

# 2013 RHITND

Rural Health Information Technology Network Development

## ALL GRANTEE MEETING

### Strategic Board Development and Engagement



Thursday, March 21, 2013

Dave Johnson

# Presentation Overview

What is an engaged Board and how do you get there?

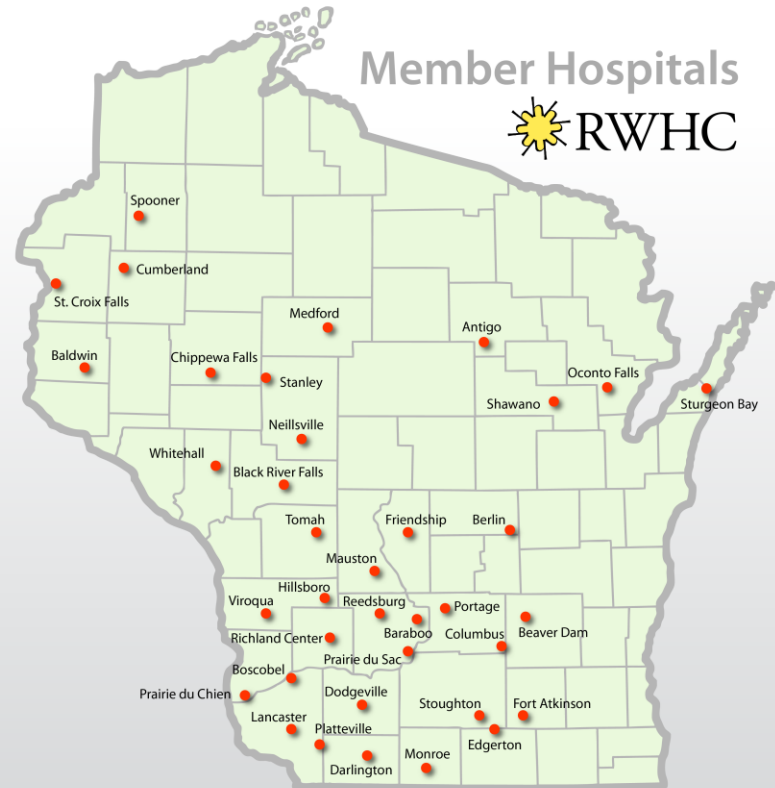
- The Basics
  - Assumptions, Experiences, Values
- Getting there: To be successful you must....
  - Mission, Vision, ground rules
  - Listen vs. Broadcast
  - Communication Plan
- Walking the Walk
- Preaching to the Choir: Lessons Learned

# Objectives

- Understand that together, you are better!
- Name the core competencies of a network
- Describe the pieces of a communication plan
- Grasp ideas of collaborative engagement
- Know where you stand
- How to proceed, and in what order

# RWHC by the Numbers

- Founded 1979.
- Non-profit coop owned by 37 rural hospitals (who have net rev  $\approx$  \$3/4B;  $\approx$  2K hospital & LTC beds).
- $\approx$  \$11M RWHC budget ( $\approx$  70% member revenue/dues; 30% non-member revenue).
- 8 PPS & 29 CAH; 23 freestanding; 14 system affiliated.



# RWHC Mission & Vision

Vision: Rural WI communities will be the healthiest in America.

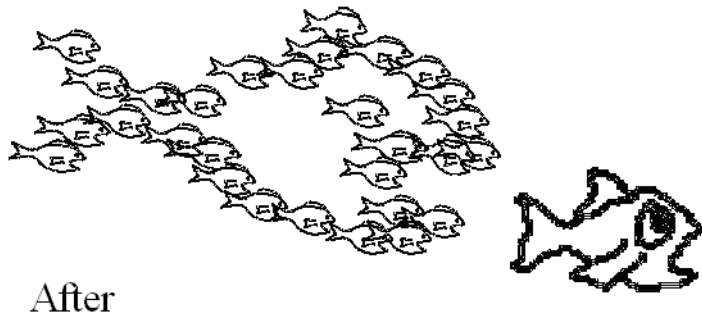
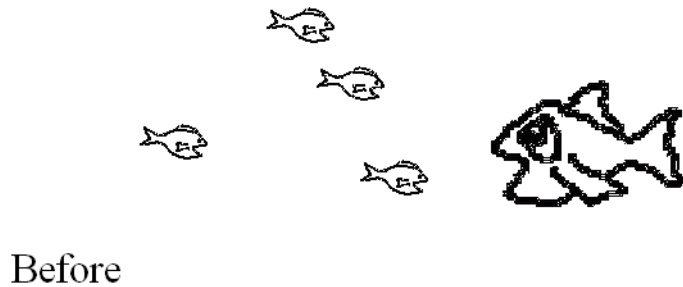
Mission: RWHC is a strong and innovative cooperative of diversified rural hospitals; it is (1) the “rural advocate of choice” for its Members and (2) develops & manages a variety of products and services.

# What is an Engaged Board and How Do You Get There?



# Together, You Are Better!

RWHC Eye On Health



- The first RWHC cartoon, shortly after being founded in 1979

# The Basics....Core Competencies

- You are a network
- Board structure, governance
- Clear vision, mission, and values
- Things exist....in writing
- You are the director, they are the board
- Who wears which hat, and when?



