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## Today's Focus

1. **How successful leaders are dealing with an uncertain future**
2. **Five critical questions boards should be asking**
3. **The four real-world practices of top boards in navigating transformation**

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**DEALING WITH UNCERTAINTY**

- Stay positive
- Know what you know—and what you don't
- Embrace that which you can't control
- Focus on what matters
- Don't seek perfection nor dwell on problems
- Know when to trust your gut
- Have contingency plans
- When all else fails, *breathe*

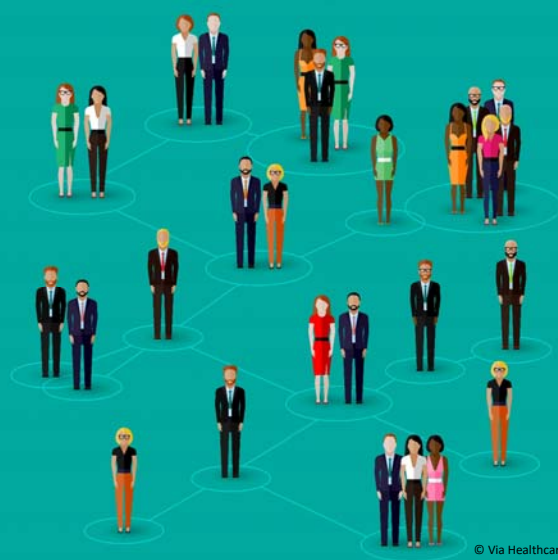
Adapted from World Economic Forum article by Travis Bradberry, author of Emotional Intelligence 2.0

***Five Critical  
Questions  
Board  
Should be  
Asking***

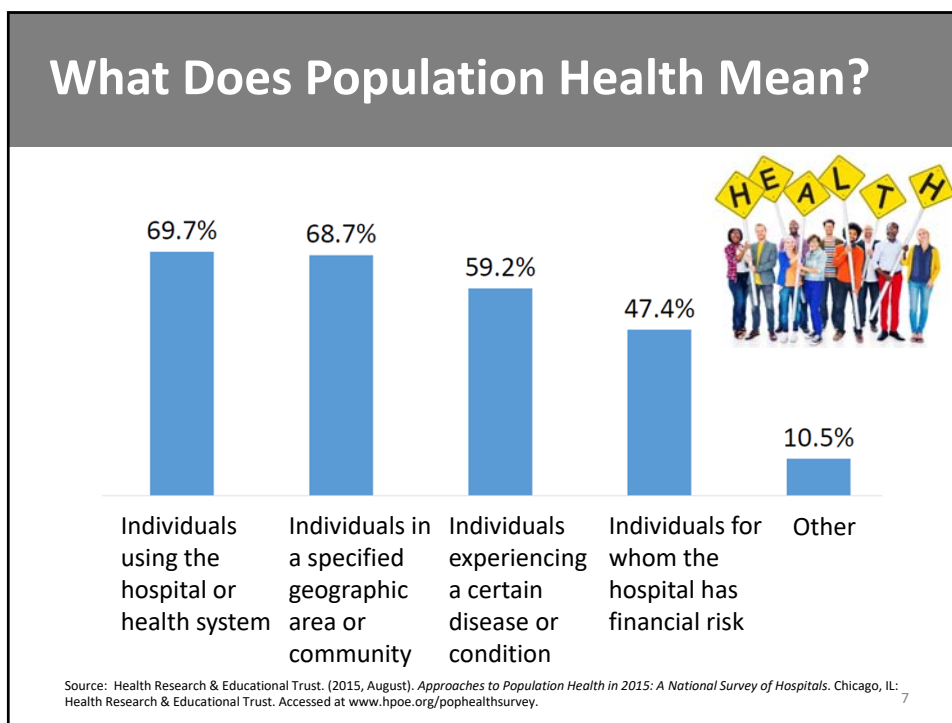
***"The art of proposing a question must  
be held of higher value than solving it."***

