Effective Governance for Changing Times
Today’s presentation

• Why is effective governance important?

• What is effective governance?

• Task Force work to date

• What we are learning…current state & emerging themes

• Seeking your input on where we are headed!
Setting the Context

- Goal is to advocate and support excellence, innovation & accountability in health care governance.

- Why is this work important now?
How Do Boards Add Value During Changing Times?

Productive Governance Task Force
Task Force Work to Date

1. Meetings in March & May

2. Changing demographics & benchmarks of high performing boards

3. Governance competencies survey

4. CEO interviews

5. Getting feedback along the way….
Task Force Membership

- **Tom Warren**, Chair, Lake Chelan Community Hospital
- **Debra Ausman**, Trustee, Tri-State Memorial
- **Andy Bikar**, Commissioner, Grays Harbor Community Hospital
- **Nancy Gorshe**, Commissioner, Ocean Beach Hospital
- **Eric Jensen**, CEO, EvergreenHealth Monroe
- **Lisa Jensen**, Trustee, UW Medicine/Valley Medical Center
- **Dale Paris**, Board Chair, Samaritan Healthcare
- **Mary Selecky**, Director, Providence Health
- **Tom Wilbur**, CEO, Newport Hospital & Health Services
- **Bruce Williams**, Commissioner, Cascade Medical Center
Questions

• What is governance excellence? What are best practices?

• What is a “competent” board member?

• Beyond fulfilling mandated responsibilities, what are the practices that add “value” to hospital governance?

• What are the developmental needs of new board members? More experienced members?
Productive governance

- **Forward-thinking** group; work & meetings designed around **critical issues**

- **Meaningful deliberation** in environment of trust, candor & respect

- Provide **challenge & support** to CEO to accelerate change

- Trustees feel their time, talent & energies are well used; can **articulate value** produced
Productive Governance

Board members who…

• Are mission-oriented
• Share the organization’s values
• Act as team players; focused on good of the whole
• Have capacity for growth & development as trustee/commissioner; potential for leadership role
• Are prepared for & fully engaged in meetings
• Have the time & willingness to commit to on-going education
Overarching Board Role

Stewards of community’s most precious resource… the health of its citizens. . .

As a collective body, board members hold authority & responsibility to ensure the fulfillment of organization’s’s mission.
Current state

- Variety of activities offered by WSHA & AWPHD but not connected by an organizing framework
- Variable approaches used to orient new trustees/commissioners
- Different perceptions exist about the role of trustees/commissioners
- Improving board culture & governance effectiveness is supported by trustees & CEOs
- Variable approaches to organizing governance education state-to-state
Emerging Themes

• Develop trustee/commissioner “job description” & expectations of being a board member

• Provide “job description” to those interested in advance of filing for elected positions

• Develop set of governance competencies to provide foundation for future education

• Set state-wide standards for orientation and ongoing education (voluntary certification program?)
Emerging Themes

• Organize & develop educational resources to help enable hospital Board members to expand their leadership roles & to learn about best practices & successful experience in addressing the current healthcare environment

• Increase understanding of unique roles within the shared responsibility of hospital leadership

• Provide specialized curriculum – new Board members, Board Chairs & CEOs
Expanded competencies for the future
“Board members need to come prepared, rise to the occasion, work diligently as a group, and expect to be intellectually taxed by complex and consequential questions.”

Governance Competency Framework

- Competencies - knowledge, skills, personal characteristics, behaviors - required for effective performance of a job

- Involves identifying job roles & responsibilities now & in the future

- Potential application for selection, recruitment, orientation, on-going training & retention of board members
Core Knowledge

• Health care delivery
• Health care finance
• Human resources
• Open Public Meetings Act
Shared Leadership: Partnership between Board & CEO
Competency: Stewardship

Ability to ensure that **high quality, relevant and accountable care** is provided to meet the needs of the community;

Board exercises its legally required responsibilities of **oversight, compliance, stewardship** to ensure adherence to legal, government, accreditation & regulatory standards.
Competency: Strategic Thinking & Change Management

Ability to partner with management to create a compelling vision of the future and to think, act and influence in ways that promote a vibrant, sustainable and successful organization, particularly during times of rapid change.

Acts on management recommendations regarding big decisions on resources, services & programs.
Competency: Board Culture

Ability to collaborate in creating and sustaining an environment in which there is trust, mutual respect, effective dialogue, commitment, accountability for the sake of meeting the mission, vision, goals of the hospital;

Ability to create and sustain a strong partnership between the Board and CEO to foster a positive board culture.
Competency: Personal Leadership

Ability to engage in lifelong learning; value and act on feedback and learn from failures as well as successes;

Able to seek mentorship from board colleagues and CEO;

Willingly assess personal development needs and engage in targeted activities to build competence over time.
Competency: Advocacy

Ability to influence health policy through involvement with stakeholders.

Ability to be engage with community members to facilitate necessary change.
Competency Framework

• Intended to provide common approach to learning

• Interlocking set of activities that drive governance excellence

• Competency is gained through gaining knowledge, practical experience & intentional developmental activities
We need your input…

• Are the **emerging themes** directionally correct?

• Are the **competencies** on target?

• What would you like to **add/emphasize/challenge** to inform the Task Force’s work?
Oversight, compliance, stewardship
Next steps

• Incorporate your feedback

• Phase 1 - Task Force will develop set of recommendations over the summer for Hospital Governing Boards Committee

• Followed by WSHA/AWPHD review/approval

• Phase 2 – further planning & implementation