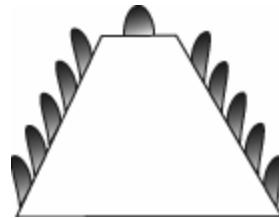


# Outline for New Board Member Orientation

Stamford Health System  
Stamford, Connecticut



Provided for [www.GreatBoards.org](http://www.GreatBoards.org) by Stamford Health System

- Brian G. Grissler, President & CEO
- Darryl McCormick, Senior Vice President for Human Resources

# New Board Member Orientation

---

## Purpose and Goals

**Purpose:** To provide a newly elected Trustee with sufficient information regarding the Health System and the healthcare industry so that he/she can function effectively as a member of the Board within six months of the beginning of his/her term.

**Goals:** After completing this orientation, the new Trustee will be able to:

- Demonstrate familiarity with broad, general issues in healthcare;
- Participate in Board discussions regarding the mission, vision, values and strategic plan of the Health System;
- Describe the roles and responsibilities of a Board member, the structure of the Board and the purpose of each Board committee;
- Understand the financial status of the System and the contributing role of the Foundation;
- Demonstrate knowledge regarding the current issues specifically facing the System; and
- Demonstrate understanding, albeit limited, of the System's programs and services.

# New Board Member Orientation

---

## Topics

- State-of-the-industry including general healthcare issues
- Roles/responsibilities of a Trustee
- Structure of the board, by-laws and purpose of board committees
- Board liability; denial of medical staff appointments
- Mission, vision, values and strategic plan of the Health System
- Organization structure and roles of the executive staff
- Programs and services offered by the System
- Tour of the Hospital and other affiliates



# New Board Member Orientation

---

## Topics (continued)


- Medical Staff structure and by-laws; Medical Staff credentialing process; Medical Staff roles and responsibilities
- System finances, reimbursement system and investment philosophy
- Quality initiatives
- System Foundation activities; capital campaign; annual giving and fundraising activities

# New Board Member Orientation

---

## Orientation Sessions

<u>Session</u>	<u>Topic</u>	<u>Responsibility</u>	<u>Time</u>
1	General Healthcare Issues Board Member Responsibilities  Governance Responsibilities	President & CEO Chairman of the Board	60 minutes
2	Board Structure, By-laws and Committees		↓
3	Introduction to the Health System Mission, Vision, Values Organization Structure		
4	System Programs and Services (includes tour)	Sr. VP Operations Sr. VP Patient Services	

More 

## New Board Member Orientation

---

### Orientation Sessions (continued)

<b><u>Session</u></b>	<b><u>Topic</u></b>	<b><u>Responsibility</u></b>	<b><u>Time</u></b>
5	Medical Staff/Quality Assurance Improvement	Sr. VP Medical Affairs President, Medical Staff	90 minutes
6	Strategic Planning	Sr. VP Strategy and Market Development	90 minutes
7	Finance	Sr. VP Finance & CFO	90 minutes
8	Foundation	Sr. VP Fund Development	90 minutes

# New Board Member Orientation

---

## Individual Session Agendas

### Session 1: General Healthcare Issues & Board Responsibilities

<u>Topics</u>	<u>Objectives</u>	<u>Methodologies</u>	<u>Responsible</u>	<u>Time</u>
U. S. Healthcare History Financing Delivery Future direction	Create a basic understanding of the current crises facing this country in managing and financing healthcare delivery.	Informal discussion with Board Chair and CEO.	Board Chair CEO	60 mins. for sessions 1, 2 & 3
Hospitals/Health Systems Evolution Government Regs. Competition	Describe the impact that govt. regulations, competition, managed care have had on hospitals/systems today.			
Responsibilities of individual Trustee Position description Performance expectations Time commitments Major roles	Define the major roles of a Trustee.			
Governance responsibilities of a Board.	Describe governance authority, fiduciary responsibilities, decision making, etc.			

# New Board Member Orientation

---

## Individual Session Agendas

### Session 2: Board Structure, By-laws and Committees

<u>Topics</u>	<u>Objectives</u>	<u>Methodologies</u>	<u>Responsible</u>	<u>Time</u>
By-laws- System and Hospital Boards	Provide an overview of by-laws.	Provide copy of by-laws prior to session.	Board Chair CEO	60 mins. for sessions 1, 2 & 3
Board composition Term limits Election of officers	Describe current Board make-up and processes for selection, election and terms for officers and members.	Provide list/background of Board members.		
Committees Governance Quality and Clinical Affairs Strategy and Market Development Finance/Audit Executive Compensation	Describe the charge and responsibilities of each Board Committee.			