# The Basics....Who's Coming to the Table?

- None of us is called to lead on every issue; all are called to interact and support the vision and ideas
- The “natural” administrative response will frequently come out of traditions that may be inconsistent with a network
- Development of collaborative relationships takes longer than those based on authority

# The Basics....Who's Coming to the Table?

- Management practices necessary for successful collaboration are not commonly seen in traditional, vertically organized institutions.
- Most administrators have had little experience and even less training regarding leadership within the context of multi-sector or multi-organization collaborative models.

# The Basics....Networks Systems

## Network Traits

- Supports Local Autonomy
- Focus On Local Communities
- Strength: Local Credibility
- Tends To Non-Profit Values
- Participation Voluntary

## System Traits

- Assumes Local Responsibility
- Focus On Central Issues
- Strength: Capital
- Brings For-Profit Alternatives
- Participation Required

# Getting There: The Promised Land



# Getting There....

- Communication must be “mission driven”.
  - Who are we?
  - Why are we here?
  - Who does this benefit?



# It's All About Balance...

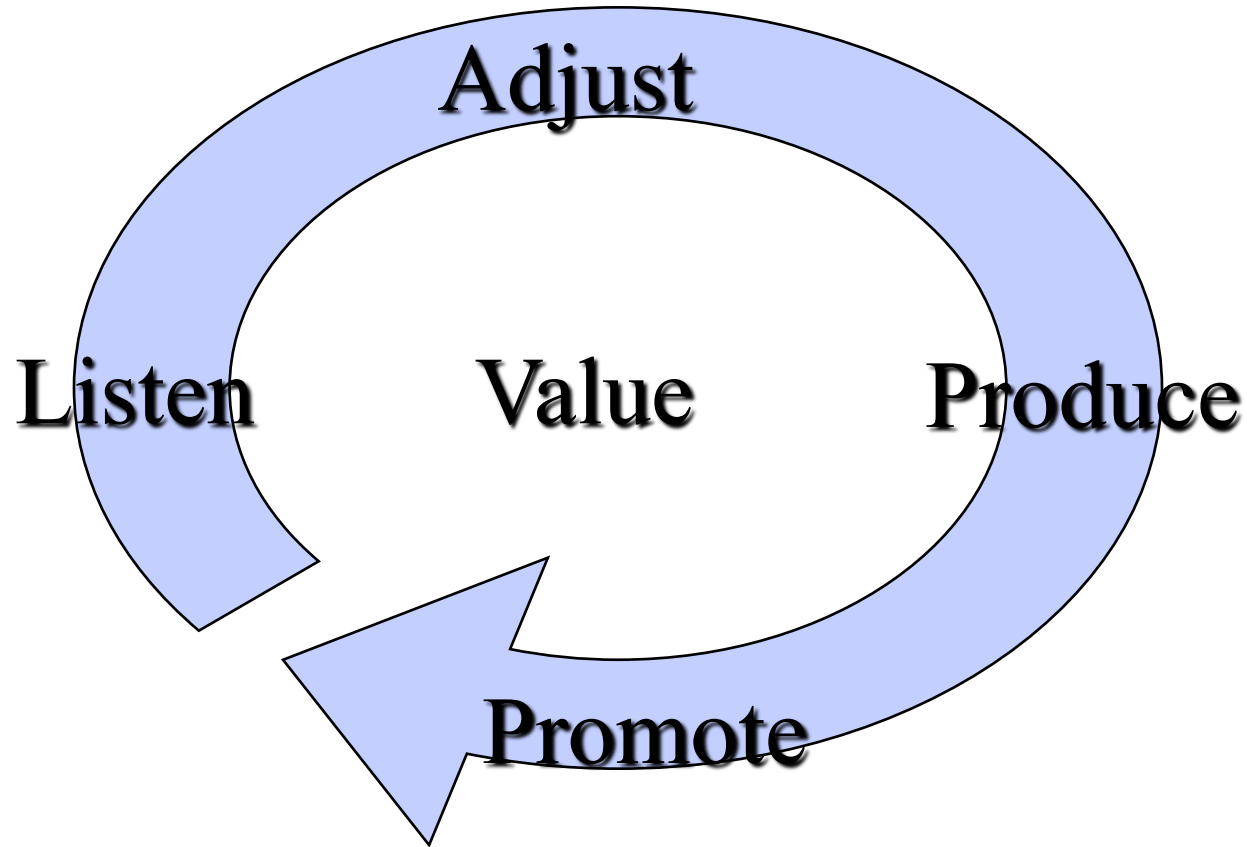


## Spoon Feeding





Don't Do It, let em search first.

