

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

Session 3: Establishing the “Reset” for Board Governance and Leadership

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A 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 the key elements of governance necessary to drive the capacity for change as a core competence.



Describe the elements of the ideal boardroom culture for having trusting and energetic conversations on change.



Identify ways to address, manage, and move past areas of board friction that may arise when discussing bold change.



Explain the meaningful impact a collaborative, high-performing board can have on moving their strategy forward.

Background: Challenges and Change Leadership + Change Governance



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 the “Reset” for Board Governance and Leadership

Mastering the “practical capacity for change” in healthcare going forward to 2035

Big Challenges, Bold Responses



Boards need the readiness and resolve for dealing with the challenges of healthcare change and transformation—looking forward to 2035

1. *Patient experience, quality, safety, and value-based care*

2. *Economics, incentives, experiments, and collaborative impact*

3. *Technology, the vectors of innovation, and digital transformation*

4. *Evolving service delivery models and service access management*

5. *Regulatory, government, and service compliance considerations*

The work of the board: Making sense, building perspective, gauging options, and driving action

The Dual-Dynamics of Strategic Intent *and* Strategic Impact



The Marketplace, Near Term and Long Term

- Stakeholder considerations:
 - Patients, investors, providers, employees, and partners
 - Demand and supply across a \$5 to \$8 trillion market

The Organization, Near Term and Long Term

- Strategic value proposition:
 - Better promises for stakeholders and clear expectations
 - The ability and resolve to deliver on those promises

Strategic clarity, attention, challenges, and humility...serving up readiness

Discussion Questions: Board Readiness

When considering readiness for bold, significant change, a big question for boards and their executive teams is **what does readiness mean for the board and other stakeholders?**

- How does the board approach the “readiness for change” question, and the intentions for strategic change over time?
- How does the board address the consequences of change, the different options for change, and the degrees of change?

The Honest Conversation About Change



When change strategy and change structure are out of sync...

- Deliberate, open conversations are more difficult
- Sorting out perspectives and options is more difficult
- Constructing actions and adaptive plans is more difficult

Making honest conversations about change part of the culture is critical...

- Starting at the top, with purpose and preparation
- Working through challenges, risks, intentions, and timeframes
- Building on trust, energy, and the power of change

Discussion Questions: Board Engagement

Board engagement and arguments are part of serious deliberations on change.

- How does the board maintain a curious, thoughtful, courageous, safe, disciplined, and secure place for debate?
- How does the board generate the balance of insights and influence with constructive skepticism and proof checks?

Dealing with the Natural Points of Friction



Healthcare is a sector that is accustomed to strategic friction:

- Healthcare is relatively bureaucratic in nature
- Extensive policy and process management reach
- Complex hierarchies—and stakeholder interests

Organizational friction and dealing with natural barriers to change:

- Connections between stakeholders, communication?
- Culture of discernment, forward focus, accountability?
- Organization design and structure, friction prevention?

Friction management: Operational excellence? Vectors of innovation?

Discussion Questions: Strategic Friction and Change

Boards have an oversight obligation to understand concerns about strategic friction, and this requires naming the right problem—and framing the barriers to change.

- How can the board and executive team bring the nature of strategic, cultural, and structural friction into full view?
- How can we approach friction as something that informs an approach to change governance, risk, and decision making?

The Emerging Blueprint for Bold Change



Building mastery-level competence in board-driven change, with clarity

1. Clear picture of enterprise challenges
2. Clear arguments for the strategic agenda
3. Clear structure, talent systems, organization
4. Clear foundations and expressions of culture
5. Clear sense of continuous adaptation

“The Edge”

**Clarity: the product of insights and assumptions, perspectives, and options—
with room for continuous proof-testing, stress-testing, and ready-testing**

Ongoing Discussion—with a Framework That Reaches Out a Decade



Significant change is “scored for impact” over time, near term and long term

- How will our perspectives on healthcare change?
- How will we generate and execute the best options?
- How will we navigate the frictions that get in the way?
- How will we define change governance as a competence?
- How will any of this reshape the value of healthcare?

Questions & Discussion

CONTACT US

Daniel Wolf

President and CEO,
Dewar Sloan Health Group
dwolf@dewarsloan.com



DEWAR SLOAN

The Governance Institute

1245 Q Street
Lincoln, NE 68508
(877) 712-8778
Info@GovernanceInstitute.com

