An Approach to Board Engagement and Strategic Planning

Monica Heenan
Senior Vice President and Chief Strategy Officer

Kary McIlwain
Chief Marketing and Communications Officer
Learning Objectives

1. Discover a novel approach to board engagement and strategic planning.

2. Learn to assemble a strategic cabinet to lead the process.

3. Understand how to design a simple, compelling document to encapsulate a strategic plan for the organization and beyond.
What does planning feel like in your organization?

Go to www.menti.com and use the code 95 13 3
ABOUT OUR JOURNEY
About Us

1882  2012

*U.S. News & World Report* Honor Roll
Parents Magazine Top 10 Pediatric Hospital
Becker's Hospital Review's 100 Great Hospitals in America
Magnet designation (re-designated four times)
Top 30 Nurse-Friendly U.S. Hospitals
Awarded “Top Children’s Hospital” for Patient Safety by Leapfrog
Association for Accreditation of Human Research Protection Programs Accredited
Lurie Children’s Patients

199,800 Patients

50%+ Medicaid

1,800+ pre-birth consults with Lurie Children’s specialists

2,000+ transports from other hospitals (including those by helicopter)

Patients from 50 States and 47 Countries

Gender:
- Female: 48%
- Male: 52%

Age:
- 0-4: 41%
- 5-9: 23%
- 10-14: 19%
- 15-19: 14%
- 20+: 3%

Ethnicity:
- White: 43%
- Hispanic / Latino: 29%
- Other / Unknown: 12%
- Black / African American: 11%
- Asian: 5%

50%+ Medicaid

Lurie Children’s Workforce

4,900 Employees

1,230 Medical and Dental Staff Members

397 Physicians with Board Certification/Board Eligibility in more than one sub-specialty

865 Lurie Children’s Based & Rotating Residents & Fellows

1,400 Volunteers

>500 Manne Research Institute researchers searching for new cures

100 Clinical Research professionals

>1,700 Nurses and Advanced Practitioners

>200 Practices affiliated with Medical and Dental Staff
New Hospital Excitement

(Embedded video link)

https://www.youtube.com/watch?v=lmIfo2LHaD4&feature=youtu.be
New Hospital Blues
ABOUT DEVELOPING OUR STRATEGIC PLAN
Let’s Make a Plan

- More than a marketing problem
- Traditional methodology won’t work

<table>
<thead>
<tr>
<th>Organization</th>
<th>Members</th>
</tr>
</thead>
<tbody>
<tr>
<td>Medical Center and Hospital Center</td>
<td>100</td>
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<tr>
<td>Foundation Board</td>
<td>110</td>
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<tr>
<td>Research Institute Board</td>
<td>25</td>
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<tr>
<td>Pediatric Faculty Foundation Board</td>
<td>9</td>
</tr>
<tr>
<td>Almost Home Kids Board</td>
<td>21</td>
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</tbody>
</table>
7-month Road Map to Developing 10-year Strategic Plan
Emphasize Organizational Alignment

1. Cross Functional Strategy Planning Cabinet

2. Significant Benchmarking

3. Extensive Board Education / Engagement

4. Continuous Communication Road Show

November 2015

June 2016 Board Retreat
What We Didn’t Do

CONSULTANTS

SILOS

TOSS OUT BABY
1. Strat Cab
2. Significant Benchmarking

- Top Children’s Hospitals
- National, regional and local healthcare market trends
- Philanthropic Trends
### U.S. News & World Report

