



hfma™  
iowa chapter

# A CFO's Guide to Board Meeting Participation

April 12, 2023

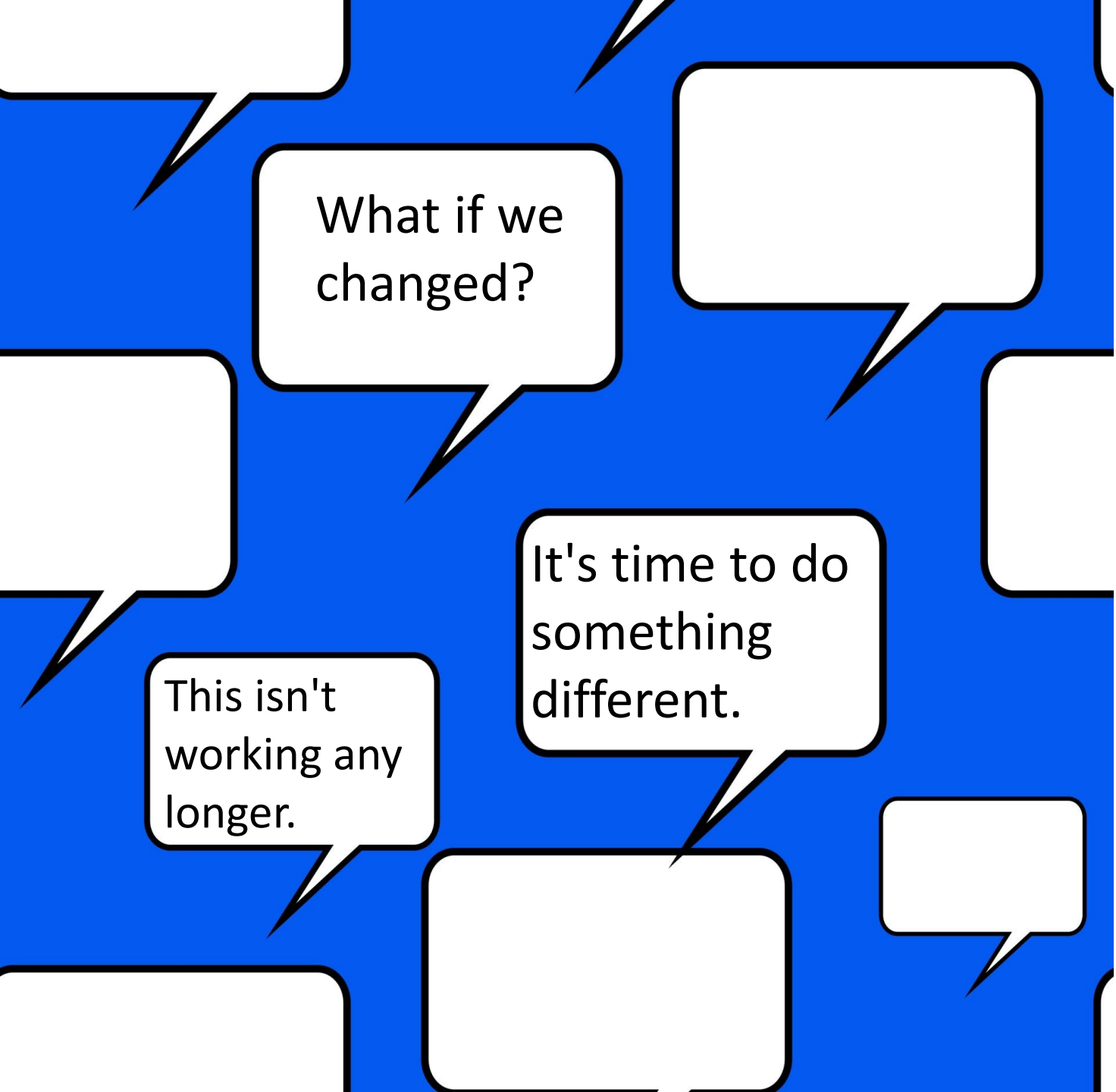
Tracy Warner  
CEO and Founder



**BOARD BUSINESS LLC**

Building Efficient & Effective Governance





What if we  
changed?

