



National Health Council

Small Group Discussions and Report Out

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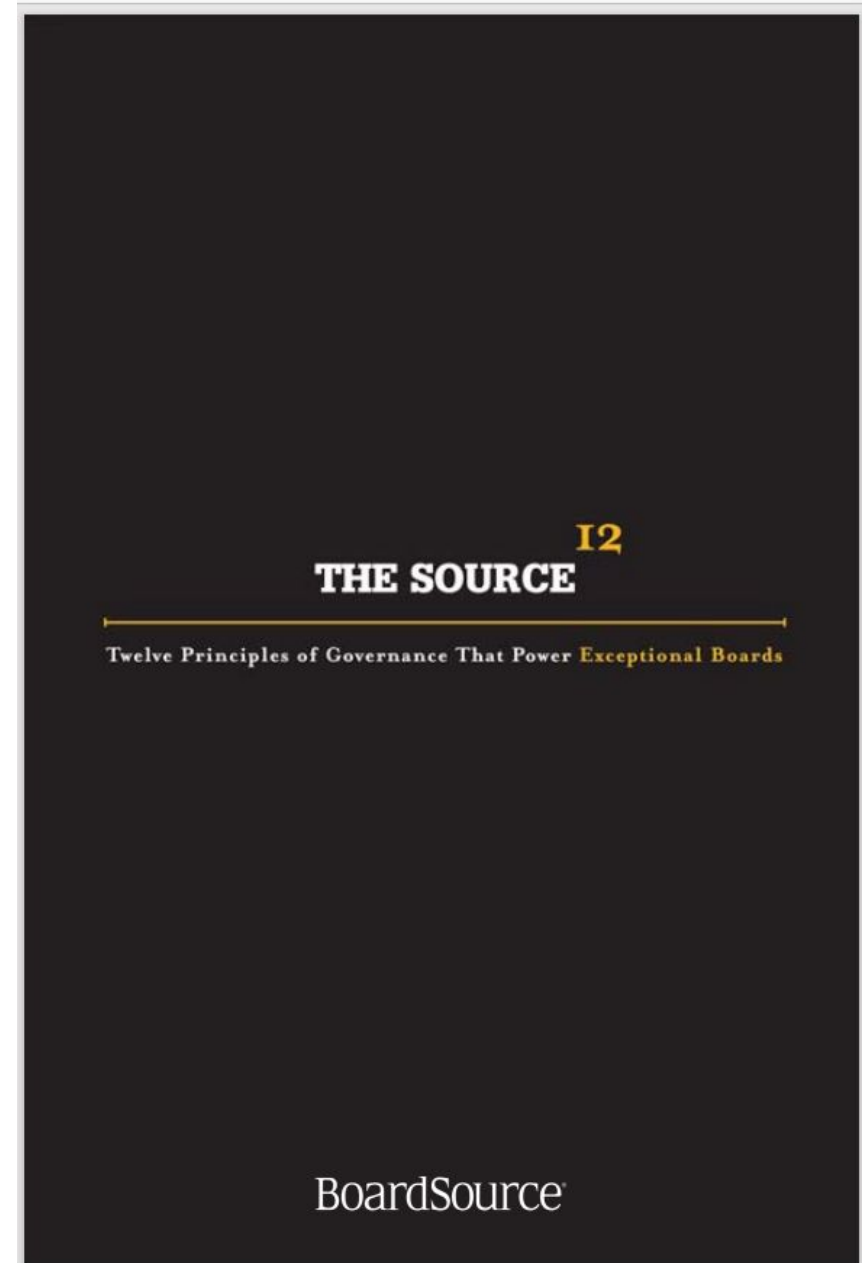
BOARD
VERITAS |



Debrief 1 | immediate responses

- **Introductions:** Who is at your table?
- **Keynote Responses:** What responses are present for your organization in the areas discussed in the keynote?
 - ▷ **Recruitment/retention** – rethinking hiring plans, salaries
 - ▷ **Revenue** – changes in philanthropy, public payers, insurance, and research
 - ▷ **Access** – removing barriers for access to care
 - ▷ **Contingency planning** – risk management and scenario projections post-pandemic
 - ▷ **Advocacy / policy** – changes in Medicaid, federal/state legislation
 - ▷ **What else?**
- **Other items:** What day to day operational challenges are you presented with? Are there other difficult issues not mentioned in the keynote? What would be good for your group to know?

“**Exceptional boards** face and resolve problems early by trusting that the board and executive will share good and bad news with candor, timeliness, and respect.”



