

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

Session 2: Discernment of Strategic Options and Choices

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A Board Leadership Session presented by

Daniel Wolf

President and CEO

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Today's Presenter



Daniel Wolf

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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.

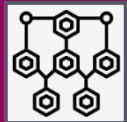
Learning Objectives



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



Identify bold and practical strategic options that have the ability to drive change.



Define impactful ways to assess options and ensure that they match their organizations' goals and available resources.



Describe how boards can help shape the impact of change.

Background and Intentions of This Program: Challenges and Leadership



Healthcare:
*Super-Wicked
Challenges?*

Governance:
*Change-Driving
Leadership?*

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

Working Toward Answers and Solutions for the Really Bold Options

Healthcare Challenges and Strategic Options



Perspectives from the Boardroom: Information and Alternatives

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

2. Economics, Incentives/Experiments, and Collaboration for Impact

3. Technology, Vectors of Innovation, and Digital Transformation

4. Evolving Service Delivery and Service Access Management

5. Regulatory, Government, and Compliance Considerations

Perspectives
and Options?

Making Sense of the Most Relevant Challenges...and the Range of Strategic Options

Strategic Options and Board Perspectives



The Work of the Board includes Ongoing Assessment...

- *Of the Most Critical Near-Term and Long-Term Priorities*
- *Of the General Options for Change, Performance, and Growth*
- *Of the “Better” Options, based on Criteria, Risk, Objectives*
- *Of the “Better” Options, based on Integration and Execution*

Key Question for Discussion:

How does your board seriously engage the strategic options of the organization?

Strategic Options: The “Could Do” and the “Should Do”?



The Work of the Board includes Ongoing Appropriation...

- *Of the Organization’s Capital, Human, System Resources*
- *Of the Organization’s Capacity to Integrate and Execute*
- *Of the Known Priorities and the Known Resource Match*
- *Of the Organic, Collaborative, and External Pathways*

Key Question for Discussion:

What are the main criteria your board entertains in the review of options?

Strategic Options: Accountability



The Work of the Board includes Ongoing Accountability...

- *For Fiduciary and Functional Duties, Standard Work*
- *For Insights and Arguments for Change and Development*
- *For General and Specific Criteria for Decision Making*
- *For General and Specific Review of Risk Management*

Key Question for Discussion:

**Given the nature of “bolder” options,
what does accountability mean today?**

Options Hatched, Argued, Curated, and Advanced



Strategic Options—and the Insights That Go with Them—Assumptions?

- Options Tied to Patient Experience, Value-Based Care?
- Options Tied to Incentives, Experiments, Collaboration?
- Options Tied to Technical and Clinical Transformation?
- Options Tied to Service Delivery and Access Management?
- Options Tied to Compliance, Regulatory Considerations?

Wide-Angle Views of Options, along with a Clear Focus on Major Options.

Where are the Tougher Conversations on the Bolder Options Likely to Focus?

Options and Expected Value, Collective Impact?



Options are Consequential, Near-Term and Long-Term

- Options and Impact on the Stakeholders of Care—Patients, Providers, Investors, Employees, Partners
- Options and Community Impact, Perception, Concerns
- Options and Impact—Measured by What? And How?
- Options That are Easy, Straightforward, and Simple
- Options That are Complex, Multi-Faceted, and Tough

In the Aggregate, a Trillion Dollar Challenge, with Plenty of Work to Be Done!

Summary and a Look Ahead to Session 3



Session 1: Healthcare Challenges and Strategic Perspective

Challenges—and the Governance of Change

Session 2: Discernment of Strategic Options and Change

Understanding Option Framing and Choices

An Audit and Review of the “Could Do” and the “Should Do”

Expectations—Options that Contribute Strategic Impact

Session 3: Establishing a New Frame for Board Governance

The Readiness and Resolve for Bold Change

Questions & Discussion

CONTACT US

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The logo for Dewar Sloan, featuring the text "DEWAR SLOAN" in white on a dark grey background, with a yellow and grey graphic element to the right.

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