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Governance Improvement Action Plan for Fidelity Medical Center

The proposed governance improvement action plan outlined below has been prepared to assist Fidelity Medical Center (FMC) in implementing the components of governWell™ that meet the board's unique challenges and opportunities. The action plan is a result of a governWell™ Consulting discussion with leaders of the organization, and may be modified by FMC based on its review and emerging challenges throughout the year.

FMC Governance Goals

1. Prepare for the addition of two new board members, both working with the Fidelity Hospital Authority to ensure the best candidates are selected and ensuring a strong internal orientation process once board members join.
2. Commit to ongoing governance education to ensure the board's dialog, discussion and decision-making have the maximum impact on the organization's overall success.
3. Ensure clear, well agreed-on descriptions of board member and board chair roles and responsibilities.
4. Review and update board policies and procedures to ensure the board is functioning in the right way both legally and ethically, and to maximize the board's effectiveness.
5. Guide the board toward a focus on strategic conversations as the board prioritizes strategies and works to keep the strategic plan as a "living document."
6. Continue conducting an annual governance self-assessment, and review current criteria and processes to determine if the process can be more robust to further elevate board performance.

Board Succession Planning and Orientation

Ensure a well-communicated and organized plan is in place for recruiting new board members, and that the FMC board has comprehensive and up-to-date governance manual and other orientation materials for new board members.

- **Prepare for Recruitment of New Board Members:** Review the trustee succession planning toolkit to identify necessary materials that need to be created or updated (such as a candidate profile, identification of skills and experience needed, etc.). If not already known, utilize the governance skills and experience matrix to identify key competencies the board is lacking, and strategies to recruit trustees with those skills. Work with the Fidelity Hospital Authority to communicate the desired skills, competencies and commitment required of new board members. In addition, ensure that relevant information and forms are available on the Fidelity County Website and/or the Fidelity Medical Center website. (*RecruitWell module*)
- **Review Governance Manual and Trustee Job Descriptions:** Review and update the existing governance manual and trustee and board chair job descriptions, in preparation for onboarding future new trustee(s). Compare current resources to those included in OrientWell to make orientation materials more robust. (*OrientWell module*)
- **New Trustee Governance Education:** Encourage new trustees to read the complete document “Critical Questions Every Board Needs to be Able to Answer” before starting their first board meeting. (*LearnWell module*)
- **Assign New Trustee Mentors:** Determine if assigning a mentor to new trustees would be beneficial. If so, assign mentors for 12 months. Mentors should meet with new trustees to discuss any questions they may have when reviewing “Critical Questions Every Board Needs to be Able to Answer.” (*LearnWell module*)
- **Identify Educational Programs for New Board Members:** Review the list of 12 self-playing 20-minute educational programs, and identify the most critical programs for new board members to watch in order to shorten the “ramp up” required for new board members. (*LearnWell module*)

Governance Education

Make a board-wide commitment to ongoing education and knowledge-building to ensure all board members are “on the same page,” decisions are made following robust dialog and debate, and that discussion focuses on the right issues at the right time. Target governance education around topics that are anticipated to be major issues for the board in the coming year.

- **Governance Education:** Review the list of learnWell™ components included at the end of this document. Identify useful and relevant papers or pre-recorded governance programs to build into board materials and agenda discussions, based on upcoming board events (such as governance self-assessment, strategic plan updates, etc.) and potential areas of board challenges. By committing to engage in knowledge-building every month, the education should be kept brief and relevant to the board’s greatest knowledge deficiencies, the next board meeting agenda, and upcoming board activities and responsibilities. (*LearnWell module*)
- **Maximize Board Dialog and Impact:** Read “BoardBRIEF - Meetings People Remember”, “Governance ‘Never Events’: 10 Leadership Failures that Should Never Occur in Hospital Boardrooms” and “BoardBRIEF - Remarkable Board - Leadership Habits.”

Clarify Board Roles and Responsibilities

Clarify board member and board chair roles and responsibilities, encouraging board members to focus energy on areas the board is responsible for and to avoid steering into areas management is responsible for.

- **Strengthen Board Understanding of Roles and Responsibilities:** Read “BoardBRIEF - Governance and Management Responsibilities.” (*LearnWell module*)
- **Develop Trustee and Board Chair Job Descriptions:** Using the templates already available, develop trustee and board chair job descriptions. Review the documents as a full board, clarifying the roles and responsibilities of board members and the board chair to remove future confusion. Prior to this discussion, read “BoardBRIEF - Governance and Management Responsibilities.” (*RecruitWell module*)
- **Strengthen Board Understanding of the Board Chair’s Role:** Read “BoardBRIEF - The Role of the Board Chair.” (*LearnWell module*)

Review Board Policies and Procedures

Ensure the board's policies and procedures are up-to-date, and the full board agrees upon how to address challenges that may arise, including conflict of interest.