# Getting There...Promotion Starts with Listening



# RWHC Annual Communication Plan

Frequency	Examples		
Annual	Satisfaction & Needs Surveys, <b>Planning Session</b> , ED Review/360, Visits to Member Facilities (Bi-Annual)	✓	✓
Quarterly	Updated Strategic Plan and BSC	✓	✓
Monthly	Board Agenda		✓
“ “	Newsletter		✓
“ “	Members Open Mike* Program/Advocacy Direction Asked* (at monthly Board meetings)	✓	
Ongoing	Staff to Staff, phone, and email* ( <b>with discretion!</b> )	✓	✓
“ “	RWHC Web Site, Facebook, Twitter		✓
“ “	Third Party Word of Mouth	✓	✓



# Promised Land....Annual Communications

- Planning Session
- Strategic Plan
  - Budget prep review
- Balanced Score Card
- Satisfaction Survey
- Needs Survey
- ED Review/360



## **RWHC Board of Directors 2013 Retreat**

Thursday March 7, 2013 from 10:00 a.m. to 3:00 p.m.\*

*To get the most out of the session and contribute the most to it, please review the enclosed background materials before the retreat.*

**Invitees:** Board Members with a Senior Staff Member & Senior RWHC Staff

**Guest:** This year's special guest is Terry Hill, an old friend of RWHC. Terry is the Director of the National Rural Health Resource Center

**Facilitator:** Dave Johnson, RWHC Director of Member Relations & Business Development along with all of the Senior Staff Team at RWHC

**Location:** RWHC Office & Training Center, 880 Independence Lane, Sauk City

**Participation:** Offering remote access but please participate in person if at all possible.

**10:00 am Welcome** (Tim Size)

**10:05 am RWHC History: Advocacy & Shared Service** (TS) *Enclosure #1*

Tim will set the stage for the session by providing a "high level" overview of RWHC's history with its twin mission of collaborative advocacy and services. Background materials enclosed:

- *The Natural Synergy Between Advocacy & Shared Services*
- *Rural Wisconsin Health Cooperative: Milestones 1979-2012*
- *RWHC Current Balanced Score Card*
- *RWHC Current Strategic Plan*

**Q & A Welcomed**

**10:30 am A National View of Rural Health** (Terry Hill)

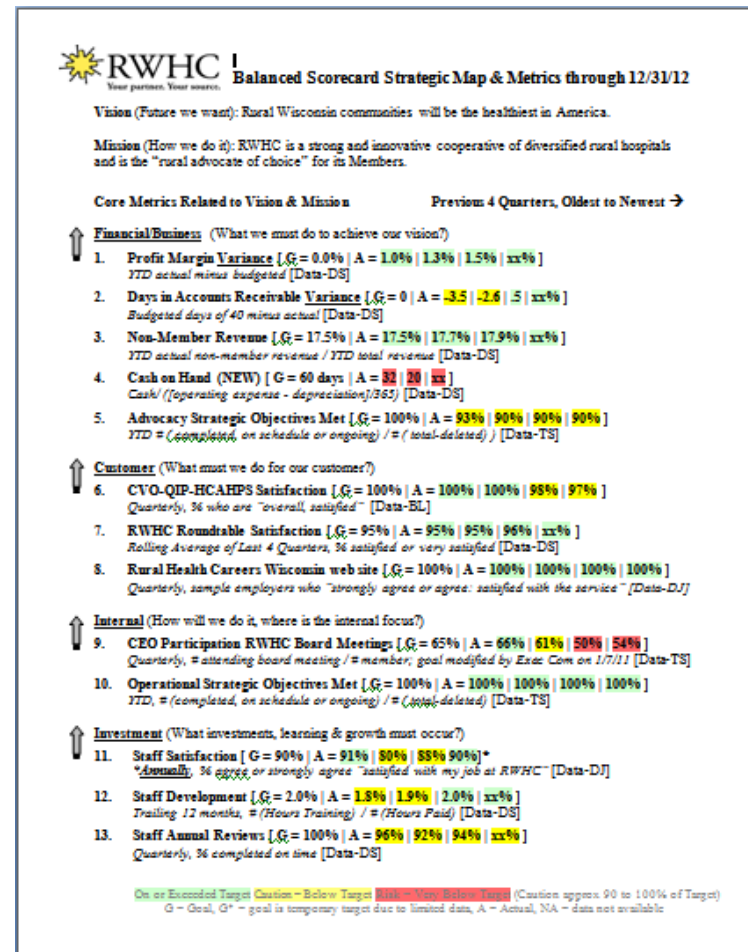
# Promised Land.....Strategic Plan Updates

2.3. Ongoing Development of New Services					
2.3.1. Strongly pursue new revenue growth opportunities	DJ	A		6/13	Have packaged educational offerings for direct sale to non-competing entities. Sales strategy of partnering with other networks continues to generate interest from both new and "old" prospective partners. Growth in consulting and strategic planning services during this fiscal year. Continuing to explore new service lines with other RWHC staff/departments as possibilities present themselves.
2.3.2. Attract additional corporate partners & sponsors	DJ	A		6/13	Currently in discussion with 4 prospective vendors, 2 of which are "probable" at this time.
2.3.3. Maintain marketing plan for higher profit services	DJ	A		6/13	Entered into "Gold Partner" agreement with NRHA. Webinars, eblasts, conference participation, and new media outlet advertising are all currently in progress.
2.3.4. Grow member & non-member participation	DJ/BL	A	A	6/13	Added new QI and CVO Clients this past quarter
2.3.5. Maintain robust H2H Program	TS	A		6/13	Nomination and selection now underway for 2013.
2.3.6. Implement/refine the "Mystery Shopper" service	DJ	A		6/13	7 members participated in second cohort of the Mystery Shopper program. Round three is planned for Spring 2013.
2.3.7. Minimize Member problems with RAC	RD	A		6/13	Minimal RAC activity for RWHC members, almost no activity for CAH members.

Objectives are assigned, timed, and measurable.  
Reinforcing the value of the work.

