





CEO Performance Motivation

- Mutually agreed on **roles** and **accountabilities**
- Pre-defined performance **expectations** tied to key objectives
- CEO compensation linked to **performance**

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Workplace Culture

- Set cultural expectations and value for **excellence**
- Support the workforce with appropriate **resources**
- Support workplace **satisfaction** and **loyalty**

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Medical Staff Alignment

- Physician participation in **strategic** discussion and decision-making
- Ensure physician **interests** and **needs** are understood
- Board and medical staff develop and share **common goals**

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Advocacy

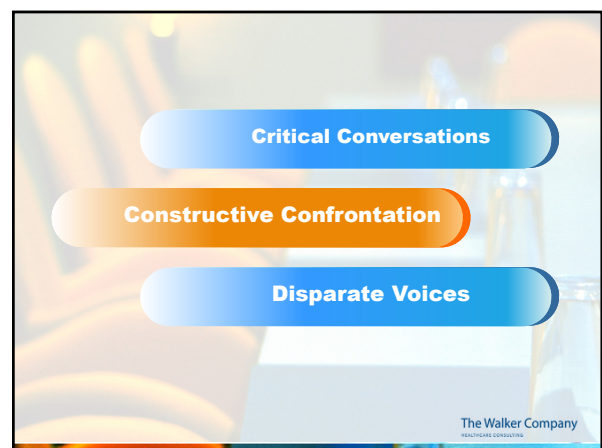
- Knowledge** and health care literacy required
- Interact with **multiple stakeholders**
- Build **community connections**

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3. Ethic of Deep, Decisive Dialogue That Matters

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- Critical Conversations
- Constructive Confrontation
- Disparate Voices

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Time is **limited**, make it count

Discussions should be **vibrant, vital** and **focused** on purpose and outcomes



Critical Conversations

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Deliberate dialogue is the “**social operating mechanism**”

Robust conversation produces better decisions, incisiveness, creativity and **rapport**



Critical Conversations

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Challenge **traditional thinking**

Welcome tension, and resolve through **organized, deliberative** and **respectful dialogue**



Constructive Confrontation

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Requires well **prepared** and **informed** trustees

Delivers the **best solutions**



Constructive Confrontation

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Disparate Voices

Seek out new and **different viewpoints**

Listen **outside** the organization



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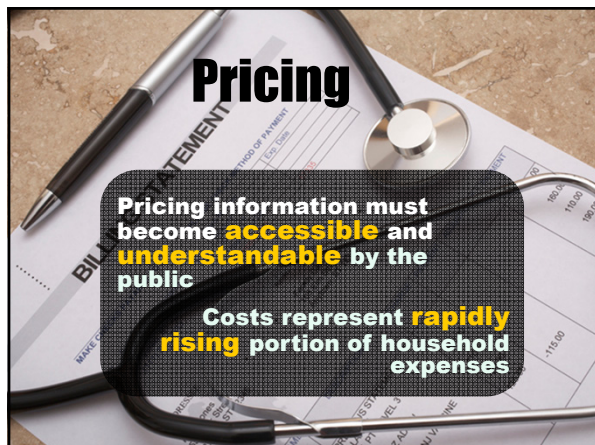
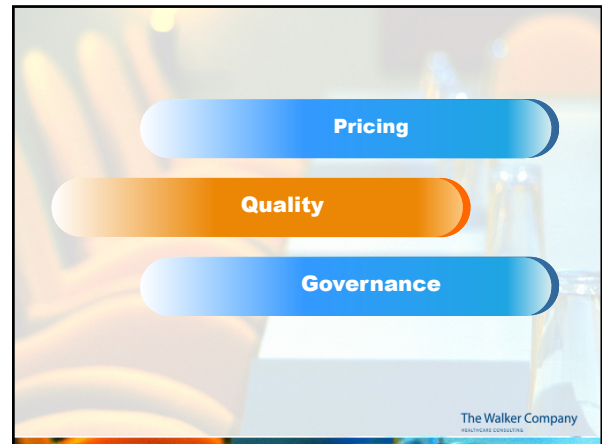
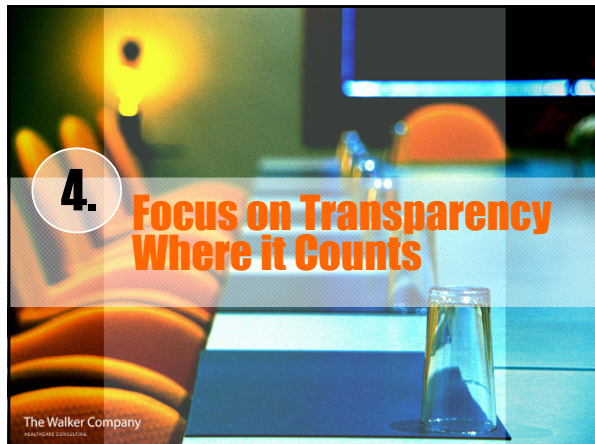
Disparate Voices

