



Governance Improvement Action Plan for Anytown Community Hospital

The governance improvement action plan outlined below has been prepared to assist Anytown Community Hospital (ACH) 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 responses provided about the organization's governance.

ACH Governance Goals:

1. Ensure that the board is continuously made aware of their governance accountabilities in a variety of important areas
2. Advance the board's capacity to recruit and retain the individuals with the leadership awareness and understanding necessary to successfully fulfill ACH's mission
3. Strengthen board relationships and encourage strong participation in a board retreat that sets a clear foundation and strategic plan for ACH moving forward in an uncertain health care environment

Month 1: January

Important Issues: *Ensure the board's awareness of the definition of fiduciary duties and how those duties must be carried out, the differences in the fundamental roles of the board and management, and gain awareness and understanding about the impact of emerging health care trends on the organization.*

- **Governance Education:** Watch "The Board's Fiduciary Responsibility." Review corresponding BoardBrief, and discuss questions as a board. (*LearnWell module*)
- **Governance Education Reading:** Read "BoardBRIEF - Governance and Management Responsibilities." (*LearnWell module*)
- **Governance Education Reading:** Read "BoardBRIEF - Health Care Trends - The Familiar and the Emerging." (*LearnWell module*)
- Review governance improvement plan for the year, make modifications as necessary.

Month 2: February

Important Issues: *Understand key components of successful board performance, and clarify as a board the importance and commitment to ensuring conflict-free governance. Begin preparing the board for succession planning to fill the two expected vacancies in the next two to three months.*

- **Governance Education:** Watch “Building High Performance Governance: Seven Leadership Habits of Highly Effective Governing Board.” Review corresponding BoardBrief, and discuss questions as a board. (*LearnWell module*)
- **Governance Education Reading:** Read “BoardBRIEF - Conflict-Free Governance.” (*LearnWell module*)
- **Governance Education Reading:** Read “BoardBRIEF - Succession Planning Today for Tomorrow's Trustee Leaders.” (*LearnWell module*)
- **Prepare for Trustee Succession Planning:** Review trustee succession planning toolkit to identify necessary materials (such as a trustee job description, identification of skills and experience needed, etc.) (*RecruitWell module*)

Month 3: March

Important Issues: *Begin the process of building the board's knowledge about quality and patient safety, and the importance of deep and meaningful board conversations. Update board materials in advance of onboarding new trustees.*

- **Governance Education:** Watch “The Board's Role in Quality and Patient Safety: 1.0.” Review corresponding BoardBrief, and discuss questions as a board. (*LearnWell module*)
- **Governance Education Reading:** Read “BoardBRIEF - Critical Conversations.” (*LearnWell module*)
- **Governance Education Reading:** Read “BoardBRIEF - Maximizing New Trustee Orientation and/or BoardBRIEF - New Trustee Orientation - The Foundation for Success.” (*LearnWell module*)
- **Prepare Governance Manual:** Update governance manual in preparation for onboarding new trustee(s). (*OrientWell module*)

Month 4: April

Important Issues: *Deepen the board’s understanding about how to function effectively and maximize the board’s impact on ensuring the organization’s fulfillment of its mission and vision. Onboard new trustees, using the materials previously developed, but understanding that the onboarding processes takes time and a commitment from all board members.*

- **Governance Education:** Watch “Preventing and Curing Governance Diseases: Practical Prescriptions for Improving Governance Health and Wellness.” Review corresponding BoardBrief, and discuss questions as a board. (*LearnWell module*)
- **Onboard New Trustees:** Utilize customized governance manual developed previously and steps identified from new trustee orientation BoardBrief. (*OrientWell and LearnWell modules*)

Month 5: May

Important Issues: *Understand the importance of conducting a governance practices and performance assessment, and ensure commitment from the full board to the process. Use the process to strengthen dialogue between and amongst the board members, and to identify potential opportunities for governance improvement.*

- **Governance Education:** Watch “Governance Self-Assessment: Building Accountability and Transparency in Governance Practices.” Review corresponding BoardBrief, and discuss questions as a board. (*LearnWell module*)
- **Conduct Board Self-Assessment:** Implement the governing practices and performance self-assessment included in governWell™, identifying gaps and opportunities in board performance. If possible, conduct the survey online using an online survey tool for easy of download and reporting. (*AssessWell module*)

Month 6: June

Important Issues: *Continue the board’s advancement in understanding quality and patient safety, and discuss next steps the board may take to improve the organization’s commitment to quality and patient safety. Prepare to discuss the governance practices and performance assessment results at the next meeting.*

- **Governance Education:** Watch “The Board’s Role in Quality and Patient Safety: 2.0.” Review corresponding BoardBrief, and discuss questions as a board. (*LearnWell module*)
- **Compile Board Self-Assessment Report:** Develop the governance practices and performance assessment report, based on the survey conducted in the previous month. Prepare the report in advance of next month’s discussion. (*AssessWell module*)