# Promised Land....BSC

- The Balanced Score Card...your one page ticket to network paradise....
- “Terry Hill used to beat me over the head with this.....” Tim Size



# Promised Land...The Purposeful Agenda

- Similar to a screen play, all the parts are clearly defined
- Clear, concise, and mission driven
- In advance, balanced information
- Your best shot at making an impression



## Agenda for the RWHC Board of Directors

Friday, February 1, 2013

10:00 am Board

11:00 am Special Forum with Dr. Bob Golden, Dean, UW School of Medicine & Public Health

Noon Lunch

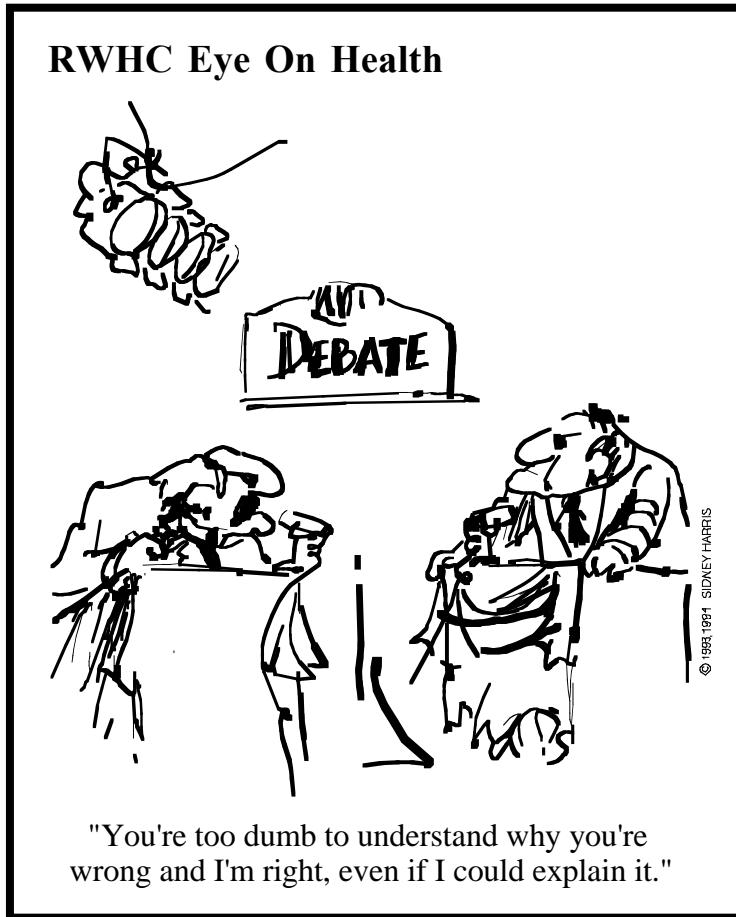
12:15 pm Advisory Board: "Running on Medicare Margins: Prospering on Medicare Pricing"

## Learning Opportunities for RWHC Hospital CEOs & Team Leaders

*\* Indicates RWHC Involved in Event Planning*

- **RWHC Roundtables & Other Meetings**—Go to [www.RWHC.com](http://www.RWHC.com) for the most current schedule. In addition, the *RWHC Board* section under *Member Login* has prior Board packets and other Board specific resources; or you can always just call us at 608-643-2343. \*
- **RWHC Leadership Series** \*
  - Feb. 11 & 12: "Nurse Preceptor" (two-day workshop)
  - Feb. 20: "Conflict: Building Trust through Skillful Conversations"
  - Mar. 22: "At the Heart of the Matter: Engaging Your Workforce"
  - Mar. 29: "The Power of Three: Delegation, Time Management & SMART Goals"
  - Apr. 4: "Project Management for the Busy Manager"Information and Registration at: [www.rwhc.com/Services/EducationalServices/LeadershipSeries.aspx](http://www.rwhc.com/Services/EducationalServices/LeadershipSeries.aspx)
- Feb. 4-6: NRHA Rural Health Policy Institute in Washington, DC. Register at [www.ruralhealthweb.org](http://www.ruralhealthweb.org) \*
- Mar. 7: RWHC Annual Board Retreat—Each CEO is encouraged to bring one guest from senior staff. **PLEASE NOTE: THIS REPLACES THE PREVIOUSLY SCHEDULED DATE OF MARCH 1.** \*
- Mar 12: WHA's "Partner for Patients 'Catch the Wisconsin Wave' " at Glacier Canyon Lodge at the Wildemess Resort, 45 Hillman Road, Wisconsin Dells. Keynote by Donald Berwick, MD, MPP, former Administrator, Centers for Medicare & Medicaid Services; former President/CEO, Institute for Healthcare Improvement. Registration will be available at [www.wha.org](http://www.wha.org).
- Mar 15: Shawano Medical Center H2H—"County Wide Health Improvement Coalition." \*
- Mar 22: "The 2013 Wisconsin Rural Stroke Workshop"—Sponsored by the WI Office of Rural Health, the American Heart Association and the American Stroke Association - Kalahari Resort & Convention Center, Wisconsin Dells. Register at: <http://www.worh.org/content/wisconsin-rural-stroke-workshop-2013>
- Apr 5: Forum: Terry Bolz, CEO, Unity Health Plans, re "ACA Impact on Insurance Marketplace." \*
- Apr 23: WHA Advocacy Day—Monona Terrace, Madison
- May 17: Baldwin Area Medical Center H2H—"Three-Pronged Turnaround—Financial, Operational and Cultural." \*
- Jun 26-28: WI Rural Health Conference—Kalahari Resort, Wisconsin Dells \*
- Aug 2: RWHC Lucky 13th Annual Golf Outing \*

