



# GOVERNANCE & LEADERSHIP SERVICES™

*An Integrated Healthcare Strategies Practice*

YOUR TRUSTED ADVISOR FOR ENHANCED PERFORMANCE



# MEETING THE CHALLENGES OF GOVERNANCE TODAY

Hospital and health system leadership teams face growing pressures to achieve challenging performance goals both internally and from outside sources. The advisors from Integrated Healthcare Strategies help design and implement performance enhancement strategies and systems for Board, senior executive team, physician leaders and medical directors.

Based on the industry experience of our advisors, and analysis of our client assessment archive, we have developed four suites of services designed to help your c-suite manage a wide variety of governance and leadership challenges. These include Board

development and education, leadership performance and compensation, continuity and transition of executive leadership, CEO performance appraisals, preparation for IRS oversight of executive and physician leader pay, responding to compensation-related media concerns, supporting physician leader effectiveness and auditing medical director compensation.

## BOARD DEVELOPMENT SERVICES:

We use proven, state-of-the-art organizational design and education to help Boards enhance the effective use of their time and talent with three key products:

- Board Retreats
- Board Effectiveness Reviews
- Governance Enhancement Plans

## LEADERSHIP CONTINUITY SERVICES:

We help Boards and CEOs ensure enhanced continuity and performance of executive leadership with three key products:

- Leadership Continuity Assessments
- Continuity and Succession Plans
- Leadership Transition

## GOVERNING EXECUTIVE COMPENSATION & PERFORMANCE:

We help Boards and CEOs support executive compensation strategies, compliance and performance with these three key products:

- Governance of Executive Compensation (GEC) Manual and Support
- Executive Performance Evaluation and Planning Tools
- Executive Compensation Media Tool-Kit

## PHYSICIAN LEADER SERVICES:

We help Boards, CEOs and CMOs improve their ROI on compensation and performance strategies for physician leaders and medical directors with three key products:

- Physician Leader Culture and Effectiveness Audits
- Physician Leader Compensation Designs
- Physician Leadership Academies

Please take a few minutes to review the executive summaries of our services on the following pages—we hope you will be intrigued by our depth and breadth of c-suite services. More importantly, we think you will find potential solutions to a variety of challenges faced by your organization, solutions that are not available anywhere else.

Let us know how we can help you.

*Exclusive to Healthcare. Dedicated to People.*

We don't rest until the tools you need are working for you.

HOW CAN WE ENHANCE THE  
PERFORMANCE OF BOARDS, SENIOR  
EXECUTIVES AND PHYSICIAN LEADERS?

• *Engagement* • *Alignment* • *Development*



YOUR TRUSTED ADVISORS FOR HOSPITAL  
& HEALTH SYSTEM GOVERNANCE &  
LEADERSHIP DEVELOPMENT.

## BOARD DEVELOPMENT SERVICES

Integrated Healthcare Strategies uses proven, state-of-the-art governance design, educational programs and tools to help Boards use their time and talents more effectively.

Three key products in our Board Development Services include Board Retreats, Board Effectiveness Reviews and Governance Enhancement Plans.

Boards face both internal challenges and external scrutiny on the quality, effectiveness and efficiency of the execution of their fiduciary duties. Now more than ever, the industry requires excellent governance structures, processes,

communications and documentation.

Integrated Healthcare Strategies has extensive experience in the assessment of Board performance and in the development of strategies and systems to continuously enhance the governance of complex healthcare and hospital systems.

Advisors in our Governance & Leadership Practice have developed and implemented Governance Enhancement Plans for scores of leading hospitals and health systems. This service includes Board reorganization during and after mergers, Board performance appraisals, streamlining governance models and committee



structures, Board education and development plans and development of useful governance policy and procedure systems. In addition, in this era of increased transparency and accountability, we provide Board members 24/7 access to sophisticated, web-based information to enhance Board performance.

Integrated Healthcare Strategies can also help your Board assess issues and develop effective recruitment and compensation programs that attract, retain and align skilled directors to successfully govern today's complex healthcare organizations.

“OUR ROLE IN GOVERNING  
BECAME MUCH MORE SATISFYING  
ONCE WE ADDRESSED AND  
RESOLVED THE ISSUES THAT  
HINDERED OUR ALIGNMENT.”



# LEADERSHIP CONTINUITY SERVICES

In a dynamic business environment with often unpredictable new challenges at every turn, continuity planning for key executive positions is a critical component of today's corporate strategy. Continuity planning needs to be part of every Board and executive team's strategic plan to support the vision and mission that will fulfill the organization's future promise. The benefits of having a well-articulated continuity plan are clear:

- Your leadership team can rely on a process to ensure a continuous sequence of qualified people are ready to move up and take over when the current generation retires or moves on.

- Management will be able to confidently exercise good stewardship with the assurance that proper governance is not dependent upon the health or good behavior of any given individual.
- The organization will be able to properly nurture and develop its human capital, and reap the benefits of proactively cultivating this potential.

Integrated Healthcare Strategies assists clients in achieving these objectives while ensuring consistent management performance throughout the continuity planning process, and counseling both the Board and CEOs during transition.

Continuity Planning is distinct from standard succession planning in that Continuity Planning focuses as much on



## HOW DO WE ESTABLISH LEADERSHIP CONTINUITY & PERFORMANCE?

the organization as the individual, and seeks to determine the relationship of both in meeting the critical future performance and leadership needs of hospitals and health systems.