#### Top Children’s Hospitals (2015)

<table>
<thead>
<tr>
<th>Hospital</th>
<th>2015</th>
<th>2014</th>
<th>2013</th>
<th>2012</th>
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<tr>
<td>Boston</td>
<td>1</td>
<td>1</td>
<td>2</td>
<td>1</td>
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<tr>
<td>CHOP</td>
<td>2</td>
<td>2</td>
<td>1</td>
<td>1</td>
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<tr>
<td>Cincinnati</td>
<td>3</td>
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<tr>
<td>Texas Children’s</td>
<td>4</td>
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<tr>
<td>Denver</td>
<td>5</td>
<td>6</td>
<td>7</td>
<td>7</td>
<td>5</td>
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<tr>
<td>Seattle</td>
<td>6</td>
<td>NR</td>
<td>NR</td>
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<td>Los Angeles</td>
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<tr>
<td>Pittsburgh</td>
<td>8</td>
<td>9</td>
<td>10</td>
<td>9</td>
<td>8</td>
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<tr>
<td>Nationwide</td>
<td>9</td>
<td>7</td>
<td>NR</td>
<td>7</td>
<td>NR</td>
</tr>
<tr>
<td>DC Children’s</td>
<td>10</td>
<td>NR</td>
<td>NR</td>
<td>NR</td>
<td>NR</td>
</tr>
<tr>
<td><strong>Lurie Children’s</strong></td>
<td><strong>11</strong></td>
<td><strong>8</strong></td>
<td><strong>8</strong></td>
<td><strong>9</strong></td>
<td>NR</td>
</tr>
<tr>
<td>Atlanta</td>
<td>11</td>
<td>NR</td>
<td>NR</td>
<td>NR</td>
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<tr>
<td>Johns Hopkins</td>
<td>NR</td>
<td>10</td>
<td>8</td>
<td>9</td>
<td>5</td>
</tr>
<tr>
<td>St. Louis Children’s/Wash U</td>
<td>NR</td>
<td>NR</td>
<td>6</td>
<td>9</td>
<td>8</td>
</tr>
</tbody>
</table>

**Note:** Honor Roll hospitals were not ranked before 2011.
Healthcare Trend Analysis
National, Regional, Local

Healthcare Cost Pressures

Healthcare Consumers

Insurance Market

Business Models

Consolidations/New Competitors

Chicagoland Market
Philanthropic Trends

Enormous Financial Pressure

Increased Focus on Philanthropy to Meet Existing/New Needs

Philanthropic Campaigns, But Look Similar
Benchmarking Results

- Remain Self-Governing
- Increase Scope and Size
- Advance Research Program and Funding
- Need Sustainable Philanthropic Funding
3. Board Engagement to Shape Strategy

 Interviews

 Nearly 30 Educational and Input Sessions

 Educational Materials, Videos, Board Portal Posting

 Pre-Retreat Educational Summary

 Educational Topics
 Healthcare market overview
 Top children’s hospitals analysis
 Self-governing versus merging evaluation
 Advancing research and research funding
 Brand/advertising update
 Readiness for philanthropic campaign
 Long-range financial planning

 Board Retreat
Key Themes

- Scale
- Consumerism
- Innovation
- Financial Strength
Imperatives and Goals

Transformational Imperatives:
• Advance standing as a leading center of scientific discovery and innovation
• Expand clinical capabilities to benefit more children
• Secure committed and enduring philanthropy

Goals:

- Employer of Choice
- Care for More Children
- Best Care and Experience
- Advance Pediatric Medicine/Science
- Maintain Financial Strength
Finalizing Our Strategic Plan

Vision 2025
Board Retreat
Approval of Vision 2025

All Together. Always Forward.

Board Retreat
Wednesday, June 8, 2016
2:00–6:30 p.m. ((exception immediately following)

Chairman’s Welcome
J. Christopher Reyes
Chair, Medical Center Board of Directors

President’s Remarks
Patrick M. Magroon
President & CEO

Healthcare Market and Implications to Lurie Children’s
Jeffrey B. Kipnis
Vice President, Kaufman Hall

Philanthropy and Implications to Lurie Children’s
John J. Cier
President & CEO, Creswebach Cier and Associates

Clinical Services Impressive
Monica H. Hanes, RN, MPA
Senior Vice President & Chief Strategy Officer

Research Impressive
Thomas P. Sherry, MD
Chairman, Department of Pediatrics
Chief Research Officer-Standley Mann Institute Children’s Research Institute
Feinberg School of Medicine, Professor in Pediatrics

Break
Financial Imperative
Ron H. Blaustein
Chief Financial Officer

Questions and Closing Remarks
Patrick M. Magroon
President & CEO

Call for Resolution
J. Christopher Reyes
Chair, Medical Center Board of Directors

