Today’s Objectives

• Discuss how clear expectations can drive success in the Board Chair-CEO dyad
• Discuss how the relationship among board members impacts the board’s effectiveness and even the organization’s stability.
• Provide tools and techniques to promote successful board leadership.
Almost all conflict is the result of violated expectations

Blaine Lee
Role of The Board

- Set strategic direction
- Serve the mission
- Adopt policies
- Make decisions
- Confirm provision of safe, quality patient care
- Adopt sound financial plans & monitor
- Select/evaluate CEO
- Connect with community
- Oversee organizational integrity
- Evaluate board performance

Role of The CEO

- Manage day-to-day operations
- Develop & implement strategic direction
- Organize hospital to provide safe, quality patient care
- Develop & implement financial plans/budget
- Achieve results
- Build human organization
- Ensure availability of necessary resources & deploy them
- Serve as hospital’s representative and liaison to community, medical staff, and board
Role of Medical Staff

- Provide safe, quality patient care
- Establish, maintain, & enforce professional standards of practice
- Evaluate and recommend medical staff members for privileges and credentialing
- Lead clinical departments
- Participate in identifying, setting and measuring quality care metrics and processes
- Participate with board and administration in setting strategic direction

Board Chair’s Role

- Help the board prepare
- Create a great agenda
- Work through tough issues
- Stay at governance / strategic level
- Advise the CEO if asked to play that role
- Facilitate a productive meeting
- Ensure the board and its committees are effective and efficient
- Develop a healthy board culture

Note: Board Chair does not normally have any special authority
What to Look for in a Chair

- Understands board roles and responsibilities
- Passion for, and commitment to, the mission
- Respect for collaboration and group decision-making process
- Ability to hold others accountable without being demeaning or seeming bossy
- Appreciation for the fact that the board chair must be a role model for the rest of the board
- Respect of other board members, the CEO, physicians, and staff
- Strong facilitator who knows how to run a successful meeting
- Great communication skills and understanding of the important role communication plays in successful group dynamics.
- The time to do the job and do it well

Excerpted from Dr. Laura Otten’s “Choosing a Board Chair” Nonprofit Center at La Salle University’s School of Business http://www.lasallenonprofitcenter.org/choosing-a-board-chair/

Profile of a Successful System or Hospital CEO

- Intensely competitive, confident and emotionally resilient. They also “crave the limelight.”
- Personality is a “vital factor in leadership success.”
- Passionate about getting results, decision making and driving execution. “We found that leaders who are successful stay laser focused on outcomes and demand specifics on how results will be achieved.”
- Talented in quickly evaluating complex business situations and focusing on customer needs.
- May need encouragement to focus on serving as an inspirational leader
- May have a tendency to default to the short-term

CEOs get frustrated by...

- Inappropriate involvement in operations
- Unclear expectations of CEO
- Lack of honesty with CEO
- Cop mentality
- Going around the CEO
- Leaks of confidential information
- Insufficient healthcare knowledge
- Late and/or absent members
- Grenades in meetings

Boards get frustrated by...

- Fully baked cakes
- Excessive time expectations
- Being kept in the dark
- Smoke-filled room decisions
- Overloaded board packets with too much jargon
- Too many reports by staff
- Tension between administration and physicians
- Insensitivity to need to live and work in the community
What a Board and CEO Should Expect of Each Other

Succeeding with Your Board Members or CEO

• Get to know him or her
• Ask what he/she expects
• Offer support – help him/her succeed
• Socialize appropriately
• Ask for input
• Maintain professional boundaries and foster warmth
• Be prepared; make him/her look good
• Give your board or CEO credit for successes
• Offer ways for him/her to receive feedback

Governance Effectiveness

• Job descriptions
• Orientation and education
• Board succession planning
• Board self-evaluation
• Annual board goals
• Effective committee structure
• Written board policies
• Focus on effective meetings
What a Board and CEO Should Expect of Each Other

South Dakota Association of Healthcare Organizations
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Thank you and best wishes

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