



# MHA

## Excellence in Governance Fellowship

*An innovative program for healthcare boards*

Application for the 2020-2021 class

One-day, in-person classes are augmented by 90-minute virtual sessions to give board members the opportunity to fit this valuable learning into their busy schedules.



# The Governance Bar Has Been Raised ... Can You Reach It?

Healthcare providers are reconfiguring to meet the changing demands of their patients, contend with competition from nontraditional players who are edging into the provider space, engage with community partners to improve health, and use technology to develop clinical infrastructure and patient-engagement applications. Hospital boards are dealing with an evolving “big picture” and have to be active, engaged and, most importantly, informed.

Hospitals and health systems must invest in their board members to ensure the highest level of competencies to meet the challenges of a constantly evolving landscape. An outstanding board member needs broad knowledge, strategic thinking and an ongoing commitment to leadership excellence.

The Michigan Health & Hospital Association designed this rigorous and comprehensive offering to provide educational opportunities in governance leadership through a powerful combination of expert faculty, specially designed curriculum and interaction. The MHA Excellence in Governance Fellowship is highly collaborative in nature, bringing fellows together in a variety of learning formats, including retreatlike interface, virtual communications and dialogue, and peer learning circles.

The MHA believes that the CEO and board member partnership is key to any successful healthcare organization. Because we are committed to fostering this partnership, CEOs of the selected fellows receive regular communication and information to support the fellow in his or her study.



“THE MHA EXCELLENCE IN GOVERNANCE FELLOWSHIP HAS GIVEN MY BOARD MEMBERS AN EXPERIENCE LIKE NO OTHER.”

– *Sponsoring organization CEO*



“THE MHA EXCELLENCE IN GOVERNANCE FELLOWSHIP SETS THE BENCHMARK FOR CONTEMPORARY AND PRACTICAL GOVERNANCE EDUCATION. BOARD MEMBERS THAT GRADUATE FROM THE PROGRAM MAKE TREMENDOUS CONTRIBUTIONS TO GOVERNANCE IN OUR ORGANIZATION AND OUR COMMUNITY MISSION HAS BEEN ADVANCED.”

– Sponsoring organization CEO

## The Organizational Value

- Superior board capacity through the development of advanced governance knowledge and skills
- Board members with highly developed leadership skills
- Board members who know how to be relevant and engaged
- Board members who are ambassadors and champions for the organization and the chief executive
- Connected board members with a vast network of peers to help with challenging governance issues
- Board members who are thoughtful — not reactionary — and understand the roles and responsibilities of the board and the CEO
- Board members with broad competencies and a mission focus that translates into bottom-line results

## Individual Value

- An exceptional experience that provides the skills and knowledge to advance the mission and vision of the organization beyond the ordinary
- An unparalleled opportunity to exchange ideas and explore challenges and solutions with trustees and healthcare experts
- An opportunity to study trends in governance and healthcare and their significance to hospitals and the community
- An understanding of pragmatic and practical ways to identify and implement board actions that enhance organizational effectiveness
- A network of governing board colleagues to call on when challenges arise
- Limited class size for maximum interaction, learning and peer-to-peer exchange



“IT WAS VERY IMPORTANT FOR ME TO BUILD A NETWORK, LEARN BEST PRACTICES AND GAIN SKILLS TO MAKE ME A BETTER BOARD MEMBER. IT’S TRULY A GREAT OPPORTUNITY FOR A HOSPITAL TO BUILD THE ‘DREAM TEAM’ THEY WANT FOR THEIR BOARD.”

– Graduate Fellow

## Fall

### Principles of Effective Governance

Examine the principles and themes a management team and board use to move from functioning to phenomenal. Fellows explore in-depth:

- The role of the governing board member in establishing and affirming mission
- Financial, strategic and quality oversight, including accountability for both personal and organizational performance
- Board and management roles
- Changing reimbursement models and keeping a healthy balance of mission and margin
- Providing oversight — not interference
- Personal leadership style and its influence on board interactions
- The importance of inquiry, influence and consensus building

## Winter

### The Board’s Role in Quality and Patient Safety

Learn to develop the skills to adequately assess and analyze the quality of care and patient safety in the organization by reducing board distractions and establishing clear and dependable monitoring systems. Fellows will:

- Examine leadership and appropriate systems to allow board members to measure and monitor quality and patient safety
- Determine the board’s role in assuring quality of care
- Learn how to keep the patient at the center of decisions
- Understand who measures what and why
- Explore the most up-to-date information on value-based purchasing, transparency and pay-for-performance
- Explore how to measure progress using dashboards
- Choose and use the appropriate indicators
- Examine how to use best practices in assessment and monitoring

## Who Becomes a Fellow?

Fellows come from the governing boards of hospitals, health systems and other healthcare organizations. A minimum of one year of board experience is required for consideration to become a fellow. Many organizations use the fellowship as a platform to educate board members who are advancing to the chairman role.