This isn't  
working any  
longer.

It's time to do  
something  
different.



<https://youtu.be/s9yzHEX2qcU?t=11>



**"Worst case of month-end burnout I ever saw."**



# Levels of Leadership



STRATEGIC



OPERATIONAL



TACTICAL

## The Challenge

### Board

80% Strategic

20% Operational

### Senior Leadership

50% Strategic

50% Operational

### Management

20% Strategic

80% Operational







## Whirlwinds and WIGs

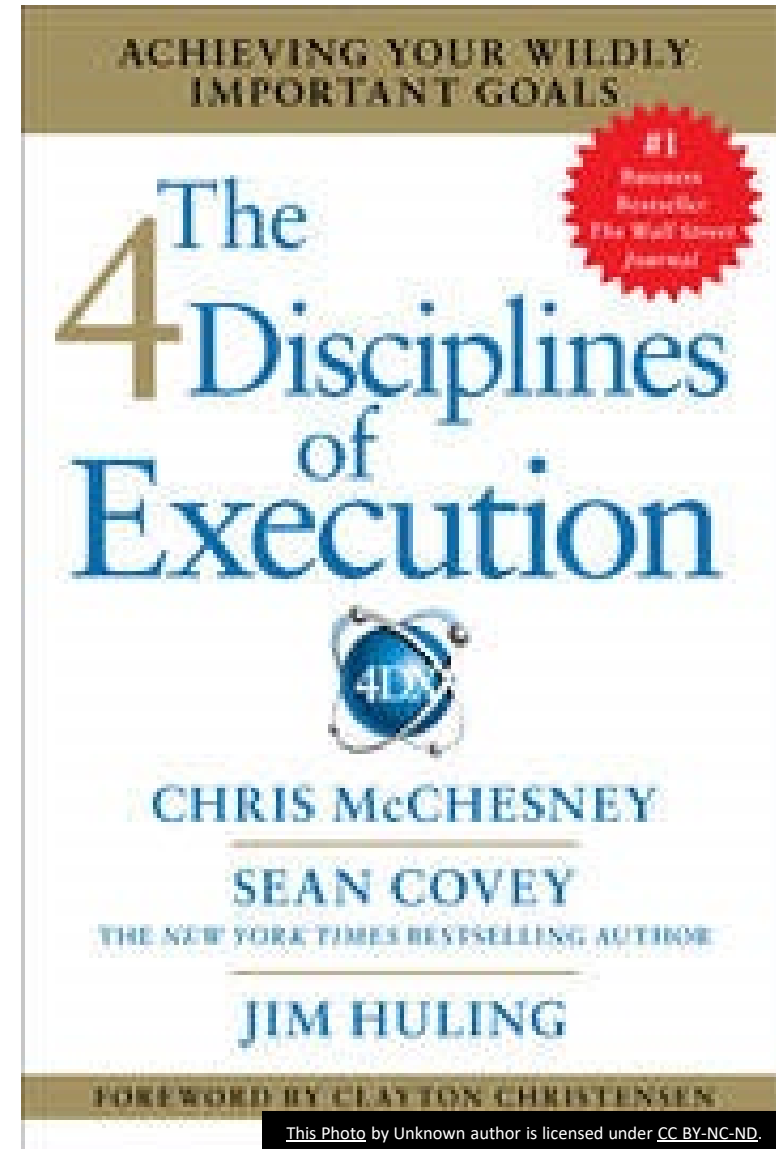
# THE WHIRLWIND

"The real enemy of execution is your day job! We call it the **WHIRLWIND**. It's the massive amount of energy that's necessary just to keep your operation going on a day-to-day basis;"

"The **whirlwind** robs you of the focus required to move your team forward."

"Leaders seldom difference between the **whirlwind** and strategic goals, because both are necessary to the survival of the organization. However, they are clearly different; and more important, they **compete** relentlessly for time, resources, energy, and attention."

