

CAH Leadership Development Strategies Board Governance Issues

**FLEX Reverse Site Visit
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"The timeline has been shortened to 'Right now'."

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The Board's Perception Problem:

- Don't understand how hospitals are organized and managed
- Don't understand the forces that are changing health care
- Rely on personal experiences, intuitive beliefs, and personal opinions to shape their belief structure
- *It's hard to impact strongly-held beliefs and perceptions*

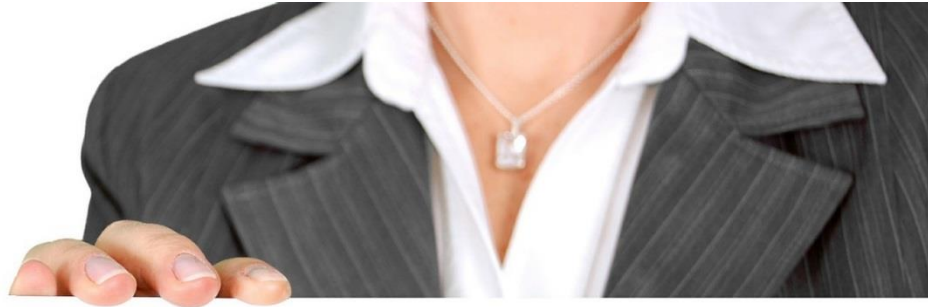
The Board's Main Job

- **Support the CEO**
 - Hire/fire
 - Negotiate Compensation
 - Set Policy
- **Oversee Management Co.**
 - Negotiate Contract
 - Assure Due Diligence

