

# Board Leadership and State Governance

NAHQ State Leaders Summit  
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# Objectives

- 1) Discuss NAHQ Leadership Principles within the context of state association governance.
- 2) Describe elements of state association leadership to enhance leadership and development at the state and local levels.
- 3) Explain how the NAHQ Career grid can be used as a development tool.
- 4) Review concepts of governance and association excellence at the state level



Healthcare Quality Professional Leadership Development Model



# What Do Leaders Do? Core Leadership Disciplines

- Generate a Shared Vision
- Enable Others to Act
- Create Learning Organizations
- Systems Thinking
- Personal Mastery
- Mental Models
- Shared Vision

Peter Senge (1990 and 2006)



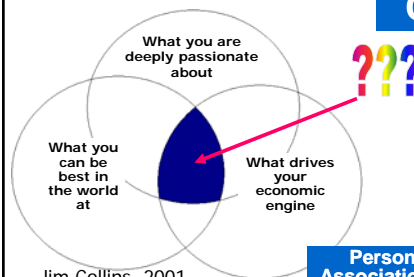
# Personal Mastery

- “Personal mastery” pertains to the discipline of personal growth and learning. People with high levels of personal mastery are continually expanding their ability to create the results in life that they truly seek (Senge, 2006, p. 131).



# Good to Great

# Hedgehog Concept



Jim Collins, 2001

Heidi Benson, 2009



## Principles of NAHQ Leadership

- Constructive relationships
- Mission driven
- Strategic thinking
- Passion and vigor
- Culture of inquiry
- Association mindedness
- Transparency
- Integrity
- Sustaining resources
- Results-oriented
- Continuous learning
- Forward thinking



## DESIRABLE LEADERSHIP ATTRIBUTES

- **Passion to Lead**
- **Large Reservoir of Energy**
- **Organizing Abilities**
- **Mature Personality**
- **Requisite Amount of Intelligence**
- **Task Relevant Knowledge**
- **Confidence**
- **Adaptability**
- **Integrity**
- **Key Determining Factor-- BEHAVIOR**

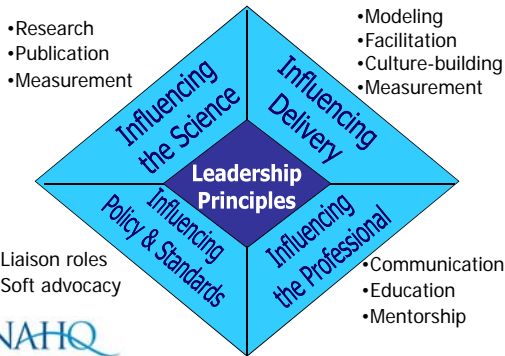


Leadership is:

## INFLUENCE



## NAHQ's Leadership Model



## Leadership Development through Association Participation

- **National Association**
- **State Associations**
- National and State Teams
- State association boards
- Quality Volunteer opportunities
- Elected NAHQ positions
- Mentorship
- NAHQ Fellowship status



## Building a Leadership Pipeline

### Developing One's Potential

- Varying opportunities to contribute to profession and association while developing self
- Not everyone is suited for everything
  - Discover and build upon your known strengths
  - Discover and develop new competencies
  - Discover and help others build competency



## Building a Leadership Pipeline

### Developing One's Potential

- Career Path Grid
- Leadership Competencies



Career Path for Professional Leadership			
	Developing	Advancing	Personal Mastery
I. Participation in NAHQ and State Healthcare quality associations	<ol style="list-style-type: none"> <li>1. Joins state association (if applicable)</li> <li>2. Joins NAHQ</li> <li>3. Becomes a NAHQ Quality Volunteer</li> <li>4. Joins one or more NAHQ SIGs</li> <li>5. Donates to the Healthcare Quality Foundation (HQF)</li> <li>6. Promotes value of NAHQ to non-members</li> <li>7. Attends state association meetings</li> <li>8. Volunteers to be on state association team</li> <li>9. Attends NAHQ Annual Town Hall Meeting</li> <li>10. Networks with other quality professionals</li> </ol>	<ol style="list-style-type: none"> <li>1. Establishes formal mentor relationships with novice quality professionals</li> <li>2. Supports and promotes fund-raising for the HQF</li> <li>3. Actively participates in selected SIG(s)</li> <li>4. Serves on state association team</li> <li>5. Serves on NAHQ team or task team</li> <li>6. Serves as state association Board member or officer</li> <li>7. Serves as a NAHQ Team Leader</li> </ol>	<ol style="list-style-type: none"> <li>1. NAHQ Advisory Council member</li> <li>2. Member of NAHQ Nominating Team</li> <li>3. Serves on NAHQ Board</li> <li>4. Serves as NAHQ President</li> </ol>
II. Education and Credentials	<ul style="list-style-type: none"> <li>• Seeks mentor</li> <li>• Attends educational conferences, seminars, webinars, and other training opportunities</li> <li>• Prepares for and achieves CPHQ credential</li> <li>• Actively promotes the CPHQ credential to other quality professionals and employees</li> </ul>	<ol style="list-style-type: none"> <li>1. Contributes potential CPHQ exam questions</li> <li>2. Works towards goal of becoming a NAHQ Fellow</li> <li>3. Maintains ongoing personal development and education</li> <li>4. Seeks advanced degree</li> </ol>	<ol style="list-style-type: none"> <li>1. Healthcare Quality Certification Board Member</li> <li>2. Achieves FNAHQ credential</li> <li>3. Formally mentors aspiring Fellows</li> </ol>
III. Publishing and Research	<ul style="list-style-type: none"> <li>• Contributes to NAHQ E-News</li> <li>• Submits articles for state association newsletters</li> <li>• Assists with management of state association web-site</li> <li>• Serves on state association publication or communication team</li> </ul>	<ul style="list-style-type: none"> <li>• Shares tools and resources with other professionals</li> <li>• Is published in the Journal for Healthcare Quality (JHQ)</li> <li>• Is published in another peer-reviewed journal</li> <li>• Serves on JHQ Review Panel</li> </ul>	<ol style="list-style-type: none"> <li>1. Publishes major research that advances the profession</li> <li>2. Is author/editor of major healthcare quality text/resource</li> <li>3. JHQ Editorial Board member</li> <li>4. JHQ Editor</li> </ol>
IV. Quality Advocacy	<ol style="list-style-type: none"> <li>1. Responds to calls for input from the NGF or PTAC Rapid Response Teams</li> <li>2. Responds to requests for support of state quality advocacy efforts</li> </ol>	<ol style="list-style-type: none"> <li>1. NGF Rapid Response Team member</li> <li>2. Joint Commission PTAC Rapid Response Team member</li> <li>3. Leads/coordinates state-level advocacy activities</li> </ol>	<ol style="list-style-type: none"> <li>1. NAHQ NGF Liaison</li> <li>2. NAHQ PTAC Representative</li> <li>3. Leadership role at national level with PTAC or NGF</li> </ol>
V. Education	<ul style="list-style-type: none"> <li>• Attends NAHQ annual conference</li> <li>• Attends state educational events</li> <li>• Assists with conference planning for state</li> <li>• Author/Paper Presenter at state or NAHQ conference</li> <li>• Presents educational session for state or local association</li> </ul>	<ol style="list-style-type: none"> <li>1. Presenter for NAHQ educational event</li> <li>2. Presenter at other national-level conference</li> <li>3. Serves on NAHQ conference planning team</li> </ol>	<ul style="list-style-type: none"> <li>• Named to NAHQ Speaker's Bureau</li> <li>• Listed as "approved faculty" for NAHQ educational programs (CPHQ prep-course, Quality 101)</li> </ul>

