

Recommended Resources: September 2024 Governance Support Forum

[“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.

[Board Recruitment](#) (Intentional Governance Guide)

This Intentional Governance Guide addresses the first essential element of governance, board recruitment. Throughout the last few years, board recruitment has changed significantly and gained importance. The significance, and challenge, of recruiting the very best board talent is now almost universally recognized in healthcare. This toolkit focuses on the new demand for board talent and provides steps boards can take to develop an effective board recruitment plan.

[“Elevating the Board Onboarding Experience”](#) (Governance Notes Article)

Health organizations have a precious opportunity to leverage the unique influence and insights of community leadership volunteers who serve on the board. This article provides considerations for improving design and delivery of the board onboarding experience to get board members educated, acclimated, and integrated to add value from the start.

[“The Need for Speed: Onboarding for Maximum Board Engagement”](#) (*BoardRoom Press Special Section*)

Hospitals and health systems have invested in new employee training and orientation to ensure new hires are up-to-speed and performing at their highest level as quickly as possible. These same organizations should view new board members in a similar light. This article highlights key components of pre-boarding and orientation that will help optimize onboarding and ensure board members are ready for the role.

[“Repositioning Board Evaluation as a Well-Being Strategy”](#) (Governance Notes Article)

The primary objective of board evaluation is to assess performance in fulfilling fiduciary duties and other roles and responsibilities against predetermined criteria to illuminate opportunities for improvement. This article discusses the opportunity to take a more expansive view of board evaluation to reposition it as a board well-being strategy.

[“Reimagining Healthcare Governance”](#) (*BoardRoom Press Special Section*)

Healthcare boards must lean into unprecedented change and volatility by reimagining the pathways to relevance and impact. This article looks at current opportunities that will allow boards to bring more focus and relevance to their leadership roles and to enable the next curve of healthcare board governance.

[Continuous Governance Improvement](#) (Intentional Governance Guide)

This guide can help the board implement a continuous governance improvement process and change the culture of the board to one that is transparent, accountable, and always improving. The appendix contains additional tools to help develop and implement the continuous governance improvement process.

[“Govern Like a Golf Caddy”](#) (CEO Focus Article)

Being a great board member is a lot like being a great golf caddy. This special article by Kreg Gruber, CEO of Beacon Health System explains how.

[Intentional Governance: Advancing Boards Beyond the Conventional, 10-Year Anniversary Edition](#)

(Signature Publication, 2020)

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.

[Board Self-Assessment: A Core Responsibility](#) (Elements of Governance)

A core responsibility of good governance is an annual, formal assessment of board effectiveness. This *Elements of Governance*[®] is intended to aid board chairs, CEOs, governance committees, and governance leaders in The Governance Institute's board self-assessment process, including interpretation of the assessment results, determining how the results should be presented to the board, and developing next steps toward an action plan for improving the board's performance and ensuring ongoing effectiveness.

[Planning for Future Board Leadership](#) (Elements of Governance)

This *Elements of Governance*[®] outlines the main components of a comprehensive leadership development and succession plan for the board. It includes how to select and develop the people who will ultimately serve in key board leadership positions, and it describes the benefits of creating a formal, rigorous board leadership plan.

[“Leveraging Board Succession as a Strategic Asset”](#) (BoardRoom Press Article)

Today's healthcare market is simply too complex, unpredictable, and competitive not to have a well-constructed and finely tuned board. Such a board doesn't just happen. It takes time, thoughtfulness, intentionality, some trial and error, and incremental improvement. While strong board succession is not the end of the journey to a high-performing board, it is an essential component. If skipped, the other steps in the journey are much more difficult.

[Succession Planning, 4th Edition](#) (Elements of Governance)

This *Elements of Governance*[®] is intended to help boards create a leadership transition plan that facilitates an orderly transition to new leadership. CEO turnover can cause major disruption in an organization, but a well-thought-out strategy, with a clear transition plan, effective ways of communicating the change to stakeholders, and—where relevant—a clearly defined transitional role for the departing CEO, will make the process run more smoothly.

[Intentional Governance](#)

View our Intentional Governance Guides and resources related to board recruitment, structure, culture, education, evaluation, continuous improvement, and succession planning.

[Does Your Board Have Strategic Discussions?](#) (Governance Notes Article)

Many boards are not having effective strategic discussions. There are several factors that may influence this, including the amount of time dedicated to a particular topic, leadership and board capability, board agenda structure, and board culture and dynamics. This article poses a few questions (and offers suggestions) to help determine where your board might need to change its current approach to yield more strategic discussions.

[Effective Board Meetings, 3rd Edition](#) (Elements of Governance)

This *Elements of Governance*[®] provides a roadmap for hospital/health system boards and their directors to hold effective meetings as a primary means of fulfilling their fiduciary duties and core responsibilities relative to the mission of the organization. The recommendations provided are suggested guidelines as the board seeks to ensure that the organization fulfills its mission, vision, and strategic direction for the benefit of the corporate enterprise and the communities it serves.