# New Board Member Orientation

---

## Individual Session Agendas

### Session 3: Introduction to the Health System

<b><u>Topics</u></b>	<b><u>Objectives</u></b>	<b><u>Methodologies</u></b>	<b><u>Responsible</u></b>	<b><u>Time</u></b>
Mission, vision values Values campaign	Provide understanding of mission, etc. and process for development.	Review written mission, vision, values and discuss important points.	Board Chair CEO	60 mins. for sessions 1, 2 & 3
Overview of the System's organization structure Table of Organization Executive staff structure and responsibilities Management philosophy	Familiarize new member with overall structure and responsibilities.			

# New Board Member Orientation

---

## Individual Session Agendas

### Session 4: System Programs and Services

<u>Topics</u>	<u>Objectives</u>	<u>Methodologies</u>	<u>Responsible</u>	<u>Time</u>
Service Lines	Name the specific service lines and other services that the Hospital has chosen upon which to build its business base.	Discussion. Use organization charts to show placement in the organization	Sr. VP Patient Care Services	60 mins.
Patient Care Services (by department)		Provides handouts on the specific departments		
Ancillary Services	Give a brief description of the function of each ancillary department.	Provides handouts on the specific department(s)		
Tours	Relate information gained in reports, publications, etc. to specific geographical areas of the hospital.			

# New Board Member Orientation

## Individual Session Agendas

### Session 4: System Programs and Services

<u>Topics</u>	<u>Objectives</u>	<u>Methodologies</u>	<u>Responsible</u>	<u>Time</u>
Description of the following Service Lines: <ul style="list-style-type: none"><li>- Aging</li><li>- Orthopedics</li><li>- Women's Health</li></ul>	Develop an understanding of the specific services that TSH has chosen upon which to build its business base.	Handout of overview of Operations by department and service	Sr. VP Operations	60 mins.
Operating Departments and Affiliates <ul style="list-style-type: none"><li>- Aging Services</li><li>- Behavioral Health</li><li>- Clinics</li><li>-Emergency Services</li><li>-- Health &amp; Fitness Institute</li><li>-- Imaging</li><li>- JCAHO</li><li>- Organizational &amp; Clinical Effectiveness Group-OCEG</li><li>- Rehabilitation</li><li>- Safety</li><li>- Support Services</li><li>- Surgery Center at Tully</li><li>- Property Management</li><li>- VNHC – Visiting Nurse &amp; Hospice Care</li><li>- Wound Care Center</li></ul>	Develop an understanding of the scope of service and responsibilities of the Operating Division.	Tours of services, departments and affiliates: <ul style="list-style-type: none"><li>- Emergency Services</li><li>- Ambulatory Center</li><li>- CCRC</li></ul>		

# New Board Member Orientation

## Individual Session Agendas

### Session 5: Medical Staff/Quality Assurance and Improvement

<u>Topics</u>	<u>Objectives</u>	<u>Methodologies</u>	<u>Responsible</u>	<u>Time</u>
Overall description of hospital and services provided	Describe hospital clinical departments and leadership structure.	Discussion Distribution of Medical Staff ByLaws	Sr. VP Medical Affairs	90 mins.
Types of physicians on the Medical staff	Describe Medical Staff.			
Medical staff structure and governance				
Credentialing process	Describe why and how physicians become members of the medical staff.	Describe initial appointment and reappointment process		
Quality Improvement	Review performance improvement, quality improvement and peer review processes.	Discussion of system wide quality improvement program	Sr. VP Medical Affairs & Dir. Clinical Effectiveness	
Medical staff and hospital committees	Describe roles and responsibilities of principal hospital/ medical staff committees	Discussion		

# New Board Member Orientation

## Individual Session Agendas

### Session 5: Medical Staff/Quality Assurance and Improvement

<u>Topics</u>	<u>Objectives</u>	<u>Methodologies</u>	<u>Responsible</u>	<u>Time</u>
Steps involved in credentialing process	Describe process by which MD's become members of the medical staff. Review Board's responsibility in the credentialing process.	Discussion	Sr. VP Medical Affairs, Chair of Credentials Committee and/or Medical Staff Office	
Corrective actions against physicians	Explain procedure and due process when problems arise with medical staff, including implications.	Discussion Refer to bylaws		
Regulatory Issues	Describe state and federal regulatory bodies.	Discussion	Sr. VP Medical Affairs & Director Risk Management	
Patient Safety/Quality	Describe patient safety/quality improvement measures at Board level (QCAC), hospital level (CLC) and role of Directors of Clinical Effectiveness and Risk Management.	Discussion	Sr. VP Medical Affairs & Director Risk Management	
Quality Monitors	Overview of quality monitors.	Discussion	SVPMA & Dir., Risk Mgt.	