Robert S. Murphy
Chair, Foundation Board of Directors

Peter B. Bensinger, Jr.
Chair, Research Institute Board of Directors

Closing Video
J. Christopher Reyes
Chair, Medical Center Board of Directors

Adjournment
<table>
<thead>
<tr>
<th>Transformational Imperatives</th>
<th>Goals</th>
<th>Strategies (multi-year)</th>
<th>Constants</th>
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<tbody>
<tr>
<td>Advance Our Standing as a Leading Center of Scientific Discovery and Innovation</td>
<td>Be the Employer of Choice</td>
<td>Develop and retain an engaged workforce</td>
<td>Mission and Service Principles</td>
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<tr>
<td>Expand Clinical Capabilities to Benefit More Children</td>
<td>Care for More Children</td>
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<td>Secure Committed and Enduring Philanthropy</td>
<td>Provide the Best Care and Experience</td>
<td>Advance evidence-based, family-centered care practices to achieve best outcomes</td>
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<td></td>
<td></td>
<td>Enhance medical education programs</td>
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<td></td>
<td>Advance Pediatric Medicine and Science</td>
<td>Provide an environment that fosters scholarly activity and innovation</td>
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<td></td>
<td>Maintain Our Financial Strength</td>
<td>Position for success in a value-based payment environment</td>
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Vision 2025: **National Leader in Achieving a Healthier Future for Every Child**

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<td></td>
<td>Develop and retain an engaged workforce</td>
<td>Foster an environment of joy in clinical practice</td>
<td>Grow awareness of Lurie Children’s National Parks</td>
<td>Advance scholarly and innovation</td>
<td>Achieve long-range financial plan targets</td>
</tr>
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<td></td>
<td>Provide medical programs</td>
<td>Position for success in a value-based payment environment</td>
<td>Implement a comprehensive philanthropic campaign</td>
<td>Leverage academic partnerships to accelerate discovery</td>
<td>Promote and advocate for essential access and resources for children</td>
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<td>Advance best-in-class patient and family experience</td>
<td>Expand outreach and community partnerships and engagement</td>
<td>Expand regional presence and international access</td>
<td>Invest in transformational pediatric research</td>
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**Metric Example**

Achieve 90th percentile in employee engagement survey – overall engagement
**Vision 2025: National Leader in Achieving a Healthier Future for Every Child**

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<tbody>
<tr>
<td>Strategies (multi-year)</td>
<td>Develop and retain an engaged workforce</td>
<td>Increase availability to Lurie Children’s clinicians and services</td>
<td>Advance evidence-based, family-centered care practices to achieve EBM</td>
<td>Enhance medical education programs</td>
<td>Achieve long-range financial plan targets</td>
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<td>Promote employee health and wellness</td>
<td>Extend regional presence and international access</td>
<td>Expand care coordination and population health initiatives</td>
<td>Invest in transformational pediatric research</td>
<td>Promote and advocate for essential access and resources for children</td>
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**Metric Example**

Achieve unaided brand awareness of 70+%
## Vision 2025: National Leader in Achieving a Healthier Future for Every Child

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<td>Maintain Our Financial Strength</td>
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</table>

### Metric Example

Be recognized as a top 10 children’s hospital in USNWR; and continue Magnet designation

- Provide evidence-based, family-centered care practices to achieve best outcomes
- Relentlessly pursue zero-harm and high reliability
- Leverage partnerships to accelerate discovery
- Invest in transformational pediatric research
- Promote and advocate for essential access and resources for children
## Vision 2025: National Leader in Achieving a Healthier Future for Every Child

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<td>Maintain Our Financial Strength</td>
<td>Achieve long-range financial plan targets</td>
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</tbody>
</table>

**Metric Example**

Lead multi-site studies and trials
**Vision 2025: National Leader in Achieving a Healthier Future for Every Child**