- **Ensure Board Understanding of Conflict of Interest:** Read “BoardBRIEF - Ensuring Conflict-Free Governance.” (*LearnWell module*)
- **Update Policies and Procedures:** Review current board policies and procedures and identify what needs to be added or updated, particularly focusing on clear and agreed-upon conflict of interest and confidentiality policies. Modify the customizable policies and procedures included in GovernWell™ as needed. (*GuideWell module*)

Ensure Strategic Conversations

Instill practices that encourage the board to continually review strategic progress, asking “what do we know today that we didn't know then?”

- **Understanding the Board's Role in Strategic Planning:** Watch the program “The Board's Role in Strategic Planning” and/or read “BoardBRIEF - The Board's Role in Strategic Planning.” (*LearnWell module*)
- **What to do After the Plan:** Read “BoardBRIEF - Strategic Execution - The Plan Following the Plan.” (*LearnWell module*)
- **Strategic Thinking in the Face of Uncertainty:** Read “BoardBRIEF - Navigating a Hazy and Uncertain Future.” (*LearnWell module*)

Review Governance Self-Assessment Process

Strengthen support for and commitment to the governance self-assessment process. The process should be communicated as an opportunity to not only strengthen the board's performance, but to enhance the success of the entire organization. If the assessment has not yet been conducted for this year, review and update the process prior to conducting it. If it is already underway, prepare for a more robust assessment next year.

- **Review Board Self-Assessment Criteria:** Review the suggested governing practices and performance self-assessment criteria included in governWell™ and identify any criteria that may enhance the current self-assessment process to create a more robust assessment. The additional criteria may lead to more in-depth board discussions following the self-assessment, including identifying gaps and opportunities in board performance and opportunities for future governance education and/or succession planning. (*AssessWell module*)
- **Consider Implementing a Peer Assessment:** In addition to conducting a full board self-assessment, consider implementing a peer assessment to elevate the governance contributions of each individual trustee. (*AssessWell module*)
- **Analyze Self-Assessment Results:** Review the current process for analyzing self-assessment results, and compare it to the tools included AssessWell for “Planning for Governance Gain.” Use the AssessWell tools to help the board identify action plans to fill “governance gaps” and strengthen governance impact. (*AssessWell module*)



LearnWell™ Components for Implementation Consideration

Evaluate the following governance education materials included in governWell™ to develop an annual governance education calendar for the Columbia Memorial Hospital Board. Priorities for governance education should be based on the current knowledge, skills and experience of the board, upcoming board agenda and retreat items, and anticipated board discussions, responsibilities and actions. It is recommended that a limited amount of governance education resources are selected each month to maximize the impact without overwhelming trustees.

Education Programs

The following education programs are typically 15-20 minutes in length, and are ideal for viewing and discussion at board meetings, or for board members to watch independently in advance of board meetings. Programs include supporting materials, including questions for discussion with the board following the program. All programs are also provided in PowerPoint format with talking points included, allowing organizations to cater the presentations specific to the organization's unique challenges and present the programs live at a board meeting rather than watching the pre-recorded program.

- The Board's Fiduciary Responsibility
- Driving Change: Integrating Mission, Values and Vision into Board Leadership
- The Board's Role in Strategic Planning
- Preventing and Curing Governance Diseases: Practical Prescriptions for Improving Governance Health and Wellness
- Becoming a Community-Centered Board
- Governance "Never Events": Ten Leadership Failures That Should Never Occur in Hospital Boardrooms.
- Building Bonds: Pathways to Better Board/CEO Relationships.
- Building High Performance Governance: Seven Leadership Habits of Highly Effective Governing Boards
- Governance Self-Assessment: Building Accountability and Transparency in Governance Practices
- The Board's Role in Quality and Patient Safety: 1.0
- The Board's Role in Quality and Patient Safety: 2.0
- The Board's Role in Quality and Patient Safety: 3.0

BoardBriefs

BoardBriefs explore the fundamental roles and responsibilities of hospital boards, as well as “hot topics.” They typically range in length from three to six pages, and are designed to expand governance knowledge and improve the leadership effectiveness of hospital governing board members. The board’s governance education calendar may include reviewing an education program and reading a BoardBrief, or simply reading a BoardBrief to prepare for the next agenda’s discussion.

The BoardBriefs included in GovernWell™ are listed below, grouped by topic.