[“Effective Meetings: Preparation Is Key”](#) (Governance Notes Article)

One could argue that the most important aspect of great governance is to ensure that the board's meetings are exceptional. This article is written primarily for newer governance support professionals, but even experienced chief governance officers may benefit from a reminder of meeting preparation basics.

[“Best Practices for Optimal Board Meeting Participation”](#) (Governance Notes Article)

This article highlights best practices the board chair, individual board members, the CEO, and board support liaisons can all implement to achieve meeting excellence.

[“Meeting Minutes: Lessons from the Field”](#) (Governance Notes Article)

Carefully crafting meeting minutes is a critical piece of supporting hospital and health system boards. While there is no one-size-fits-all approach to minute-taking, this article provides some best practices gathered from governance support professionals at The Governance Institute’s member hospitals and health systems.

[The Distinction between Management and Governance, 2nd Edition](#) (Elements of Governance)

The line between governance and management can sometimes blur. In fact, we believe there is no real “line” between the two. Boards must give their management enough freedom to do its job creatively while observing and ensuring appropriate direction and oversight from the governing body. Management must accomplish tasks necessary to meet the organizational goals established by the board. It also serves as the in-house expert on the day-to-day activities of the organization, and the interpreter of local, regional, and national trends in the healthcare industry. The success of a healthcare organization depends in large part on the working relationship between the board and executive management. Neither can be effective without the other. Together, they make the organization dynamic, robust, and strong.

[“Building a Trusting Relationship between Governance Support Professionals and the Board”](#)

(Governance Notes Article)

The relationship between governance support professionals and board members is fundamental to good governance. This article provides practical tips to help governance support teams build a transparent, trusting relationship with the board.

[Governance Support: A Behind the Scenes Guide to Ensure Your Board is Prepared, 2nd Edition,](#)

(Elements of Governance)

Though we cannot offer a governance support manual that can be applied to every organization, we hope this serves as a practical guide to help you, whether you’re only beginning or continuing to provide effective governance support. Through this *Elements of Governance*[®] we submit elements, not rules, of governance that might aid you as you lend aid to board effectiveness—a comprehensive collection of practices for those providing governance support.

[“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.

[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.

[“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.

[Reconnecting to Purpose: New Strategies to Elevate Physician Well-Being](#) (Webinar)

Physician burnout is a wicked problem: complex, unwieldy, misunderstood, and difficult to solve. Yet, the continued moral injury of physicians is unsustainable, both in terms of implications for the social, emotional, and physical well-being of physicians, as well as the many implications for patients and

hospitals. As executive and board leaders consider pathways forward, there is a vibrant opportunity to unlock the power of virtues and values as a remedy. This Webinar provides insight around helping physicians reclaim their purpose and well-being, elevating patient experience and loyalty, and strengthening the healthcare organization as a whole.

[Human Understanding from the Board to the Patient](#) (Short Video)

This short video focuses on real-world examples that prioritize human understanding—in the context of patients, clinicians, and communities—as the foundation for a more responsive ecosystem that humanizes care by turning transactions into relationships.

[Board Education, Goal Setting, and Work Plans, Second Edition](#) (Elements of Governance)

By thoughtfully reviewing and developing education plans, goal setting, and an annual work plan the board can set realistic targets, accomplish goals, and ultimately, perform more effectively to the benefit of the organization as a whole. This *Elements of Governance*® reviews each of these important board activities and lays out descriptions and key considerations to aid your board in developing its own education program, goal setting, and work plan.

[“Leveraging Governance Support for Board Chair Success”](#) (Governance Notes Article)

Our readers have experienced firsthand the impact of an excellent board chair, and in today’s environment there is no time for a new leader on the board to get up to speed. This article includes tips for better connecting the work of the governance support team to that of the board chair, to essentially make the board chair’s job a bit easier.

[“The Corporate Secretary as a Key Healthcare Executive Officer”](#) (Governance Notes Article)

The corporate secretary is occasionally viewed as an officer responsible for the important, but nevertheless behind-the-scenes aspects of governance administration. This article explains why the corporate secretary should instead be viewed more strategically as a key governance officer for the organization and why they have the ability to stand at the intersection between the board and the executive team and serve as a trusted advisor to board leadership.

[Board Orientation Manual, Sixth Edition](#)

This updated Board Orientation Manual will help your board members achieve excellence in healthcare governance by providing essential knowledge and solutions. This publication covers what is involved in serving on the board, important information that board members need to know, tips for serving effectively, and recommended resources.

[Governance Institute Board Orientation Resources](#)

A collection of resources for orienting new board members.

[“Advance Governance Support through a Board Portal”](#) (Governance Notes Article)

Governance support professionals are the gatekeepers and drivers of board work. This article explains how board portals can elevate board support efforts—easing governance practices so the board can spend time focusing on the strategic work of the organization.

[“Digitizing the Board for Efficiency”](#) (Governance Notes Article)

A robust board portal is a helpful platform for governance support professionals who want to facilitate meaningful interaction between board members and maximize their time. A digitized board is freed from cumbersome administrative processes to focus instead on core fiduciary duties including financial oversight, strategic planning, and risk management. This article provides an overview of key board portal functionalities, followed by tips for integrating that software into governance infrastructure and workflows.