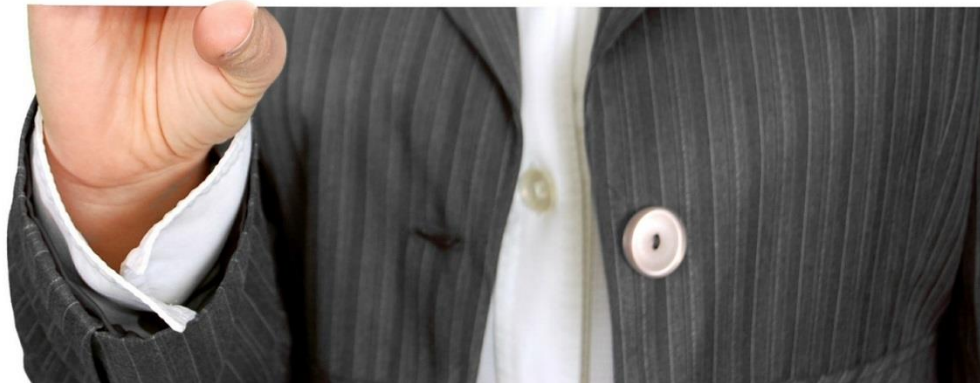
Additional Board Responsibilities

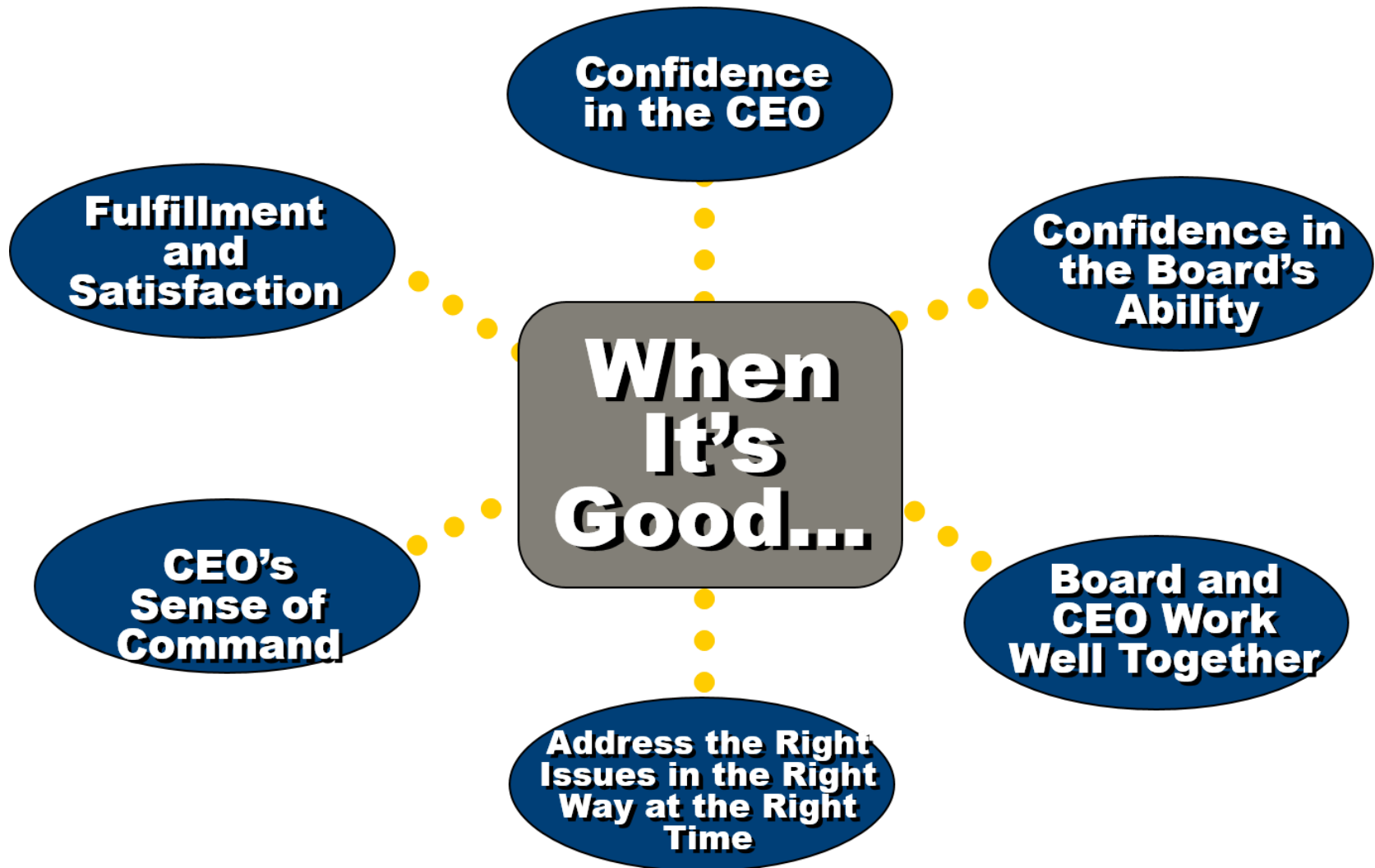
- Keep leadership and organization focused on performance in achieving approved mission and vision
- Define required leadership competencies and personal attributes
- Ensure that exceptional performance is rewarded accordingly: Achievement linked to compensation, reflective of the field
- Determine strategic plan
- Liaison to the community

Board Relationship



CHIEF EXECUTIVE OFFICER





When It's in the Relationship ICU...

