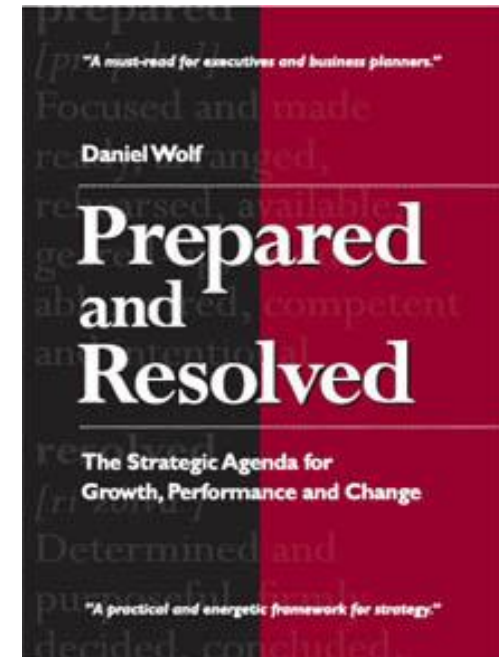
Observing, Orienting, Deciding, Action/Impact, and Review

Dynamic Understanding of Context, Options, the Battlefield

Appreciation of the Different Barriers to Change, Progress

Mission Discernment and Consistency - Fast and Slow

The Power of Procrastination, and Moving Forward



# Change, and Questions for Boards

## Questions on Change: Impact and Consequences?

### Focus on Results, Intention, Progress Making

*Value-Based Care as a Theory - In Practice*  
*Access Considerations, Health Equity Themes*  
*Service Experience, Interactions, Convenience*  
*Outcomes, Quality, Standards, Errors/Defects*

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***Responsible Consumption of Appropriate Services***

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### Focus on the Drivers, Processes, Models, Practices

*Reality Check on Capacity/Barriers to Change*  
*Investment in Digital Practice and Infrastructure*  
*Engagement in Patient Experience Behaviors*  
*Smarter Industrial and Productivity Disciplines*



***Change: Cause-and-Effect***



# Change Governance, Perspective, and Courage

## Board Expectations, Talent, Behaviors, and Value-Added

Frame Conventional Compliance and Integration Focus

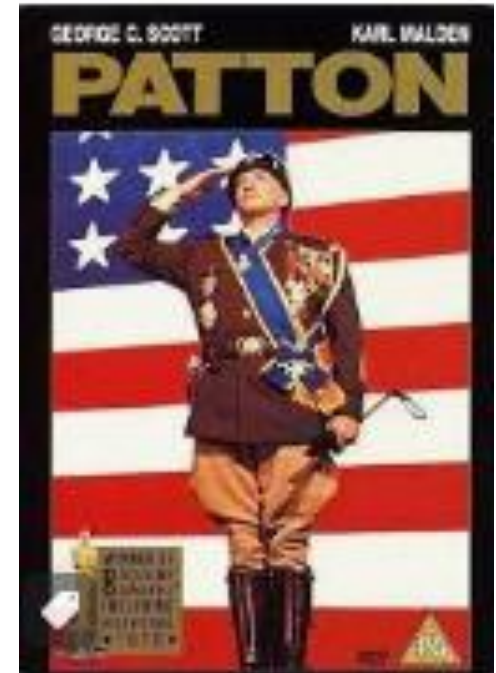
Through 75 Years of Hospital and System Evolution

Through 125 years of Healthcare Standards Evolution

Onto the Frontiers of a Very Dynamic Decade/Horizon

- *Technology Focus*
- *Demographic Focus*
- *Political/Economic Focus*
- *Competitive Focus*
- *Investment Focus*

**Toward Board Governance That is Better, Smarter, Faster**



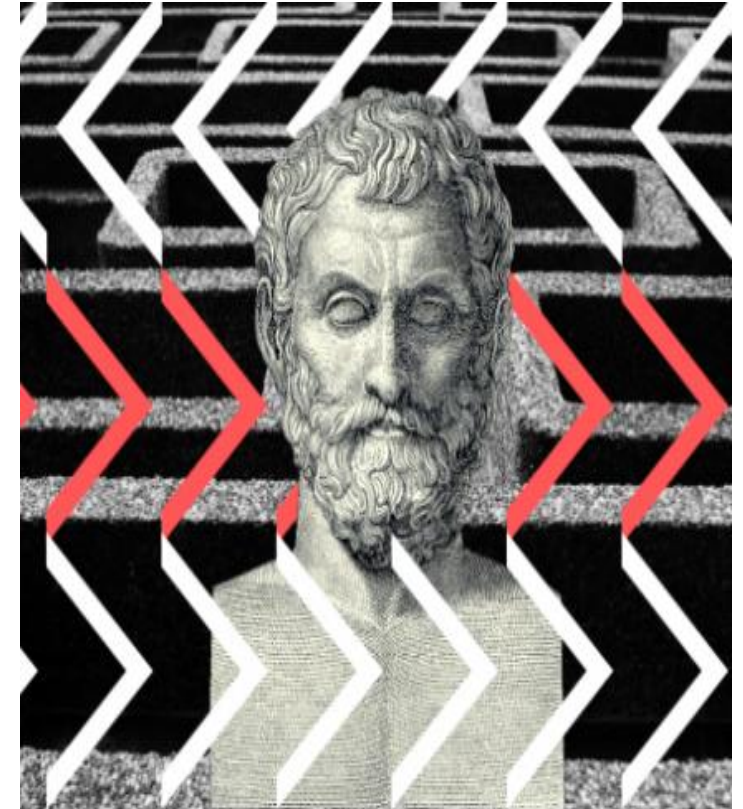
# Summary, and a Look Ahead to Session 2

## Session 1: Healthcare Challenges and Strategic Perspective

- A Disciplined View of the **Challenges**
- A Reset on the Work to Be Done by Boards
- A Critical Look at **Change Governance**

## Session 2: Discernment of Strategic Options—and Choices

- A Discerning and Perceptive Look at **Options**
- A Discipline for Option Framing and Testing
- A Level Set for **Could Do -versus- Should Do**



# Questions & Discussion

# Contact Us...



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