Debrief 2 | going deeper

- How is **governance** and **management** presently working together to address the issues you've named?
- What opportunities exist in these scenarios for your organization to create more **purpose** and **value** for your agency?
 - ▶ Does it help if challenges are **reframed** as opportunities?
 - ▶ In the spirit of "never waste a good crisis," what **other changes** are now made possible?
- What needs **sharper focus** in order to **generate solutions** that are understood and supported?
- Are there **additional stakeholders** who would benefit from being involved in a deeper way?



Midway Report Out



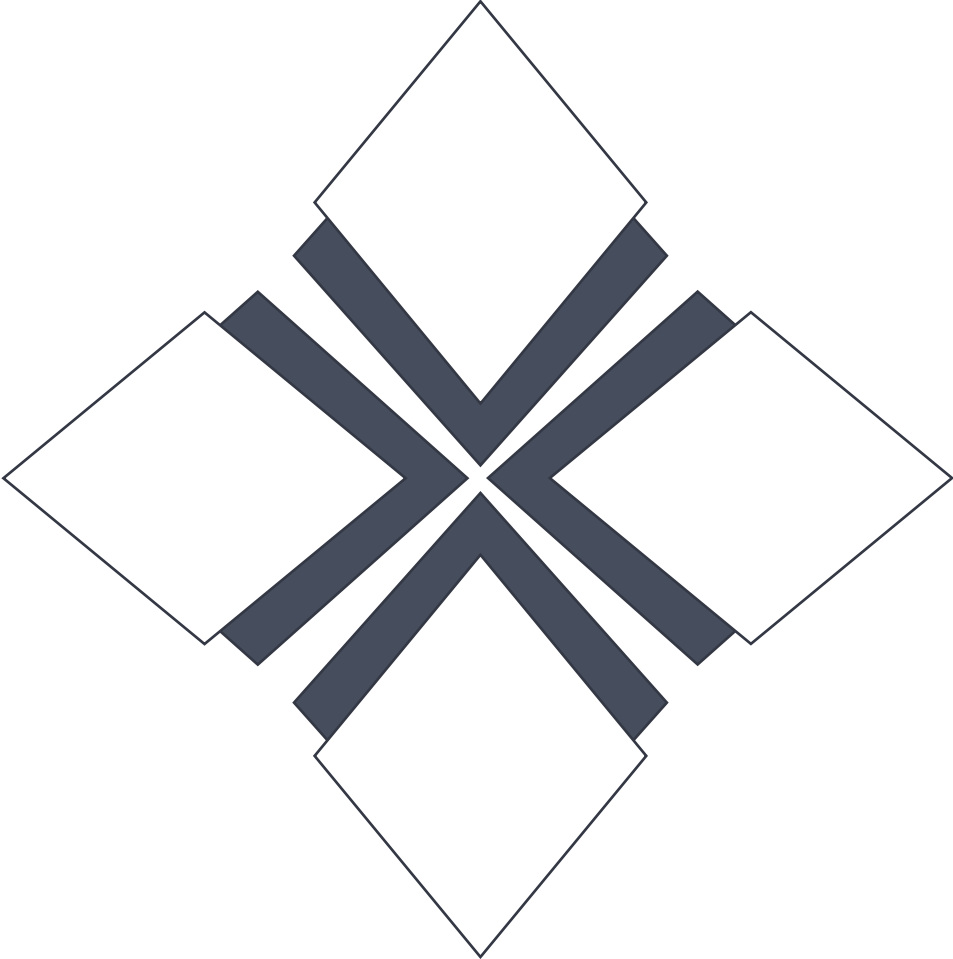
There is a need for _____.

Our table wants _____ to _____.