**Decisions
are Tabled**

**Board
Second-
Guessing CEO**

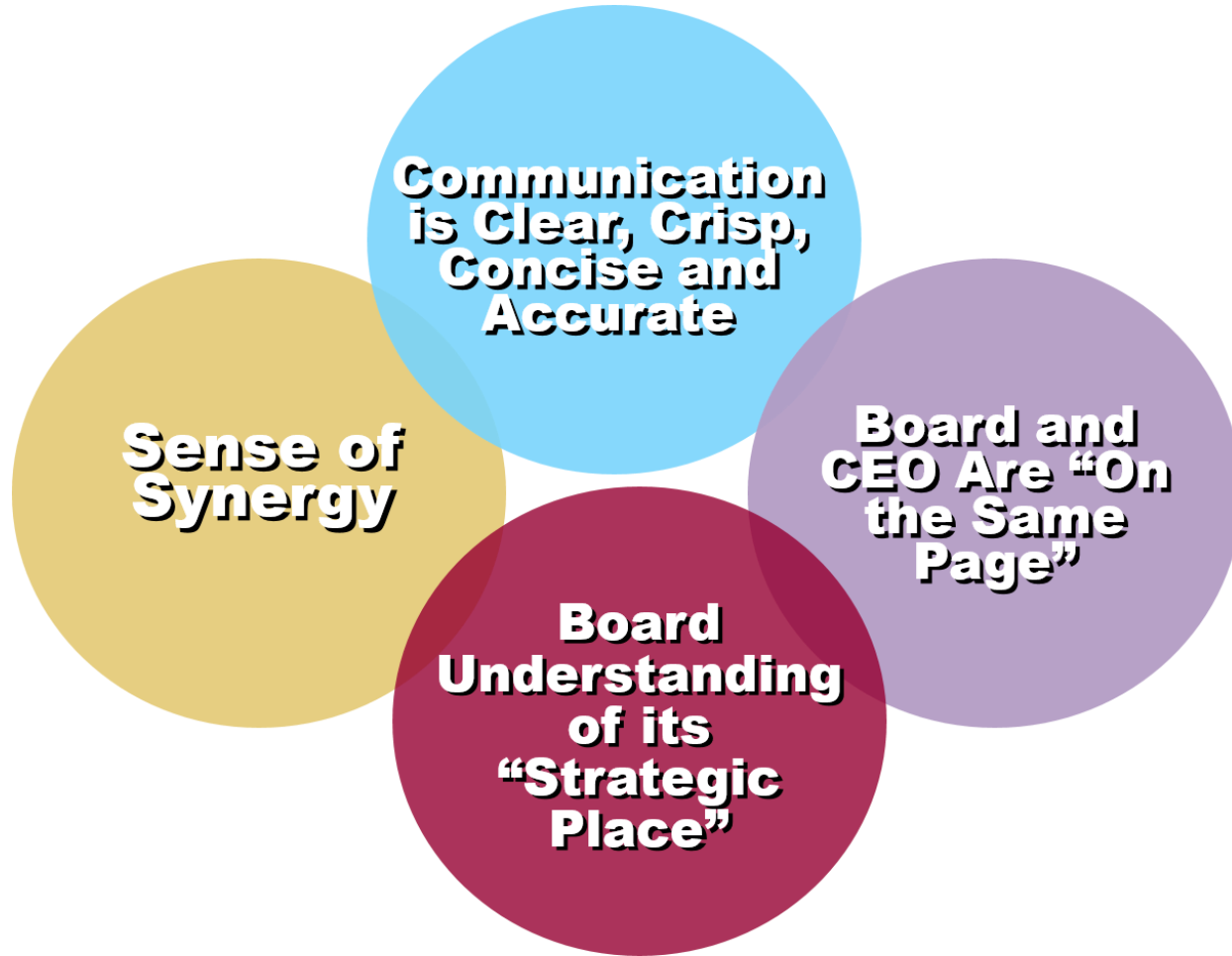
**Coalitions and
Factions Form**

**Questions
About Focus,
Intent and
Appropriateness**

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Creating Success: Mutual Needs



Board Meetings



“What if we don’t change at all ...
and something magical just happens?”

Board Meetings: the Center of Success

- Agendas geared toward the strategic future of the organization
- Be fully informed about important issues
- Engage in rich discussion and dialogue, assess outcomes, and participate in ongoing education
- Resist the temptation to micro-manage

Keeping on Track

**Roles and
Responsibilities
in Writing**

**The What vs.
The How**

**Prevent
Assuming the
Other's
Responsibilities**

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Strategy Based Agendas

- Board meetings focus on discussions regarding set strategy
- Consent agendas as appropriate: streamline amount of time on fiduciary items
- Majority of agenda time devoted to strategic level discussion and decision making
- Do not spend board meeting time redoing subcommittee work