# Promised Land....Established Ground Rules



- Everyone Participates, No One Person Dominates
- Listen As An Ally—Work To Understand Before Evaluating
- An Individual's Silence Will Be Interpreted As Agreement
- Assume Positive Intent First When Things Go Wrong
- Minimize Interruptions And Side Conversations

# Promised Land.....The Consent Calendar

**10:00 am RWHC Board of Directors Call to Order (John Russell) *Enclosure #1***

- **Check-In** with Members who are participating from remote locations.
- **Consent Calendar**—The below consent agenda includes items for approval as well as items received. A Member may request any item on the consent agenda to be removed for separate consideration; it will then be considered after the consent agenda is adopted.

## For Approval

- **Board Agenda** (Members are encouraged to contact staff or the Board Chair to have a question or issue put on the agenda.)
- **Minutes** of the last Board Meeting (enclosed)
- **Financial Report** for the Prior Month (enclosed)

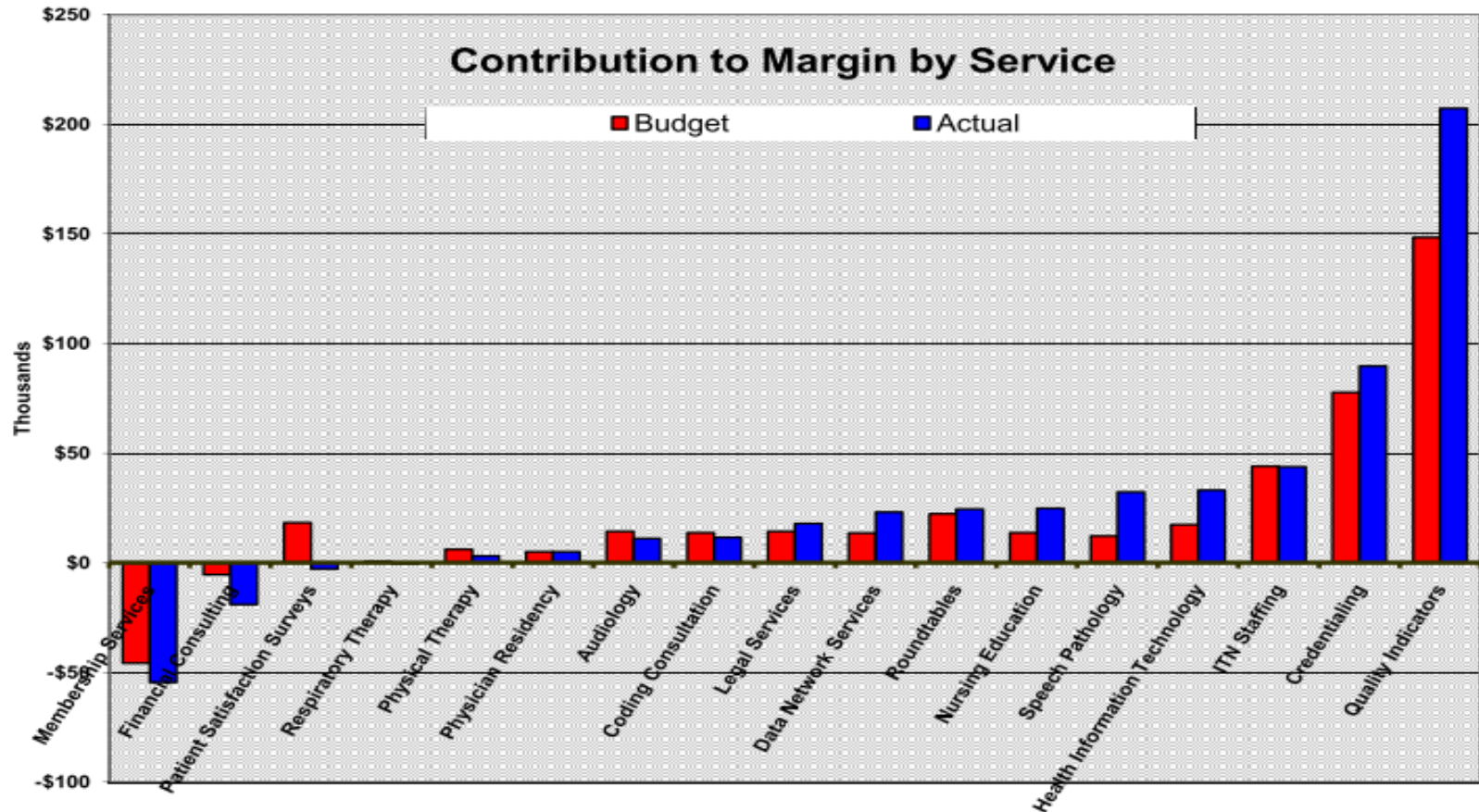
## As Items Received (enclosed)

Check in, sign off, and move forward.

**Focus on strategy, not ops!**



# Promised Land.....Transparency



If you mess up, then you best dress up, and fess up!