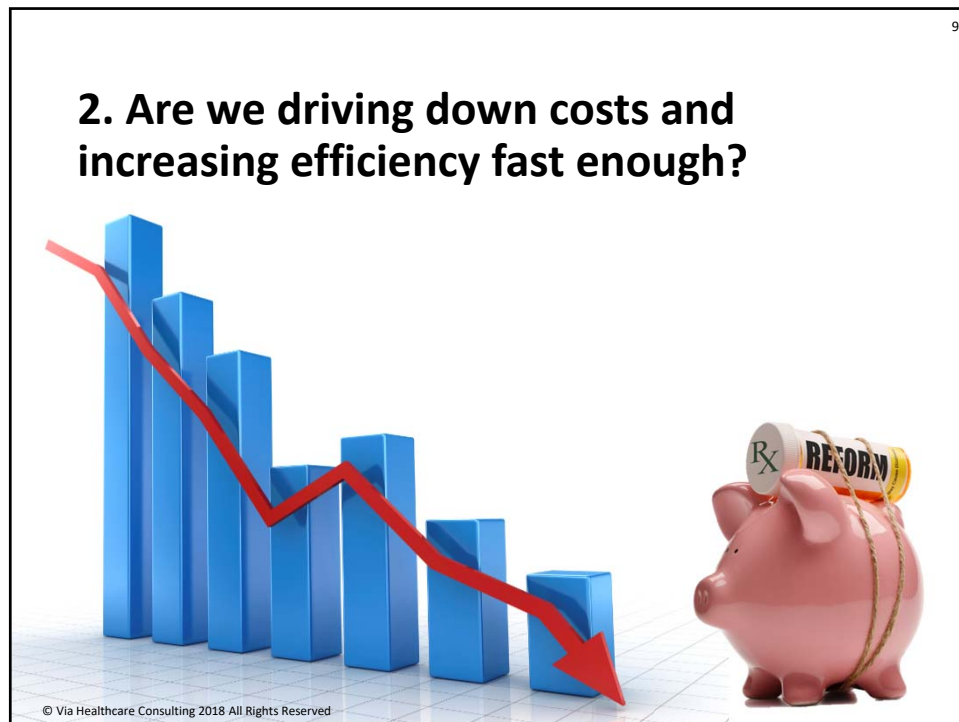
*– Georg Cantor*

**1. How can we master  
population health?**



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## Financial Oversight

- Ensure the integrity of the hospital's financial processes and systems
- Stay current on health care financing and reimbursement issues and trends
- Set and monitor clear financial performance goals, and demand corrective action as needed
- Insist on quarterly financial reporting
- Ensure the alignment of all plans and budgets
- Choose key ratios and ask tough questions