<table>
<thead>
<tr>
<th>Transformational Imperatives</th>
<th>Goals</th>
</tr>
</thead>
<tbody>
<tr>
<td>Achieve and sustain AA bond rating from S&amp;P</td>
<td>Maintain Our Financial Strength</td>
</tr>
<tr>
<td>Expand Clinical Capabilities to Benefit More Children</td>
<td>Advance Pediatric Medicine and Science</td>
</tr>
<tr>
<td>Secure Committed and Enduring Philanthropy</td>
<td>Provide the Best Care and Experience</td>
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<tr>
<td><strong>Goals</strong></td>
<td>Care for More Children</td>
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<td><strong>Strategies (multi-year)</strong></td>
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<tr>
<td>Foster an environment of joy in clinical practice</td>
<td>Grow awareness of Lurie Children’s brand</td>
</tr>
<tr>
<td>Develop and recruit national and international leaders</td>
<td>Advance harm and high-reliability environment and innovation</td>
</tr>
<tr>
<td>Promote employee health and wellness</td>
<td>Implement a comprehensive philanthropic campaign</td>
</tr>
<tr>
<td><strong>Constants</strong></td>
<td>Promote and advocate for essential access and resources for children</td>
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<tr>
<td>Mission and Service Principles</td>
<td></td>
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</tbody>
</table>
All Together. Always Forward.
4. Continuous Communication Road Show
Shopping and Sharing

**Vision 2025**
National Leader in Achieving a Healthier Future for Every Child

**Transformational Imperatives**
Essential priorities in order to achieve our vision:
1. Advance scientific discovery and innovation
2. Expand our clinical capabilities to benefit more children
3. Secure committed and evolving philanthropy in support of our strategy

**Long Term Strategies**

<table>
<thead>
<tr>
<th>Be the Employer of Choice</th>
<th>Be the Employer of Choice</th>
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<tbody>
<tr>
<td>Advance evidence-based, family-centered care practices to achieve best outcomes</td>
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<tr>
<td>Increase availability of Lurie Children’s clinicians and services</td>
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<tr>
<td>Provide the Best Care &amp; Experience</td>
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</tr>
<tr>
<td>Advance Pediatric Medicine &amp; Science</td>
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<tr>
<td>Maintain Our Financial Strength</td>
<td></td>
</tr>
<tr>
<td>- Develop and retain an engaged workforce</td>
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<tr>
<td>- Increase availability of Lurie Children’s clinicians and services</td>
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<tr>
<td>- Advance free and community partnership and engagement</td>
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<tr>
<td>- Expand regional presence and international access</td>
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<tr>
<td>- Enhance medical education programs</td>
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<td>- Leverage academic partnerships to accelerate discovery</td>
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<tr>
<td>- Promote and advocate for essential access and resources for children</td>
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<tr>
<td>2025 Goals</td>
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<tr>
<td>We will strive to achieve:</td>
<td></td>
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<tr>
<td>- A highly engaged and healthy workforce as measured by employee and clinician engagement and wellness program participation</td>
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</tr>
<tr>
<td>- Increase availability and reach of Lurie Children’s to care for 300,000 children per year</td>
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<tr>
<td>- Availability of Lurie Children’s services within less than 30 minutes travel time for every child in the area</td>
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<tr>
<td>- At least 70 percent of the area population’s awareness of the Lurie Children’s name</td>
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<tr>
<td>- Greater national reach and international access</td>
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<tr>
<td>- Continuous recognition as a Top 10 Children’s Hospital in U.S. News &amp; World Report</td>
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<td>- Continuous Magnet Designation for nurses</td>
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<tr>
<td>- Reduction in serious patient harm to zero</td>
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<tr>
<td>- Top decile performance in all quality, patient-family experience and preventative services measures</td>
<td></td>
</tr>
<tr>
<td>- An ongoing commitment to top residency and fellowship programs</td>
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<tr>
<td>- $50 million in annual extramural funding for research</td>
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<tr>
<td>- Twice the number of multi-site studies and trials that we lead</td>
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<tr>
<td>- Notable recognition for at least five Lurie Children’s discoveries</td>
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<tr>
<td>- Sustained AAASP bond rating</td>
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<tr>
<td>- A value-based payment component in at least half of our revenue</td>
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<tr>
<td>- Annual, sustainable $100 million in philanthropic support</td>
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<tr>
<td>- Essential access for all children through leveraging our advocacy and financial stability</td>
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</table>
FROM HERE TO 2025
Road Map to Implementing
Strategic Plan
Continued Emphasis on Organizational Alignment

1. Continuous Analytics
2. Continuous Board and Staff Engagement

Continue Strat Cab and Communication

June 2016 2025
1. Continuous Analytics
Developing FY18 Work Plan

Continue Strat Cab
and Communication

- Goal Groups Identified FY18 Priorities
- Goal Sponsors Confirmed FY18 Priorities
- PMO, Capital and Labor Approved
- Multiple Senior Mgmt Reviews
- FY18 Final Budget Approval
## FY18 Organizational Work Plan