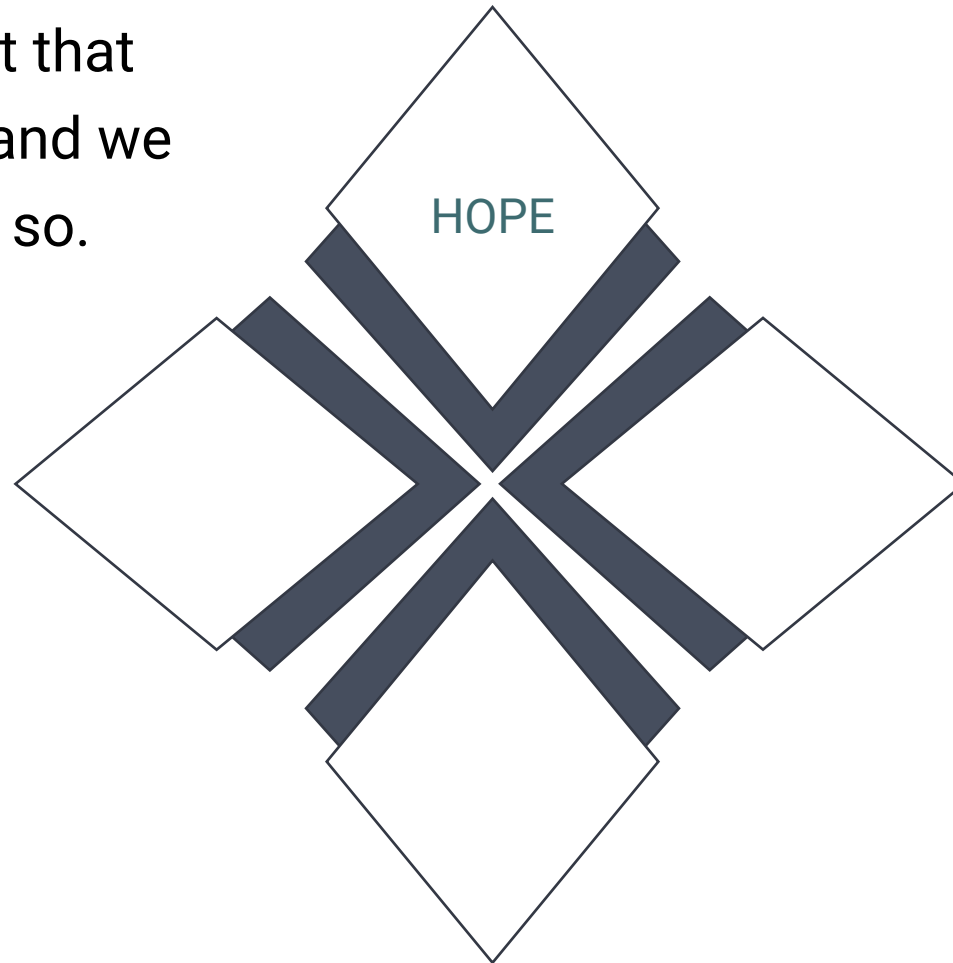
Debrief 3 | strategy development

Hope Centered Leadership Model (Hellman/Cravens)



1 | HOPE

Hope is the belief/mindset that there is a different future and we have the power to make it so.



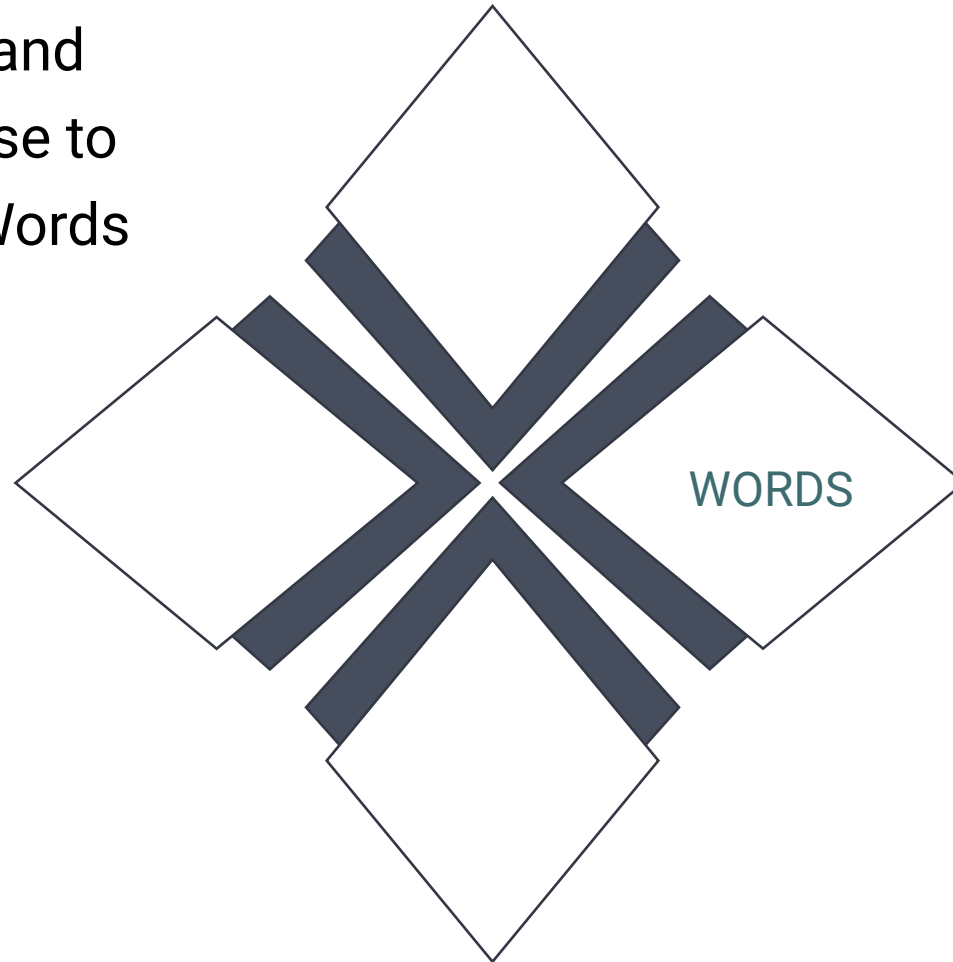
Exceptional boards become a strategic asset and a source of leadership by **sharpening direction, addressing difficult issues, and identifying the opportunities** that will generate solutions that expose a full range of options.