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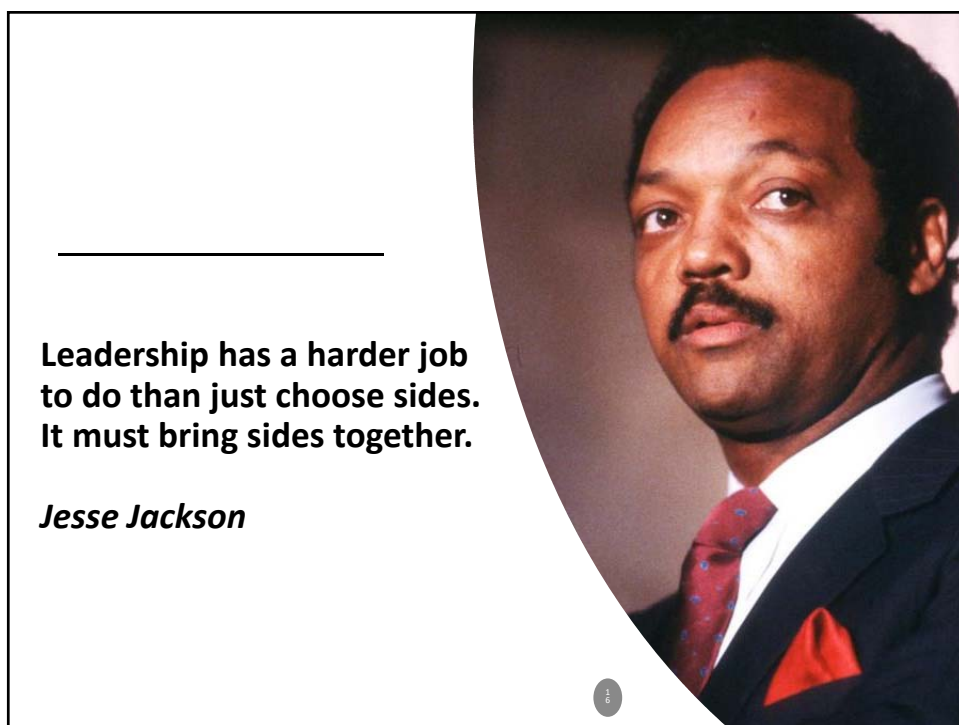
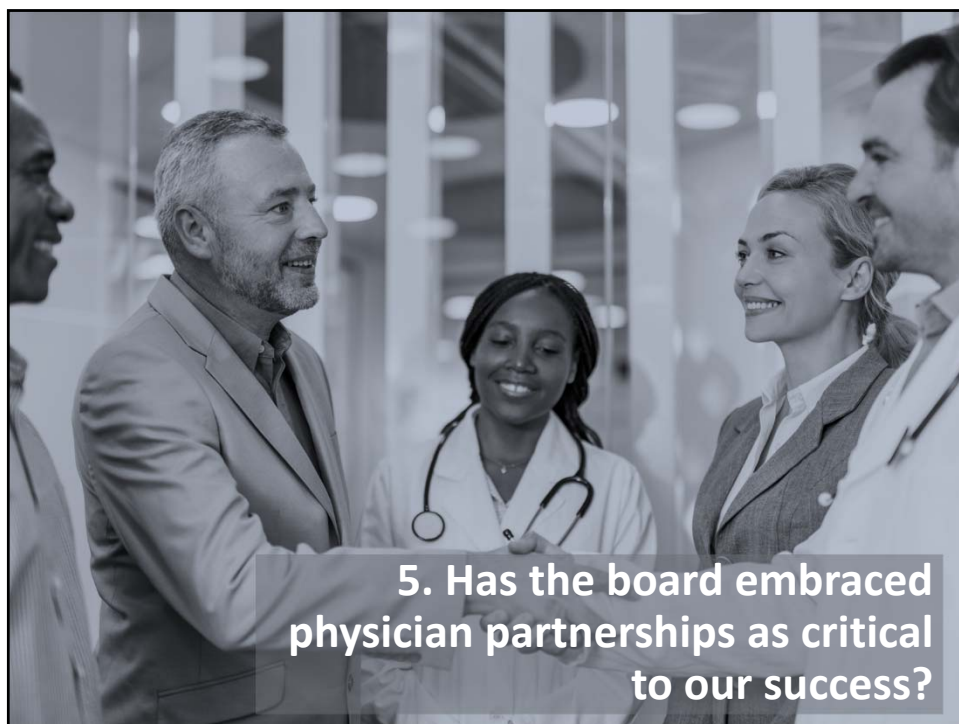


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**"We approach management and governance with the N-I-F-O principle:  
Nose In, Fingers Out . . ."**  
James Marley, Chairman  
PinnacleHealth System, Harrisburg, Pennsylvania

**"Savvy boards follow the GEPO rule:  
*Good Enough, Press On.*"**  
Barry S. Bader, publisher of Great Boards  
[www.greatboards.org](http://www.greatboards.org)

