



Visionary Board Leadership and the Transition to Value

Discussion Questions and Recommended Activities

Module 1: Leading the way to Health Care Transformation

Discussion Questions

1. Do you have all the knowledge you'd like to have about the transition to value and population health? If not, how can you learn more?
2. Where does your organization currently stand in the process of transitioning to value? What changes have already been made? What would you still like to see happen?
3. What are the biggest challenges for your facility in the transition to value? How are you addressing these challenges?

Activity

Watch the following educational videos:

[Rural Hospital Care Coordination and Population Health Management Summit Video](#)

Hear from rural health care experts as they identify key initiatives that leaders and providers should take to further develop a local infrastructure to best deliver and manage population health in the future.

[Cleveland Clinic Population Health Video](#)

This four-minute video explains population health in an easy to understand way.

Module 2: Visionary Leadership

Discussion Questions

1. How do you stay up to date on national, state and local trends? Where do you get your information?
2. What additional information would you like to gather in order to continue building on your vision for the future? Where can you get this information?
3. What are your hopes and aspirations for the future of the hospital and for its role in the health of community members? What's exciting to you about these future possibilities?
4. Do you envision a role for partner organizations in this future vision?

Activity

Talk with others to learn about their vision for the hospital and the future of health services in the community.

Module 3: Building Collaborative Relationships

Discussion Questions

1. As board members, how do you currently reach across organizational boundaries? What expectations do you have of senior administrators related to engaging with other organizations?
2. What organizations do you currently partner with? How are these partnerships aligned with your facility's vision and strategic goals?
3. What other organizations might be part of the "puzzle" of population health in your community? What value might these organizations bring to the conversation? How might you best connect with them?

Activity

Reach out to other organizations in your community to understand their perspective on population health – or to understand how they interact with patients when they're not in the hospital or clinic.

Module 4: Impactful communication

Discussion Questions

1. How do you as board members view your role in communicating on behalf of the hospital? Are there any opportunities for doing more of this?
2. How does your board currently communicate with other health care and community organizations? Which methods are most successful? Why?
3. How do you currently gather information and feedback from the community and bring it back to the hospital?
4. What messages about your organization might you like more of the community to hear? How might you tailor your messages to be as relevant as possible for each audience?

Activity

Think through your messaging with the new partner you identified for the Module 3 assignment. What do they know about your organization? What might they be interested in learning more about? How might you tailor your messaging to connect with them?

If you didn't have the opportunity to reach out to a new partner after the last module, learn more about potential entities that your organization might benefit by connecting with. Choose one of these organizations to contact and learn more about the services they provide.

Module 5: Succession Planning & Employee Development

Discussion Questions

1. What systems and processes are in place in our hospital to develop our next generation of leaders?
2. How effective is that system? How do we know?
3. Are we tapping nontraditional and diverse backgrounds in our development?

Are any individuals within the organization ready to be the next CEO?

Activity

Connect with other organizations to learn about how they approach CEO and board member succession planning and employee development.

Module 6: Influencing Performance and Inspiring Accountability

Discussion Questions

1. What processes do you currently have in place for:
 - Setting expectations: Board expectations for the CEO and CEO expectations for the board?
 - Measuring progress and results?
 - Providing feedback?
2. What (if anything) would make these processes even more effective?
3. How can you use these processes to help your organization be successful and navigate the transition to value?

Activity

Based on your responses to the discussion questions above, develop a plan for implementing changes to your performance management processes and embedding them into the way your board and CEO work together.

This project is/was supported by the Health Resources and Services Administration (HRSA) of the U.S. Department of Health and Human Services (HHS) under grant number UB1RH24206, Information Services to Rural Hospital Flexibility Program Grantees, \$1,205,000 (0% financed with nongovernmental sources). This information or content and conclusions are those of the author and should not be construed as the official position or policy of, nor should any endorsements be inferred by HRSA, HHS or the U.S. Government.