Integrated Healthcare Strategies helps Boards design a process for reviewing the organization's leadership talent, evaluating executives' readiness to move into top positions, designing personalized leadership development plans, and developing contingency plans for external recruiting.

Integrated Healthcare Strategies' Leadership Continuity Services are also designed to help an organization face the departure of its CEO. We strive to facilitate a graceful and honorable

transition that creates "win-win" scenarios for all parties. Our thorough and detailed process provides thoughtful and innovative solutions to leverage the experience and institutional legacy of departing CEOs in ways that are most advantageous to the organizations they have served. We also direct the Board in developing a plan that articulates the qualities and skills they desire in the new leader.

When a CEO or other senior leader quits, retires, becomes incapacitated or is let go, Boards need to decide quickly what to do. Proactively developing and implementing continuity and transition plans can help minimize confusion and disruption of the organization's service roles and economic vitality.



HOW SHOULD WE BALANCE  
RECOGNITION & REWARD FOR ENHANCED  
ENGAGEMENT & ALIGNMENT?

# GOVERNING EXECUTIVE COMPENSATION & PERFORMANCE

Integrated Healthcare Strategies helps Boards and CEOs support executive compensation strategies, performance and compliance through Governing Executive Compensation and Performance Services.

Three of our key products in this service line include our Governance of Executive Compensation (GEC) Manual and Support, Performance Evaluation Tools and Executive Compensation Plan Media Tool-Kit.

Boards are constantly challenged, and often required, to become more sophisticated in their oversight of executive pay and performance. Our experienced advisors help Boards and CEOs enhance their

approach to annual executive performance planning, performance pay, and performance appraisal.

Integrated Healthcare Strategies has developed a variety of tools to assist your organization with governance needs, including:

- Administrative and Compliance Manual for the compensation committee
- Board Education on Governance of Executive Compensation
- Compliance Support at committee meetings
- Administrative Support to committee chair



- Documenting committee meetings and decisions
- Reasonableness opinions
- Media training for Board or committee spokespersons
- Communication strategies
- Tally Sheets
- CEO Performance Appraisal and Development

These tools were developed and designed to help provide organizations with proactive, systematic approaches to the issues and challenges they face on nearly a daily basis. However, it takes more than just the tools alone. We work side-by-side with

the organization to manage the performance appraisal process. We help develop the strategies on-site. We attend meetings and actively participate as trusted advisors to Boards and committees when our tools or processes are utilized.

We know this process works—because we ask. A critical step in our process is periodic follow up to determine the level of success and effectiveness of our services and recommended strategies. This added step is essential to assure success, and to continue to enrich the knowledge base and resources available to our clients in the future.



## HOW DO WE SUPPORT PHYSICIAN LEADER DEVELOPMENT?

# PHYSICIAN LEADER SERVICES

Integrated Healthcare Strategies helps Boards, CEOs and CMOs improve the ROI on their investment in physician leaders and medical directors.

Three key products in this service line are Physician Leaders Culture and Effectiveness Audits, Physician Leader Compensation Design and developing and enhancing Physician Leadership Academies.

Hospitals and health systems' success is based on focused physician alignment linked to the performance goals of the organization. Enhanced physician alignment directly correlates with the effectiveness of physician leaders, whether they are voluntary medical staff, clinical department chairpersons or in other key medical director leadership roles.

Our Physician Leader Services provides support beyond compensation design to include innovative position descriptions, medical director contract management, performance planning and appraisal systems and effective incentive compensation programs. In addition, we provide support to establish and conduct, "Physician Leadership Academies"

From assessment of your physician leader recruiting and contract arrangements and design of effective support systems, to leadership education and development, Integrated Healthcare Strategies has the tools - and the expertise - to help strengthen the effectiveness of your physician leaders.

Explore our website for additional insights into our varied Governance and Leadership resources.

# EXCLUSIVE TO HEALTHCARE. DEDICATED TO PEOPLE.<sup>SM</sup>

No other firm is as capable of solving these unique healthcare human capital issues. Integrated Healthcare Strategies can solve governance challenges along with issues surrounding leadership in your organization. Whether you are a member of the Board, a senior executive, or a physician leader, our team of experts will advise you on how best to address your unique governance and leadership issues.

Integrated Healthcare Strategies works exclusively in healthcare and has experts in each of our five practices to assist with a variety of healthcare related issues. This includes physician strategy and compensation, employee compensation, executive compensation, human capital solutions, labor relations consulting, leadership transition planning, executive search, employee surveys and performance management, and trustee governance solutions.

Our comprehensive suite of services, focused specifically on healthcare solutions is unmatched in the industry, and we understand how critical people are to the success of your organization. To work as

effectively as possible, you must have the right people, properly compensated and performing in alignment with the goals and objectives of your organization. You can depend on the industry leader to take you through the critical process steps your organization needs to achieve success.

*Exclusive to Healthcare. Dedicated to People.<sup>SM</sup>  
That's Integrated Healthcare Strategies.*

For more information on how we can help your leadership team, email:

**GLS@IHStrategies.com** or  
call **800-327-9335** today.



# INTEGRATED HEALTHCARE STRATEGIES™

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