# Promised Land.....Opportunity to Network

## 10:15 am Member Discussion (All)

*This month the order of the “Liaison Reports” and “Member Discussion” agenda items has been deliberately switched in order to give the Members a chance to “warm up” before being asked for unscripted sharing.*

**This agenda item is intended to be a short “CEO roundtable”–Everyone is encouraged to share ideas, successes, items of interest, questions, whatever with their colleagues.**

Please contact the Chair or Tim in advance if you have an issue that you would like to have addressed but you are not comfortable individually bringing up. This has over time been an important source of new ideas for the members and for RWHC staff.

**Sharing of Happenings and New Ideas Requested.**

You got ‘em there....so let ‘em share!



# Promised Land....Specific and Focused Topics

10:35 am Washington, DC—"It's déjà vu all over again." (Jeremy) *Enclosure #4*

While the American Taxpayer Relief Act of 2012 pulled the nation back from the edge of the so-called "fiscal cliff," it only did so temporarily.

In the coming months, Congress faces three looming fiscal deadlines that could critically affect America's hospitals: In late

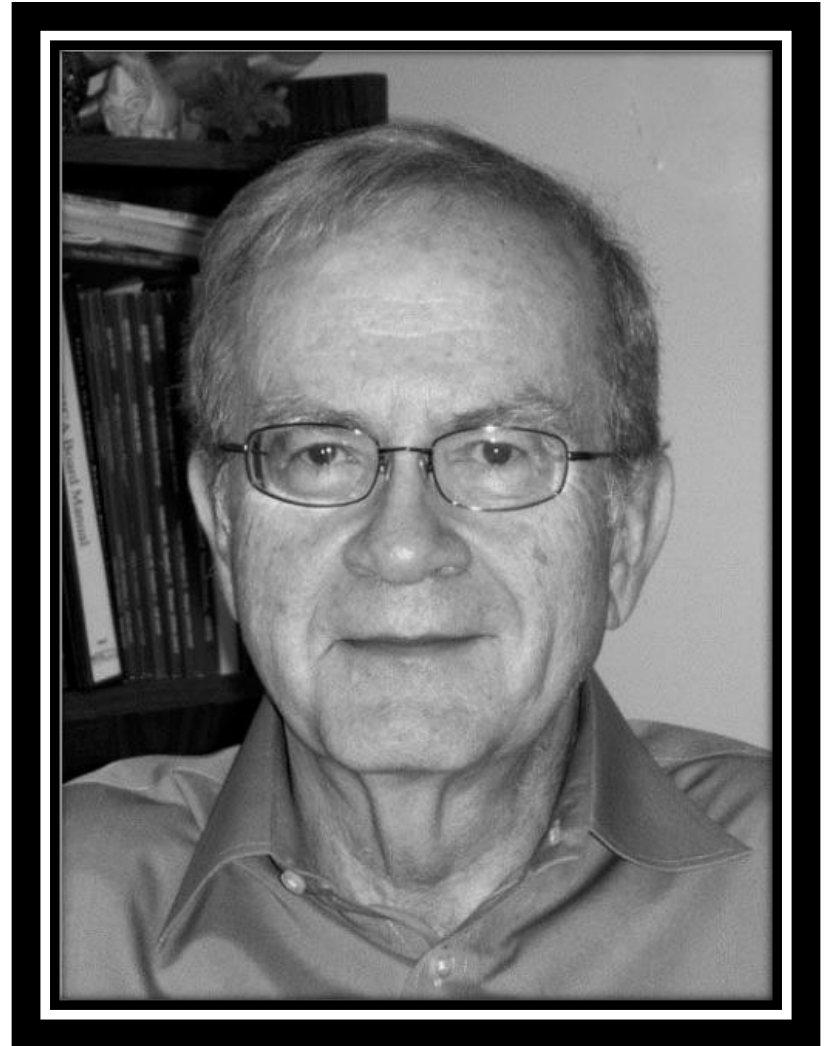


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Maintenance and growth focused, clear ownership & timeframe

# Promised Land.....Tim's Take-Aways

- It's all about developing relationships
- Be there early, 1<sup>st</sup> or 2<sup>nd</sup> in the room
- Members are colleagues, the Board is the boss
- Avoid narrative of ownership when possible
- Deviation is not uncommon
- Chair needs to help CEO by asking questions, avoiding dominance