Hope | core questions

- As a person who influences the culture in your organization and board, what **goal(s)** are arising for your organization from your discussion?
- What **route(s)** towards that goal (pathways) can be identified?
- What **potential barriers** exist to achieving that goal(s)?

2| WORDS

Words are the messages and communication that we use to share ideas with others. Words matter.



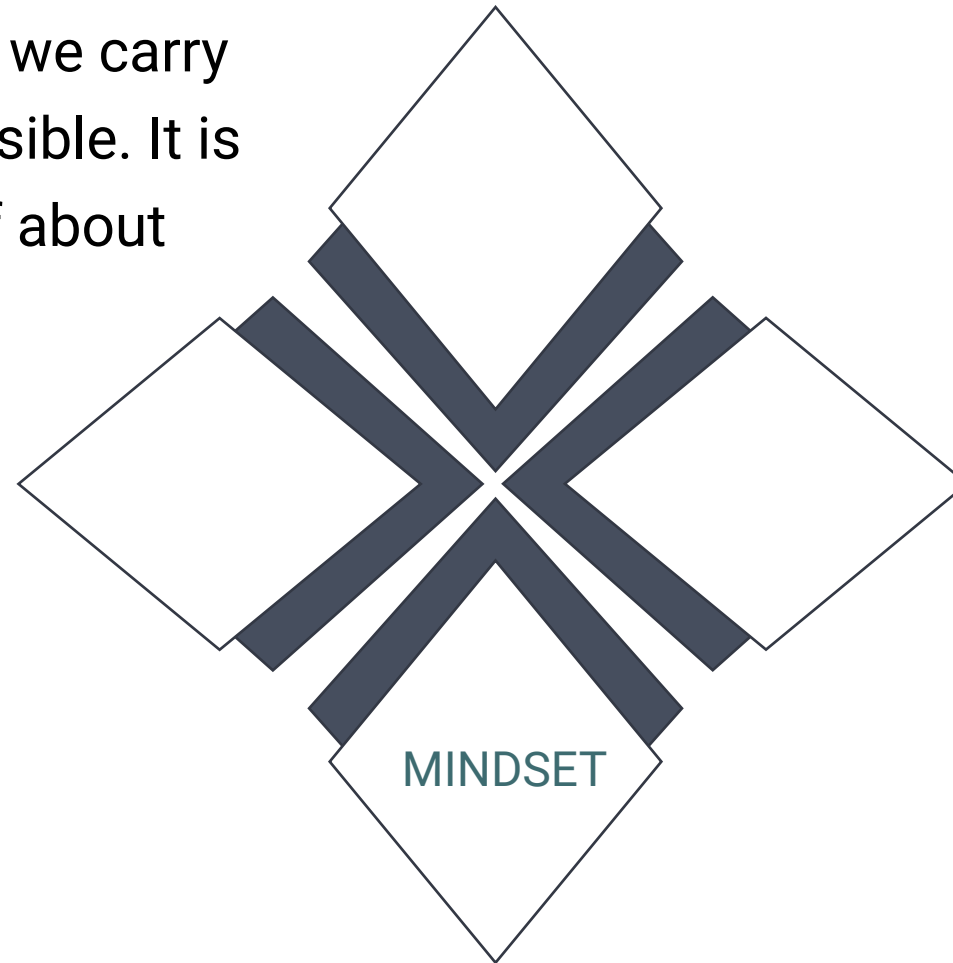
Exceptional boards actively manage group dynamics and create the foundation of mutual trust and respect that signals that its culture is open to **questions, challenges, and differences of opinion**. This engages and energizes their members and sets the tone for service delivery and operations.

Words | core questions

- Whose words need to be listened to more deeply and included more deliberately?
- Who else is involved from both board and management? How do they work together towards the goals?
- What are the cascading messages that others need in order to be committed to the plan? What do the people involved need to hear?