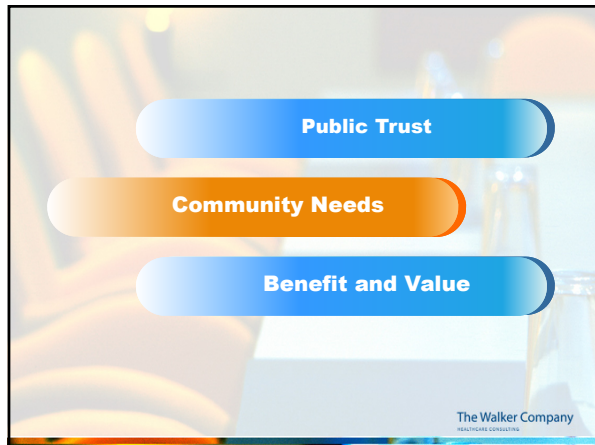
Understand other perspectives

Open new lines of **thinking**



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Benefit and Value

Define, measure and report community benefit

Build understanding, shape positive public perceptions

Tell the benefit story

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Benefit and Value

Build community relationships and trust

Copies to stakeholders

News stories

Post on hospital Web site

Presentations at meetings

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6.

Fiduciary Fitness

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Duty of Care

Duty of Loyalty

Duty of Obedience

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Duty of Loyalty

The interest of the organization comes before self interests

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Duty of Care

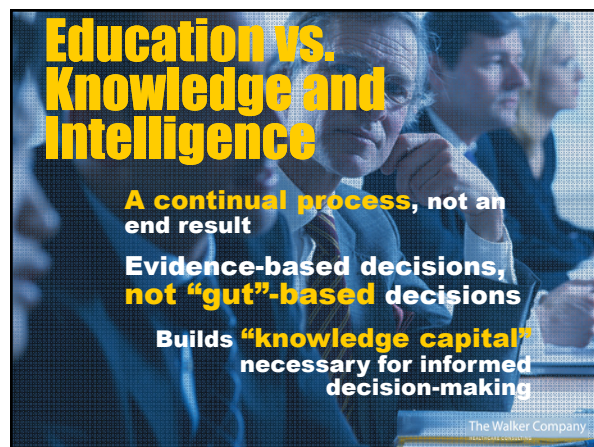
Sound judgment

Based on good information

Acting in good faith

Put hospital interests first

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Succession Planning

Growing **importance**

Key to improved organizational **performance**

Identify **governance "gaps"**

Plan to **recruit** trustees that fill those **gaps**

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Governance Self-Assessment

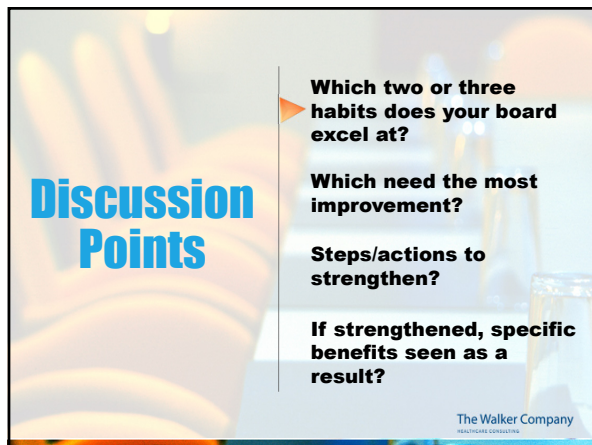
Gauge leadership **strengths and weaknesses**

Identify **opportunities** for improvement

Pinpoint education, recruitment, and long-range planning

Consider a **peer review** in addition

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Discussion Points

- Which two or three habits does your board excel at?
- Which need the most improvement?
- Steps/actions to strengthen?
- If strengthened, specific benefits seen as a result?

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Building High Performance Governance

Seven Leadership Habits of Highly Effective Governing Boards