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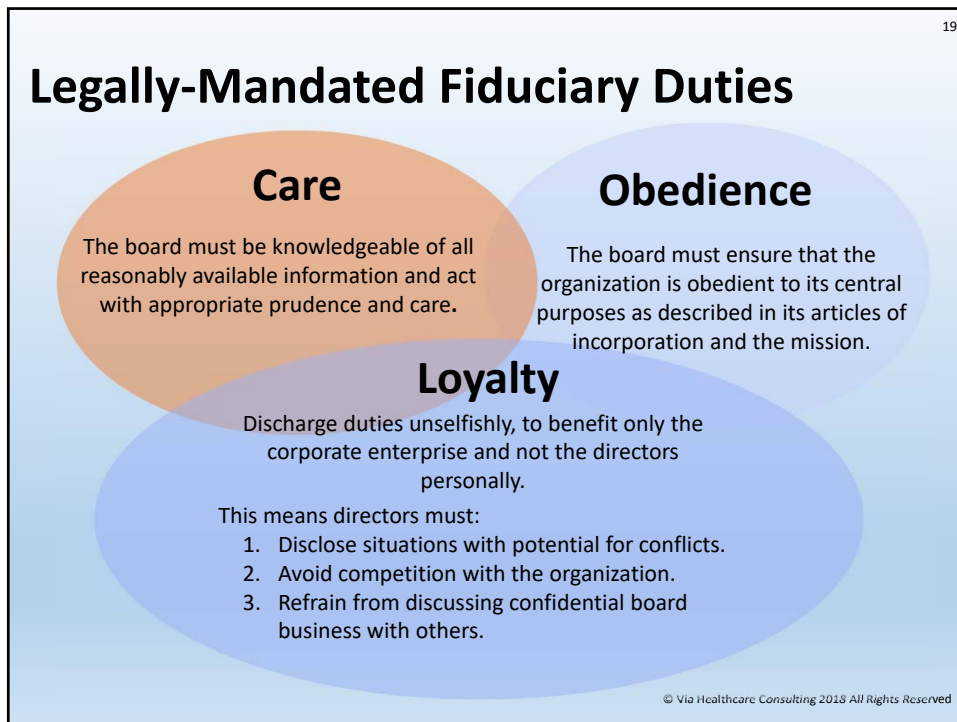


A photograph of a lighthouse tower with a glass-enclosed lantern room, set against a clear blue sky. The tower is made of brick and has a dark roof.

## 1. A Focus on Governing

- Respect for the distinction between governance and management
- Understand board is not a legislative body
- Bring discussion and issues back to the mission and vision
- Executives supporting the board understand and reinforce its role during interactions

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## Governance vs. Management

*How to tell them apart...*

- **Governance** – Exercising accountability by setting goals, making major policy and strategy decisions, and overseeing implementation
- **Management** – Delivering results by implementing policy and strategy as set forth by the governing body, managing operations, and reporting on performance

The image shows two penguins, likely King penguins, standing on a sandy beach. They are facing each other, with one slightly ahead of the other. The background is a soft, out-of-focus landscape.

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## 2. Strong Board-CEO Relationship

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- Agree on the Board's role and responsibilities in general
- Agree on a governance 'philosophy' - the desired interaction between the Board and the CEO
- Write down the agreements in formal Board policies and procedures
- Develop written job descriptions for Board members and CEO
- Evaluate the CEO's performance at least annually and set goals for individual and organizational performance



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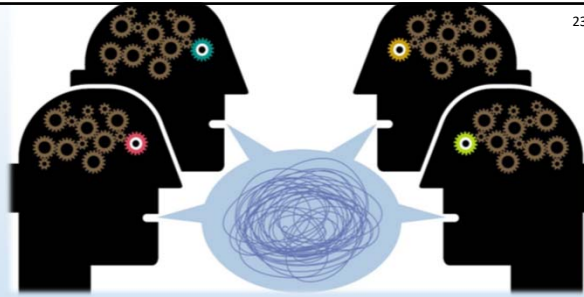
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### 3. Effective Board Meetings



- Governance-level packets a week prior
- Agenda states action, time, and materials
- 60% of time spent in discussions vs. reports
- Verbal reports of pre-reading forbidden
- Consent agenda utilized
- Minutes adequately summarize

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## 4. Healthy Board Culture

- Open, facilitated conversations; less reliance on Robert's Rules
- Candid, respectful debate/dissent encouraged and expected of members
- Realize individual board members have no power: you're all in this together
- Hold each other accountable for agreed-upon behaviors
- Spend time cultivating individual relationships

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## Board Culture Matters Most

"We'll be fighting the wrong war if we simply tighten procedural rules for boards and ignore their more pressing need to be strong, high functioning work groups whose members trust and challenge one another and engage directly with senior managers on critical issues."

*Jeffrey Sonnenfeld, "What Makes Great Boards Great,"  
Harvard Business Review*

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