3| MINDSET

Mindset is the framework we carry with us about what is possible. It is our attitude and our belief about those we work with.



Exceptional boards have active exchanges between board and staff that are **open and transparent**. Boards and staff feel connected to the organization and cultivate relationships with donors and stakeholders that earn public trust and support.

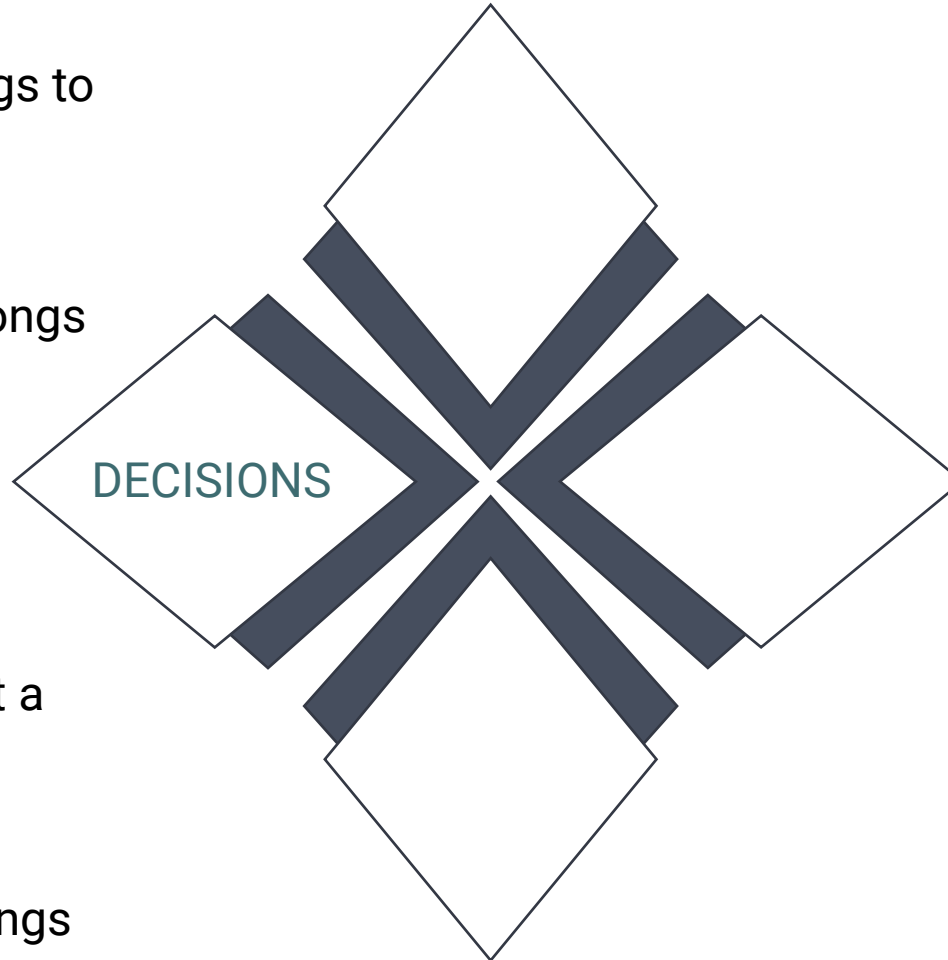
Mindset | core questions

- Of the goals you have set, which are **avoidant** and which are **achievement**?
- What is the **trust and candor** that is needed between management and the board on these issues?
- What **resource** needs to be **redistributed**? (power, time, financial, sacred cows, beliefs)
- Willpower is potentially a limited resource. What **early success** is needed to create a mindset of “**we can do this?**”

4| DECISIONS

Decisions are the ways we choose how we will decide.

1. **Autocratic** – decision belongs to 1 person
2. **Consultative** – decision belongs to 1 person, but others have input
3. **Collaborative** – decision belongs to a group, each get a vote
4. **Consensual** – decision belongs to the group which requires



Exceptional boards spend considerable time on consequential issues and engage in **constant strategic thinking**. They work with staff to frame and explore issues to make decisions that are in the best interest of the organization and minimize the risk of poor decisions and negative publicity. **Appropriate leadership power** is distributed to board and management circles, and each group is able to draw from the **diverse wisdom present in its people** to create insights into the way forward.

Decisions | core questions

- What decisions need to be made?
- Who will decide them? Which decisions belong to the board? Which decisions belong to management? Which decisions belong to the client/patient?
- Which decisions require some measure of consensus or collaboration to achieve them?



Table Top Share and
Collective Group Share

Thank you!

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