## Number 1 State Issue



## Association Trends

- Customization and Value
- Knowledge vs information
- Pace of change
- Technology influence/Social networking
- Member demographics / Generational differences
- Time



## 7 Measures of Success

- Commitment to Purpose
  - Customer Service Culture
- Commitment to Analysis and Feedback
  - Data Driven Strategies
  - Dialogue and Engagement
- Commitment to Action
  - Adaptability
  - Alliance Building



## Individual Board Member Responsibilities

- Three hats
  - Governance
    - Working together as full board
  - Designee
    - Acting in single leadership position (eg functional position)
  - Volunteer
    - Acting as a worker bee for the organization



## Characteristics of Exceptional Boards (State Focus)

- Stewardship
- Relationship Building
- Board Development & Renewal
- Strategic Thinking
- Transparency, Ethics and Integrity
- Board Policies and Practices
- Board Culture



## Characteristics

- Organizational intelligence
  - Who are we
- Stewardship
  - Sustainable resources to keep viable
  - Not Board job to micro manage but State reality is Leaders have to do this
    - What and how of the organization



## Characteristics

- Relationship Building
  - Communication between Board and Members
  - How does Board reach out to members
  - If you have staff how do they reach out to members



## Characteristics

- Board Development and Renewal (Succession Planning)
  - Recruitment of Board Members
  - Education of Board Members
  - Orientation of Board Members
  - Nominating to Leadership Development



## Characteristics

- Strategic Thinking
  - Is not a natural act
  - Allocate time to what matters most
  - Talk about impediments, barriers
- Board Policy and Practice
  - Intentional Policy and Practice



## Great Boards

- Climate (culture) trust and candor
- Willingness to share information
- Invites multiple perspectives; not personal agendas
- Commitment to assessment of collective board





- ## What we heard...
- Coaching, mentoring, change management, communication, data management, strategic thinking
  - Resources, time, staff, money, competing priorities, succession planning
  - Data management, consumer reporting, consumer demands for data
  - Mentoring, coaching, communication, visionary
- NAHQ  
NATIONAL ASSOCIATION FOR HEALTHCARE QUALITY

- ## Leadership Domains
- Professionalism & Professional Values
  - Performance Improvement
  - Communication
  - Self Development & Self Management
  - Organizational Awareness
  - Fostering of Positive Change
- NAHQ  
NATIONAL ASSOCIATION FOR HEALTHCARE QUALITY

- ## Competencies within Domains
- Professionalism & Professional Values
    - Consumer Advocate
    - Future Focus
    - Professional Ethics
  - Performance Improvement
    - Data Management
    - Analytical Thinking
- NAHQ  
NATIONAL ASSOCIATION FOR HEALTHCARE QUALITY

- ## Competencies within Domains
- Communication
    - Verbal/Written
    - Listen/Receive feedback
    - Emphasis on Educating
  - Self Development/Management
    - Management of personal limits
    - Resilience and self restraint
    - Lifelong learning
- NAHQ  
NATIONAL ASSOCIATION FOR HEALTHCARE QUALITY

- ## Competencies within Domains
- Organizational Awareness
    - Strategic Planning/Thinking/Alignment
    - Financial acumen
    - Systems thinking
  - Fostering Positive Change
    - Advocate for and adapt to change
    - Engage in partnerships for change
    - Cultivate quality
    - Drive for results
- NAHQ  
NATIONAL ASSOCIATION FOR HEALTHCARE QUALITY

## References

- Good to Great
- 7 Measures of Success
- From Management to Leadership
- The Five Dysfunctions of a Team
- Leading Change



## Questions and Dialog