# New Board Member Orientation

---

## Individual Session Agendas

### Session 6: Strategic Planning

<b><u>Topics</u></b>	<b><u>Objectives</u></b>	<b><u>Methodologies</u></b>	<b><u>Responsible</u></b>	<b><u>Time</u></b>
Organization Chart for Strategy and Market Development	Describe function and purpose of SMD and explain tools utilized.	Discussion/handouts	Sr. VP Strategy and Market Development & Corporate Director of Public Affairs	90 mins.
Overview of Strategic Plan	Explain how strategic plan is developed, updated and monitored and how it guides decision-making. Summarize key elements of the plan.	Discussion/handouts	Sr. VP Strategy and Market Development	
Strategy and Market Development Committee	Describe the function of the Strategy and Market Development Committee.	Discussion/handouts		

# New Board Member Orientation

---

## Individual Session Agendas

### Session 6: Strategic Planning (continued)

<b><u>Topics</u></b>	<b><u>Objectives</u></b>	<b><u>Methodologies</u></b>	<b><u>Responsible</u></b>	<b><u>Time</u></b>
Medical Staff Development Plan/ Physician Recruitment	Describe how the Medical Staff plan is developed and its function.	Discussion	Sr. VP Strategy and Market Development	
Managed Care Contracting	Explain the role of managed care and how contracts are negotiated.	Discussion		
Regulatory Overview	Provide an overview of state regulatory agencies and impact on SHS.	Discussion		
Health Care Advisory Board/Research	Review HCAB services and how their research assists in planning and management of services.	Discussion		

# New Board Member Orientation

## Individual Session Agendas

### Session 7: Finance

<u>Topics</u>	<u>Objectives</u>	<u>Methodologies</u>	<u>Responsible</u>	<u>Time</u>
<b>Finance Division</b> Structure Responsibilities Operating Budget Capital Budget Official Statement (Bond issues) Investments Accounts Receivable Managed Care Issues Corporate Compliance	Demonstrate understanding of the general responsibilities of the System's finance division.	Discussion  Financial Statements Monthly financial statement Current operating budget Official statement Audit for past fiscal year Management letter Internal audit report Investment report	Sr. VP Finance	90 mins.
<b>Finance/Audit Committee</b> - Composition - Responsibilities - Review fin. statements - Approves/oversees budgets - Recommends financial policies - Approves investment policy and reviews performance of the System's investment portfolio - Reviews financial feasibility of new projects/programs	Interpret information on the financial statements.  Review the operating and capital budgets for current yr. Discuss investment policy and understand the general composition.			

# New Board Member Orientation

## Individual Session Agendas

### Session 8: Health Foundation

<b><u>Topics</u></b>	<b><u>Objectives</u></b>	<b><u>Methodologies</u></b>	<b><u>Responsible</u></b>	<b><u>Time</u></b>
Foundation purposes and organization		PowerPoint/written materials	SVP Fund Development	40 mins.
Staff areas of expertise	Identify resources available to Board members.	PowerPoint/written materials		
Why give to HF?	Identify goals; where fundraising is focused and benefits.	PowerPoint/written materials		
Ways of giving	Discuss how gifts can be structured; Foundation's program areas; strengths/weaknesses.	PowerPoint/written materials		
Recognition	Discuss ways that Foundation demonstrates its appreciation with donors.	PowerPoint/written materials		
Communications	Identify ways the Foundation keeps donors informed.	PowerPoint/written materials		
Future priorities	Outline the Foundation's future strategic priorities	PowerPoint/written materials		

## New Board Member Orientation

---

### **Mentoring Program**

- Purpose:** To pair a new Board member with an experienced one in order to further the new Board member's effectiveness.
- Goals:** Supplement information presented in the formal orientation program. Answer questions a new Board member may have after meetings or orientation sessions.  
Facilitate getting to know other Board members, senior management and physician leaders.
- Participation:** Participation in the mentoring program is voluntary. New Board members will be asked if they would like a mentor.
- Assignments:** The Board Chair and CEO will agree on assignment of a mentor when a new Board member is elected.

# New Board Member Orientation

---

## Mentor's Guide

**Communication:** The mentor and Board member may want to communicate accordingly:

- after the new Board member's orientation;
- after Board and Committee meetings;
- sitting together during meetings;
- regularly scheduled breakfast and lunch meetings.

**Information:** The mentor and new Board member may want to address the following:

- new Board member's questions regarding how the Board works, about individuals or about Board actions;
- any problems with the new Board member's conduct that do not meet Board expectations;
- goals and major areas of interest as a new Board member;
- new Board member's satisfaction with the orientation as well as his or her ability to participate at Board and Committee meetings.