Boardroom Basics

- Maximizing Board and Management Leadership Effectiveness: Understanding the Difference Between Governance and Management Responsibilities
- The Board's Fiduciary Responsibility: Putting the Community's Trust Into Action
- Building the Foundation for Success: Developing a Powerful and Purposeful Mission, Values and Vision
- The Board's Role in Strategic Planning
- Strategic Execution - The Plan Following the Plan
- Financial Basics for Trustees
- Ensuring Conflict-Free Governance
- The Role of the Board Chair
- Succession Planning Today for Tomorrow's Trustee Leaders
- Supercharging Governance Substructure: How to Build Effective Committees, Task Forces and Advisory Councils
- Governance Risk - What Trustees Need to Know
- Speaking Up for Your Hospital: Advocacy Basics for Trustees
- New Trustee Orientation - The Foundation for Success
- Building Constructive Hospital/Physician Relationships and Alignment
- Glossary of Health Care Terms and Acronyms

Current Trends and Issues

- Mental Health: Understanding the Challenge and Making a Difference
- Patients as Customers: How Can Boards Ensure Patient-Centered Care?
- Understanding Health Care Trends: The Familiar and the Emerging
- Understanding and Capitalizing on Market Disruption
- The Future of Hospitals: Outplacing the Inpatient
- New Complexities to Risk Exposure Require Increased Board Vigilance
- Governance Strategies for Building Trust Through Transparency
- Price Transparency: The Board Sets the Tone
- Hospital Billing and Collections - The Scrutiny Isn't Going Away

- Strategic Affiliation - Is There a Partner in Your Future?
- Disaster Planning Starts with the Board
- Preparing for the Worst, Leading with the Best: The Board's Role in Disaster Readiness
- What's Right About America's Health Care
- Communication Connection: Maximizing Relationships in a Technology-Centered World
- Governing in a Wired World
- Ransomware: A Growing Threat to the Health Care Industry
- Protecting Your Hospital's Confidential Patient Health Information: What Trustees Need to Know About Cybersecurity
- The Changing Competitive Landscape: Changes, Challenges and Opportunities Ahead
- Eliminating Health Care Disparities: Ensuring the Best Care for All
- Image in the Balance: The Governing Board's Role in Media Relations
- The Supply Chain: A Strategic Ally for Hospital and Health System Leadership

Health Care Transformation

- Navigating at Hazy and Uncertain Future
- The Transformative Board: Rethinking Governance
- Encouraging a Culture of Innovation
- Becoming a Visionary Board in an Era of Transformation
- Putting Your Mission to the Test: Managing the Health of a Population
- Health Care Reform Payments Simplified: Breaking Down the Basics
- Governance as Leadership: Reframing the Work of Nonprofit Boards

Quality and Patient Safety

- The Board's Role in Quality and Patient Safety 1.0
- The Board's Role in Quality and Patient Safety 2.0
- The Board's Role in Quality and Patient Safety 3.0
- Infusing Quality Throughout the Board's Agenda
- Enhancing the Patient Experience: Engaging Patients and Families
- Inclusive Governance: Hospitals and Physicians Leading Together

Community Connections

- Elevating Community Partnership to Make a Lasting Impact
- Building Community Connections in the Midst of Growth, Integration and New Partnerships
- Becoming a Community-Centered Board
- Understanding Your Environment: Practical Processes for Understanding Community Needs and Environmental Trends
- Communicating Value: Using Your Community Benefit Report to Maximize Understanding, Loyalty and Support

Board/CEO Relationships

- Building Bonds: Pathways to Better Board/CEO Relationships
- The Board’s Role in CEO Compensation and Performance Evaluation
- Continuity at the Top: Ensuring Stability in Leadership Succession
- New CEO on Board

Health Care Workforce

- Rethinking the Future Workforce
- Preventing Violence Against Health Care Workers
- Ensuring a Successful Intergenerational Workforce
- Adapting to Generational Differences in the Workplace
- The Board’s Role in Nurturing a Positive Workplace Culture
- Envisioning Tomorrow's Workplace

Governance Improvement

- Planning for Meaningful and Actionable Governance Improvement in the Coming Year
- Overcoming Eight Barriers to Governance Effectiveness
- Inclusive Leadership: Advancing Gender Diversity to Enhance Performance
- Is Your Board Benefiting From the Next Generation of Leaders?
- Fast Forward Learning: Maximizing New Trustee Orientation
- Ensuring Success in a Transforming Health Care Environment: Governance Practices and Performance Assessment (*board self-assessment*)
- Preventing and Curing Governance Diseases: Practical Prescriptions for Improving Governance Health and Wellness
- 100 Ideas for Governance Improvement
- Governance “Never Events”: 10 Leadership Failures that Should Never Occur in Hospital Boardrooms
- Becoming a Remarkable Board: Unleashing the Power and Potential of Purposeful Governance
- Transforming Your Hospital and Board of Trustees from “Good” to “Great”
- Exceptional Community Service - The Governance Connection
- Critical Conversations: Leadership Discussions the Board Should Have Now
- Meetings People Remember – For the Right Reasons
- Maximize the Value of Your Board Retreat