# Walking the Walk

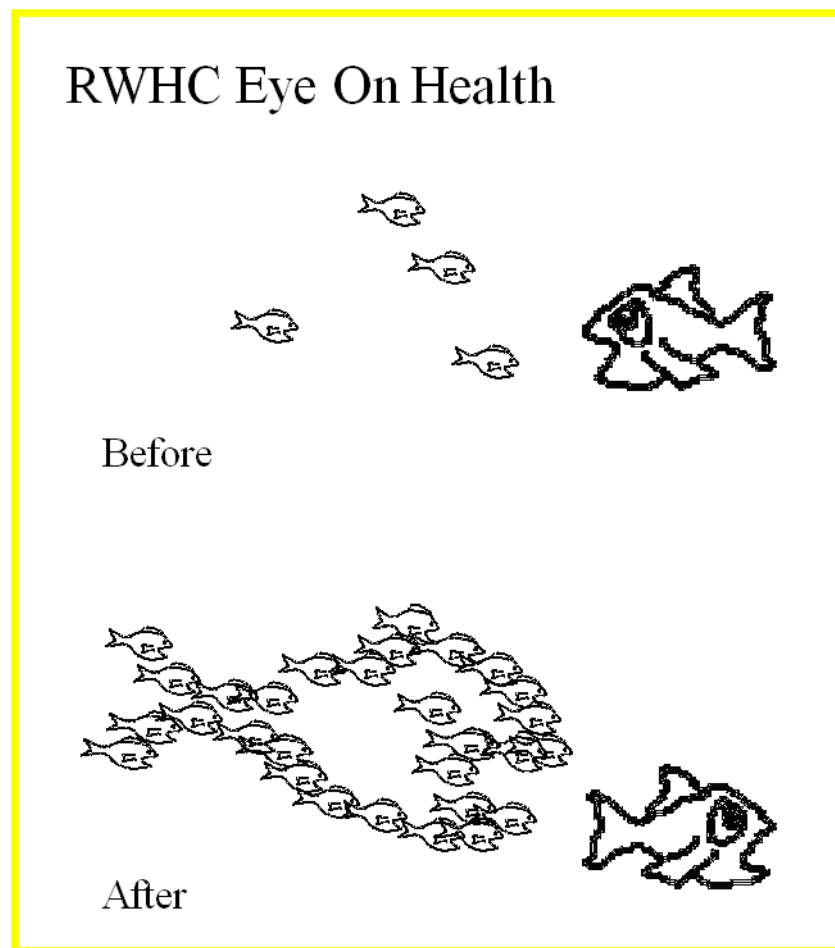


**CONGRATULATIONS**

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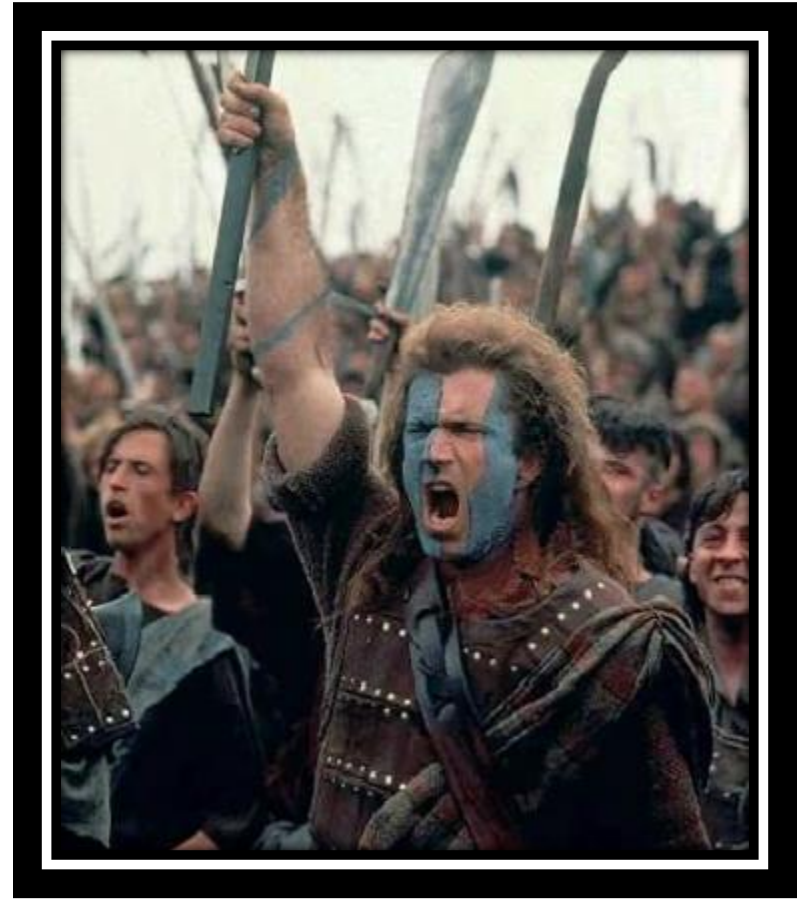
# Walking the Walk.....

- All collaborative efforts are built on certain concepts and accepted values.
- “Together, we ARE better!”