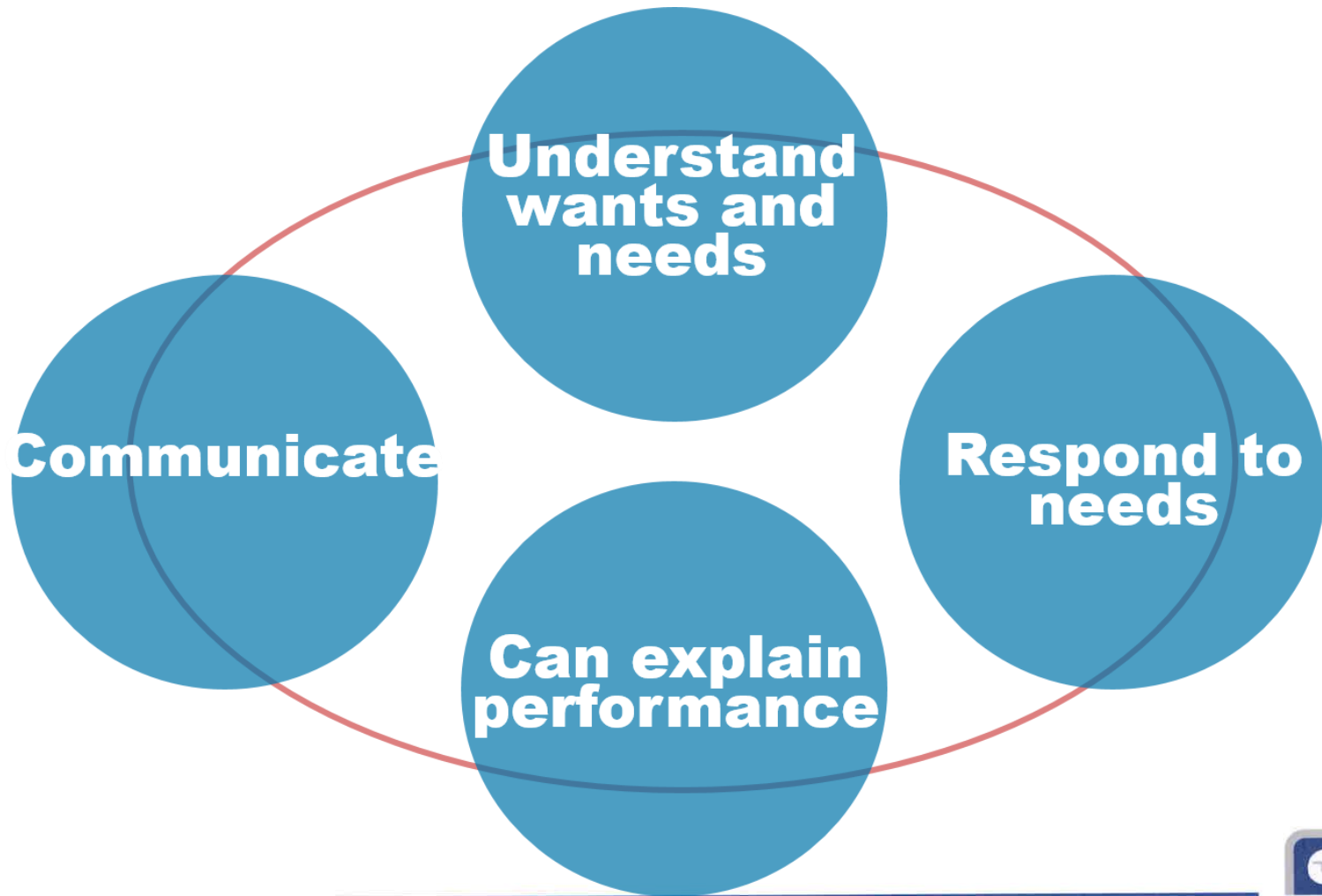
Purposeful Preparation

- Timely distribution of staff reports and information critical to discussion and decision making
- Executive summaries
- Pros/Cons fully explored
- Strategic questions posed in advance

The Board and The Community



Hospital Boards and Their Community



Source: AHA's "Trust Counts Now" and The Walker Company.



The Connection Reality

- Most hospital leaders don't know their communities as well as they think they do
- Most people don't understand what the hospital does beyond providing clinical care
- The Community Health Needs Assessment is more than a "box to check off"
- Lack of understanding undercuts public support when hospitals need it the most
- Strength can be built through partnerships with influencers and stakeholders



Questions?