Month 7: July

Important Issues: *Ensure the board is up-to-date on its quality and patient safety responsibilities, and ensure time is devoted on the agenda to discuss the board's commitment to next steps. Use governance practices and performance assessment results and comparative board practices document to identify governance strengths and have a candid conversation about opportunities for governance improvement. Use this information to begin preparations for the board retreat to be held later this year.*

- **Governance Education:** Watch “The Board’s Role in Quality and Patient Safety: 3.0.” Review corresponding BoardBrief, and discuss questions as a board. (*LearnWell module*)
- **Review Board Self-Assessment Results:** Prepare a report summarizing the board’s governing practices and performance assessment results, and discuss the results as a full board. Use the AssessWell tools to help the board identify action plans to fill “governance gaps” and strengthen governance impact. (*AssessWell module*)
- **Compare Board Practices:** Compare board practices to best practices of boards across the country, identifying potential areas for improvement in governance structure and practices. Discuss in tandem with the board self-assessment results. (*CompareWell module*)
- **Begin Preparations for Board Retreat:** Prepare for board retreat, using governWell™ materials to develop the retreat agenda, potential break-out group questions, and more. (*Retreat Well module*)

Month 8: August

Important Issues: *Understand the importance of the board’s role in strategic planning, but also the board’s role in engaging in deep, robust dialogue and visionary thinking as the board prepares for its strategic planning retreat.*

- **Governance Education Reading:** Read “BoardBRIEF - The Board's Role in Strategic Planning.” (*LearnWell module*)
- **Governance Education Reading:** Read “BoardBRIEF - Maximize the Value of Your Board Retreat.” (*LearnWell module*)
- **Governance Education Reading:** Read “BoardBRIEF - Visionary Board.” (*LearnWell module*)
- **Finalize Board Retreat Materials:** Finalize preparations for board retreat. (*Retreat Well module*)

Month 9: September

Important Issues: *Build better board relationships and engage in meaningful conversation that will set the tone and direction for the organization for the next three years. Use the strategic planning process as a guide for how the board's structure may be modified to maximize its effectiveness.*

- **Board Retreat:** Conduct board retreat, focusing on strengthening board relationships, maximizing board dialogue, and deep discussion of current and future strategic issues and challenges. (*Retreat Well module*)
- **Evaluate Current Board Structure:** In conjunction with board retreat, review board committees, task forces and advisory councils to determine if changes should be made to the board's substructure. (*TaskWell module*)

Month 10: October

Important Issues: *Build upon the outcomes of the recent board retreat by working with the leadership team to identify clear next steps and ensure accountability, checks and balances. Prepare to consider affiliation options, if that emerges as a strategic option to explore following the retreat.*

- **Governance Education Reading:** Read "Strategic Execution - The Plan Following the Plan." (*LearnWell module*)
- **Consider Affiliation Options:** If one of the outcomes of the board retreat was considering potential partnerships or affiliations, review the affiliation materials to identify next steps. (*AffiliateWell module*)
- **Develop a Progress Scorecard:** Using key performance indicators connected to the strategic plan and outcomes of the board retreat, use the template to create a "scorecard" with a broad range of suggested performance indicators (such as quality and patient safety, patient satisfaction, financial and operating performance, and community health goals). (*MeasureWell module*)

Month 11: November

Important Issues: *Prepare for the organization’s upcoming community benefit report, and have a candid conversation about the organization’s current service to the community, opportunities for improvement, and the board’s role in setting the tone for community partnerships and priorities. In addition, ensure the board has a clear plan for using the progress scorecard moving forward.*

- **Governance Education:** Watch “Becoming a Community-Centered Board.” Review corresponding BoardBrief, and discuss questions as a board. (*LearnWell module*)
- **Governance Education Reading:** Read “BoardBRIEF - Building Community Connections and/or BoardBRIEF - Community Benefit Report.” (*LearnWell module*)
- **Review Progress Scorecard:** Review progress scorecard developed using MeasureWell, and identify process for regularly reviewing scorecard and making adjustments to measures, expectations, and strategic goals as new information emerges. (*MeasureWell module*)

Month 12: December

Important Issues: *Prepare for the upcoming CEO compensation and performance evaluation. Although the CEO is not expected to leave in the near-term, begin thinking about CEO succession planning to prepare the board for the future. As the end of the year approaches, review policies and procedures and identify those that need to be updated.*

- **Governance Education:** Watch “Building Bonds: Pathways to Better Board/CEO Relationships.” Review corresponding BoardBrief, and discuss questions as a board. (*LearnWell module*)
- **Governance Education Reading:** Read “BoardBRIEF - CEO Succession Planning.” (*LearnWell module*)
- **Governance Education Reading:** Read “BoardBRIEF - Board's Role in CEO Compensation and Evaluation.” (*LearnWell module*)
- **Begin CEO Succession Planning Process:** Prepare for CEO succession planning process to begin next year, using materials included the CEO succession planning toolkit. (*LeadWell module*)
- **Update Policies and Procedures:** Review current board policies and procedures and identify what needs to be updated. Modify the customizable policies and procedures included in GovernWell™. (*GuideWell module*)