# Walking the walk.....

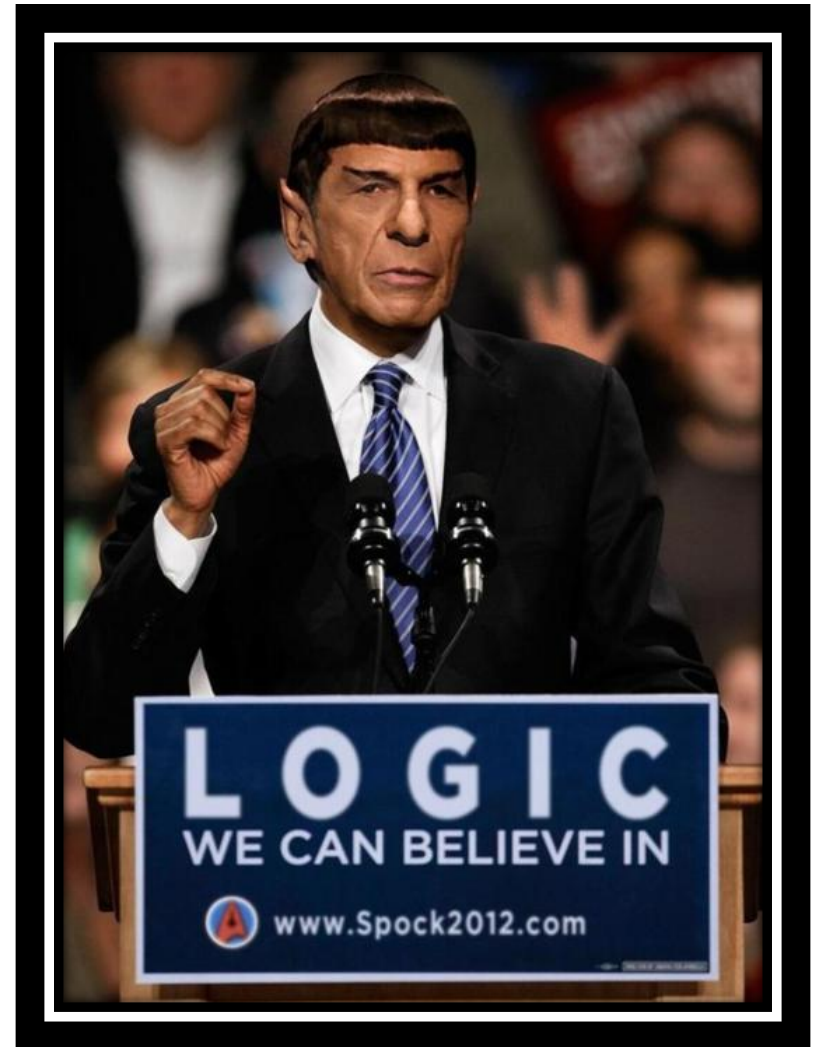
- You, and only you, are charged with carrying that flag
- Do the job your Board hired you to do...run your network
- Boards need love too! Training, job descriptions, etc.





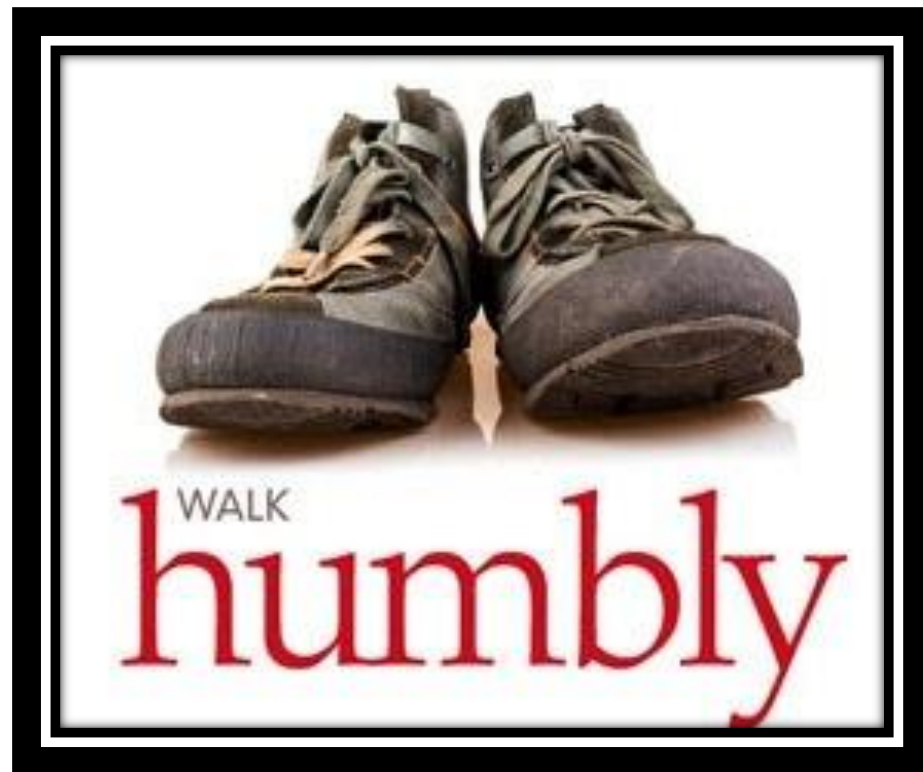
# Walking the Walk.....

- Consistent, unbiased, cooperative based leadership benefits individuals because it benefits the network...the needs are one in the same



# Walking the Walk.....

- Every new venture is just like selling to a client for the first time. Never take membership in your network for granted. Ever.



# Preaching the “Gospel”





# Preaching.....The Good Word

- Trust
- Commitment
- Participation (will fluctuate, and that's okay!)
- All involved in planning, or invited to
- Big picture is always understood
- Participants effect their own future
- Accountability up front
- Decisions can be appealed

# Preaching.....What to Cast Aside

- Never breach the confidence of one's trust
- Don't rely on the past for future commitment
- Never assume you know what they need
- Don't proceed without critical mass on-board
- Don't surprise w/ the unexpected good or bad
- Not your job to "save" from their decisions
- Don't let comfort create sloppiness in business
- Do not enforce your "rights" too quickly

# Thank You!

Dave Johnson

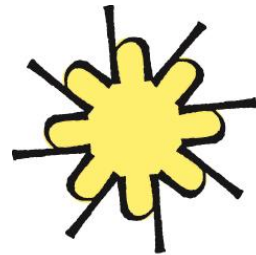
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