## In-Person and Virtual Participation

The fellows will meet in person for one day each quarter of the year. Each month between the in-person meetings, fellows will spend 90 minutes meeting virtually. Virtual participation complements traditional participation as organizations balance time and resources. Access to a computer with high-speed internet access is required.

### Spring

#### Hospital and Medical Staff Strategic Partnerships

Explore and discover the defining principles of positive relationships with hospital medical staff. Fellows will gain a better understanding of:

- How consolidation, incentives for hospital-physician alignment and changing reimbursement are affecting hospital-physician relationships
- Legal considerations for physician employment, practice acquisition, joint ventures and other physician compensation models
- The interdependence of physician, executive and board leadership in improving health and patient experience
- How boards support high reliability, psychological safety, and other elements that are essential to establishing a safe culture
- How to create a framework to build resiliency and reduce burnout

### Summer

#### Personal Mastery and Accelerating Change

Investigate, analyze and learn how to develop personal capacity to lead and drive change at a pace that keeps the organization relevant. Fellows will learn to:

- Continuously build leadership muscle
- Challenge the inherited legacies and explore new value propositions through the study of models disrupting the industry
- Evaluate strategies by weighing risks and rewards and the impact on the health and quality of life in their community
- Apply their new knowledge and skills to help create accountability, consistency and reliability
- Combat the negative impact of relentless change on morale and energy

#### **Bonus experiences:**

- Two days of cutting-edge education and top-level networking at the MHA Annual Membership Meeting
- Graduation of the MHA Excellence in Governance fellows!

# Investment and Returns

## Faculty

The success and value of the MHA Excellence in Governance Fellowship is embodied in the committed and highly qualified faculty and facilitators involved in the program. The fellowship uses expert faculty in the areas of healthcare delivery, governance, legal issues, quality and patient safety, and leadership.

## Time Investment

Fellows are expected to invest the time and energy needed to complete all of the activities planned for the fellowship. This learning experience is designed so that significant peer-to-peer learning will occur. Therefore, fellows should plan to attend all in-person and virtual meetings throughout the fellowship. Homework assignments will require a small amount of additional time.

## Virtual Participation

With smartphones, tablets and apps changing the face of modern life, it's only natural that these technologies would change educational opportunities too. Digital platforms have become popular for providing education at a reasonable cost. Virtual participation complements traditional participation as organizations balance time and resources.

A virtual learning environment simulates a classroom by simultaneously mixing several communication technologies. Fellows must have access to a computer with high-speed internet.

## Team Incentives

Learning from and with peers only enhances the value of an educational experience. The MHA Excellence in Governance Fellowship is designed for experienced board members, and multiple board members from the same organization are invited to apply to become fellows. Tuition is discounted for more than one board member enrolling from the same organization.

## Reasons to Return

Many hospitals use the fellowship to develop board members and, in particular, those moving into officer positions. We think that is a rousing endorsement! We are so committed to being your exclusive partner in governance development, we offer any organization that has sent a fellow to previous classes a discount in

tuition costs. Your organization wins both financially and through the ongoing development of skilled board members — that's just one more solid reason to nominate board members for this outstanding program!

## Tuition

Governing board member from an MHA-member organization..... \$7,200 per person

Two or more board members from the same MHA-member organization..... \$7,000 per person

Governing board members from MHA-member organizations with 2018-2019 graduate fellows..... \$7,000 per person

*For organizations that are not members of the MHA, contact Erin Steward at [esteward@mha.org](mailto:esteward@mha.org) for fees.*

Tuition covers the four in-person and all virtual sessions and the registration fee for the 2021 MHA Annual Membership Meeting (a \$1,000 value). Individual travel, lodging and other related expenses are not included in the tuition. Tuition is due upon acceptance as a fellow.

