

---

## What Should a Board and CEO Expect of Each Other?

Karma H. Bass, MPH, FACHE  
Via Healthcare Consulting  
(760) 814-8578 • kbass@viahcc.com  
www.viahealthcareconsulting.com

© Via Healthcare Consulting 2018 All Rights Reserved

1



### *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.

© Via Healthcare Consulting 2018 All Rights Reserved



## 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



© Via Healthcare Consulting 2017 All Rights Reserved

5

## Role of The CEO

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

© Via Healthcare Consulting 2017 All Rights Reserved

6

## 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



© Via Healthcare Consulting 2018 All Rights Reserved

7

## 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*



© Via Healthcare Consulting 2018 All Rights Reserved

8

9

## 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/>

© Via Healthcare Consulting 2018 All Rights Reserved


## 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

Source: Development Dimensions International report, "High Resolution Leadership" 2016

© Via Healthcare Consulting 2018 All Rights Reserved


10



11

### ***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



© Via Healthcare Consulting 2018 All Rights Reserved

12

### ***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



© Via Healthcare Consulting 2018 All Rights Reserved

## 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



© Via Healthcare Consulting 2018 All Rights Reserved

## 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



© Via Healthcare Consulting 2018 All Rights Reserved

