



Imparting Knowledge. Improving Performance.



# The CEO & Board Chair Exchange

*A Path to Advanced Leadership & Governance in Healthcare*

# CEO & Board Chair Exchange

## *A Path to Advanced Leadership & Governance in Healthcare*

- The healthcare environment is undergoing unprecedented change and demands continuous evaluation and rethinking of strategy
- This environment also creates complex governance/management risks
- To lead effectively the CEO & Board Chair must have a shared understanding of these disruptive risks, be highly unified in strategy, partner on critical decisions, and together move quickly to equip the Board to make the right strategic decisions
- No current venue for CEOs and Board Chairs to efficiently and effectively learn and solve problems together
- This unique forum creates strong CEO & Board Chair alignment to govern and lead together

## Healthcare Today & Tomorrow: Accelerated, Radical and Disruptive Change

- Consumerism
- New entrants
- Digital technologies/AI
- Transparency
- Cyber risk
- Private equity
- Population health
- Health policy
- Amazon & Google
- Partnerships and scale
- Affordable care
- Personalized health
- Physician relationships
- Virtual care

*Challenging even the most well-positioned health systems to navigate through change and lead with innovation and disruption*

## Healthcare Today & Tomorrow: Emerging Governance Issues

- Board diversity, structure and continuity
- Board and executive compensation
- M&A and merged governance
- Non-traditional competitors and businesses
- Physician leadership
- Talent retention
- Access to capital – debt, philanthropy, private equity
- Regulatory issues
- Board liability

## CEO & Board Chair Partnership

Must lead and develop strategies for success in the most uncertain healthcare market in history

- Independent roles yet interdependent
  - Independent board chair/governance
  - Chief executive officer/management
- Shared understanding of the risks
- Unified in strategy
- Partnering on critical strategic decisions
- Critical factor for effective leadership & governance

## CEO & Board Chair Exchange

Enables the Board Chair and CEO to:

- Participate in a confidential ongoing learning community
- Develop a shared knowledge base
- Learn from experts and peers
- Develop strategies and action plans
- Solve governance challenges
- Benefit from lessons learned
- Further trust, mutual respect and communication
- Strengthen networks and access to resources

*A unique experience to co-design the future  
together – “1 + 1 = 3”*

## CEO & Board Chair Exchange

The Exchange's "Learning Pillars" are aligned to contemporary priorities

Organizational  
Performance

Health Policy &  
Regulation

Clinical Innovation

Capital Markets

Market Trends

Culture & Talent

Governance & Leadership

- Governance & Leadership is a "foundational" learning pillar
- Topics in the other learning pillars will integrate the Governance & Leadership pillar through considering the CEO/Management and Board Chair/Board's unique roles

## The Exchange's "Learning Pillars"

Pillar	Description
<b>Organizational Performance</b>	Best practices and strategies to optimize performance – i.e. clinical delivery, physician arrangements, cyber security
<b>Clinical Innovation</b>	Innovations changing what, where and how care is delivered
<b>Market Trends</b>	Trends such as consumerism and technology that create both opportunities and risks
<b>Health Policy &amp; Regulation</b>	Updates, and strategic considerations, regarding proposed and finalized policy changes and regulation
<b>Capital Markets</b>	Trends in venture capital, private equity, debt and philanthropy
<b>Culture &amp; Talent</b>	Underlying beliefs, assumptions and values in a high performing organization undergoing disruptive change and acquiring and retaining top talent
<b>Governance &amp; Leadership</b>	Contemporary governance challenges and best practices in the roles, functions and processes of the CEO/Management and Board Chair/Board



## The Exchange Construct

- Invitation only – approximately 10 to 15 non-competitive health care providers (both the CEO and the Board Chair)
- Two sessions per year
  - Evening networking session on Day 1
  - 7 hour working session on Day 2
- Participant-driven agenda
- Learning from experienced healthcare leaders, other experts, case studies and participant exchange
- Defined action plans as an outcome of each session
- Annual cost of \$30,000 per participating provider
- Board Chair-elect can join for succession planning

## Learning Community

- Secured website for knowledge sharing
  - Participant to participant
  - Participant to subject matter experts
- Information sharing on contemporary and relevant topics
  - Articles
  - Podcasts
  - Conference calls
- Research study on governance and leadership
  - Best practices, with correlation to performance
  - Participant benchmarking

## Unique and Value Added

This Exchange is for you if you:

- Are or will be experiencing a complex disruptive market or governance challenges
- Want to solve these challenges with experienced leaders, experts and like-minded peers
- Want to spend your time actively creating solutions versus passively listening
- Accept that the CEO & Board Chair partnership is catalytic to success

## The Exchange Team

- Helping Health Care Provider Board Chairs and CEOs navigate complex change for over 40 years
- Experts in health policy, health law, leadership, strategy and finance
- Highly experienced non-profit healthcare CEO
- Non-profit and public company governance experience including as board chair, board member and board advisor
- Understanding of both Board Chair and CEO perspectives in solving today's challenges

## CEO & Board Chair Forum – The Exchange Team

### **Dr. Paul Keckley**

Principal - Keckley/Rudish

Leading health care policy analyst and author of The Keckley Report as well as 3 books and 250 articles

Frequent advisor to the board and management of health providers on matters of long-term growth, sustainability and advocacy strategies

Managing Director of the Navigant Center for Healthcare Research and Policy Analysis and the Deloitte Center for Health Solutions

Governance experience includes Tivity Health board member and Independent Chairman of Interdent

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### **Gary Mecklenburg**

Forum Senior Advisor

CEO leadership at Northwestern Memorial Healthcare and Franciscan Healthcare and St. Joseph's Hospital (Milwaukee WI)

Executive Partner with Waud Capital Partners. Board member for Acadia Healthcare, CarePoint Partners and Regency Hospital Company.

Public and non-profit board service for companies such as Becton Dickinson & Company and Froedtert Health

Former Board Chair of the American Hospital Association and the Illinois Health and Hospital Association

Former Adjunct Professor of Health Industry Management – Kellogg School of Management of Northwestern University

## CEO & Board Chair Forum – The Exchange Team

### **Jan Clarke**

Principal - RJ Clarke Group

Health care experience includes clinical and operational health care provider leadership experience as well as 35 years as a health lawyer

Former equity shareholder of the law firm Polsinelli PC

Non-profit governance experience including board member and advisor

National speaker educating trustees on various health industry issues

Expertise includes strategic/business planning and structuring, M&A, clinical integration and value-based care

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### **Bob Clarke**

Principal - RJ Clarke Group

US Managing Partner - Deloitte Risk & Financial Advisory Service Life Science & Healthcare Industry Practice

Advisory experience includes strategy, long-range financial planning and M&A

Governance advisor on matters such as independent investigations, M&A and strategy

National speaker on various governance topics

Non-profit governance experience, including serving as board chair

# CEO & Board Chair Forum – The Exchange Team

## **Russ Rudish**

Principal - Keckley/Rudish

Over 30 years of providing advisory services to the health provider sector

Global Health Care Leader – Deloitte Touche Tohmatsu Ltd and US Managing Partner & Vice Chair – Health Care Provider Sector

US Health Care Providers Consulting Practice Leader – Cap Gemini Ernst & Young

Executive Vice President – Eclipsys Corporation

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## **Diane Appleyard**

President - Core Consulting

Over 25 years of providing strategic direction and business development expertise to healthcare organizations

Served as President of a think tank for leading healthcare organizations which focused on improving healthcare delivery

Named #20 in 2002 and #28 in 2003 in Modern Healthcare's 100 Most Influential People in Healthcare list