<table>
<thead>
<tr>
<th>GOAL</th>
<th>FY18 ORGANIZATIONAL OBJECTIVES</th>
</tr>
</thead>
</table>
| Be the Employer of Choice                 | • Develop and deploy “Power of All”  
• Create and implement customized operational, faculty and research leadership development programs  
• Develop new multi-year employee and faculty wellness strategy |
| Care for More Children                    | • Execute on Master Facility Plan expansion projects  
• Develop 5-year road map for recruitment of primary and specialty care providers and deployment of services  
• Utilize Ambulatory Leadership Committee to improve access |
| Provide the Best Care and Experience      | • Use Master Facility Plan playbook to achieve consistent best care/experience across all sites of service  
• Improve patient scheduling, registration and check-in processes  
• Implement Lurie Children’s Healthy Communities strategic plan |
| Advance Pediatric Medicine and Science    | • Complete operating and occupancy plans for Simpson Querrey Biomedical Research Center  
• Establish Clinical Trials Office  
• Expand Epic integration to support research, including research module and study tracker software |
| Maintain Financial Strength               | • Achieve budgeted net operating income  
• Implement Phase II of revenue cycle optimization  
• Implement initiatives to succeed under new value-based contracts  
• Implement infrastructure and launch new philanthropic campaign |
## FY18 Organizational Work Plan

<table>
<thead>
<tr>
<th>GOAL</th>
<th>EXECUTIVE SPONSORS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Be the Employer of Choice</td>
<td>• Chief Human Resources Officer&lt;br&gt;• Chief Medical Officer</td>
</tr>
<tr>
<td>Care for More Children</td>
<td>• Chief Strategy Officer&lt;br&gt;• Chief Nursing Officer&lt;br&gt;• Department Head, Surgery</td>
</tr>
<tr>
<td>Provide the Best Care and Experience</td>
<td>• Executive Vice President &amp; COO&lt;br&gt;• Associate Chief Medical Officer, Center of Excellence</td>
</tr>
<tr>
<td>Advance Pediatric Medicine and Science</td>
<td>• Chair, Department of Medicine; Chief Research Officer</td>
</tr>
<tr>
<td>Maintain Financial Strength</td>
<td>• Chief Financial Officer</td>
</tr>
</tbody>
</table>
2. Continuous Board Engagement

- Post-Retreat Summary and Videos
- Vision 2025 Progress Updates
- Vision 2025 Review at Board Orientations
- Board Educational Forums
- Other Engagement Opportunities to Be Planned

Vision 2025 Reviewed at Board Orientations

Board Retreat
Vision 2025 Approved
Board Educational Forum Topics

- Election Impact
- Forces
- Accelerating Research
- Philanthropy Now
From Here to 2025

Collaborative
Streamlined

Engaging
Ingrained
Metric-driven
Simpler
Inclusive

Faster
Efficient
Simpler

Similar
Simplified
Less

Systematic
Progress
Smooth

Focused
Responsive
Productive
Alignment

Border-reach
Building blocks
Smother
Nimble

Start-earlier
Collaborative
Earlier

SHSMD CONNECTIONS 2017
Road Map - Key Takeaways

1. Create Opportunities for Board Education and Engagement
2. Use Outside Sources to Inform; NOT Write the Plan
3. Engagement Never Stops
Questions?

Monica Heenan:  
[link to email]

Kary McIlwain:  
[link to email]

Please be sure to complete the session evaluation on the mobile app!
Appendix A
Interview Questions for Key Board Directors

1. What are the organization’s key successes in the past ten years? Is there one of the mission areas that stands out as the biggest area of accomplishment?
2. Are there major goals or opportunities that the organization has been unable to capitalize upon?
3. How would you articulate the core of the organization’s mission?
4. What do you perceive as the major challenges facing the institution? Is there a mission area that you feel is facing the greatest challenge?
5. What do you feel are the potential responses to the key challenges that the institution must evaluate? Are there responses that should specifically be ruled out?
6. What specific needs does the organization meet that other health systems cannot meet locally? Regionally? Nationally?
7. If the strategic plan for the next ten years was a success, what specifically would the organization have accomplished?