All cancellations and withdrawals must be submitted in writing. For cancellations and withdrawals on or before July 1, 2020, tuition will be returned, less a processing fee of 25 percent. Alternates may be accepted following review.

## Dates to Remember

In-person sessions will be held at the MHA headquarters, 2112 University Park Dr., Okemos, MI. If needed, hotel accommodations can be made at the Best Western, 2209 University Park Dr., Okemos, MI, by calling (517) 349-8700, or the Courtyard by Marriott, 3545 Meridian Crossing Dr., Okemos, MI by calling (517) 347-9940.

**Fall Session: Oct. 23, 2020**

**Winter Session: Jan. 22, 2021**

**Spring Session: April 23, 2021**

**Summer Session: June 22 - 23, 2021**

Fellowship concludes and graduation occurs during the 2021 MHA Annual Membership Meeting at the Grand Hotel, Mackinac Island.

*(Fellows meet June 22 - 23; MHA Annual Membership Meeting is June 23 - 25.)*



## Class XVIII/2020-2021 Application

Thank you for your interest in applying for the MHA Excellence in Governance Fellowship. If you need assistance as you complete this application, please contact Erin Steward at [esteward@mha.org](mailto:esteward@mha.org) or (517) 323-3443.

### SECTION I: APPLICANT INFORMATION

Applicant Name: \_\_\_\_\_

Name preferred in informal setting: \_\_\_\_\_

Hospital/Healthcare Organization: \_\_\_\_\_

\_\_\_\_\_

Address: \_\_\_\_\_

\_\_\_\_\_

City/ZIP: \_\_\_\_\_

Chief Executive Officer: \_\_\_\_\_

CEO Phone: \_\_\_\_\_

CEO Email: \_\_\_\_\_

Name of CEO Assistant: \_\_\_\_\_

CEO Assistant Email: \_\_\_\_\_

### ***Applicant Personal Data***

Professional (work) Title: \_\_\_\_\_

Employing Organization: \_\_\_\_\_

Preferred Personal Address (home or work): \_\_\_\_\_

\_\_\_\_\_

Preferred Personal City/ZIP (home or work): \_\_\_\_\_

Preferred Personal Phone (home or work): \_\_\_\_\_

Preferred Personal Email (home or work): \_\_\_\_\_

*(Please use the email address where you will want all fellowship correspondence to be delivered.)*

Spouse/Partner Name: \_\_\_\_\_

### COMPLETED APPLICATION INFORMATION

A completed application includes:

1. Your answers to sections I - II of this application
2. A signed letter of support from your hospital chief executive officer

### SUBMITTING APPLICATIONS

Please submit all completed applications and required materials by **June 12, 2020**, to:

MHA Excellence in Governance Fellowship  
MHA Health Foundation  
2112 University Park Dr., Okemos, MI 48864

Applications can also be **emailed** to Erin Steward at [esteward@mha.org](mailto:esteward@mha.org).

### SECTION II: EXPERIENCE

1. Please submit a current resume or curriculum vitae.
2. Board experience  
Number of years on current hospital/healthcare organization board: \_\_\_\_\_  
Hospital/healthcare organization board committees on which you have served or are now serving:

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

3. Other civic/government board activities

\_\_\_\_\_

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### SECTION III: LETTER OF ORGANIZATIONAL SUPPORT

You are required to submit a letter of support from the healthcare organization's chief executive officer indicating organizational support and commitment (time and resources) for your participation in the fellowship program.

The **MHA Health Foundation** is the nonprofit section of the Michigan Health & Hospital Association, established to support hospitals and their community partners in improving the health of individuals and communities throughout Michigan.

*The Fellowship program energizes, excites, engages and inspires!*



“I MADE THE DECISION TO PARTICIPATE IN THE FELLOWSHIP BECAUSE I WANTED TO BE MORE THAN A SEAT AT THE TABLE — I WANTED TO BE A CONTRIBUTOR. THIS PROGRAM HAS EXPANDED MY GOVERNANCE SKILLS BEYOND WHAT I EXPECTED.”

*– Graduate Fellow*



For more information on the fellowship, contact Erin Steward at [esteward@mha.org](mailto:esteward@mha.org) or  
2112 University Park Dr. • Okemos, MI 48864 • (517) 323-3443