**"We don't have to tell you which will usually win this fight."**

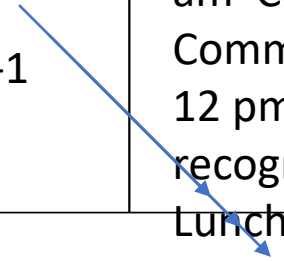


SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
<p><i>**Church choir concert for Joe**</i></p> <p><i>Pick up shirt</i></p> <p><i>from dry cleaners</i></p> <p><i>11 a.m Brunch with mom, dad &amp; Aunt Jo at Minid's</i></p> <p><i>6 p.m. Book Club</i></p>	<p>8 a.m-10 a.m. Exec team weekly meeting</p> <p>10-11 a.m. 1-1 Mary Jane</p> <p>11 a.m. Call auditor about financials</p> <p>12 p.m. Rotary presentation</p> <p>1-2 p.m. 1-1 Brian</p> <p>2-3 p.m. 1-1 Mary</p> <p>3-3:30 review contractuals w/Nancy</p> <p>3:30-4:30 Acct. Dept. Meeting</p> <p>5 p.m. connect with Dr. Smith??</p>	<p>7 am Med Staff</p> <p>8 am Med Staff quality</p> <p>9 am Finance Committee</p> <p><del>11 am-1 pm Rev Cycle retreat</del></p> <p>1:30 Leadership team monthly meeting</p> <p>3 pm Hospital Week celebration committee</p>	<p>7 am clinic leadership</p> <p>8:30 am 1-1 John</p> <p>10-12 Compliance Committee meeting</p> <p>12:30 pm lunch with Dr. Avar</p> <p>1:30 pm Provider Comp committee</p> <p>3 pm CPE ed</p> <p>5:15 Econ Develop.</p> <p>Dinner</p>	<p>7 am Dr. Harvey re: contract</p> <p>9 am New provider visit</p> <p>10:30-12:30 interviews for acct.</p> <p>12:30 ABC Insurance-renewals</p> <p>1:30 pm Update from regis.</p> <p>2 pm 1-1 Jane</p> <p>3-5 pm</p>	<p>7:30 HR meeting</p> <p>8:30 meet with finance div. Staff</p> <p>9:00 am serve breakfast for Doctor's day</p> <p>10 am weekly bad debt meeting</p> <p>11 am Comp Committee</p> <p>12 pm Staff recognition Lunch</p>	<p><i>9 a.m. Gabe-soccer game</i></p> <p><i>Emma-dress fitting</i></p> <p><i>11 am Vol. Lunch</i></p> <p><i>5 p.m. Pep Rally</i></p> <p><i>6 p.m. work concessions</i></p> <p><i>7:30 football game</i></p> <p><i>AFTER PARTY!!!</i></p> <p><i>OUR HOUSE!!!</i></p>

Don't Forget!

Move to Fri.

Pick up Emma DANCE 5:30 pm



Wildly

Important

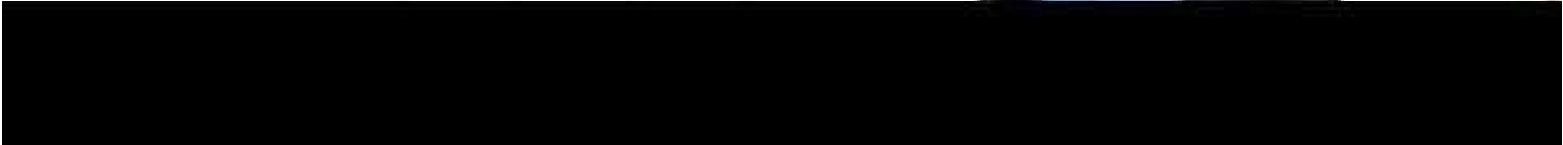
Goals

**FOCUS**

A magnifying glass with a black handle and frame is positioned over the word 'FOCUS'. The lens is centered on the letters 'OC', making them appear larger and more prominent than the other letters. The word 'FOCUS' is written in a bold, blue, sans-serif font. The background is white with a subtle watermark pattern.

**20%**

A white, torn paper effect is layered over the bottom of the image. The text '20%' is printed in a bold, dark grey, sans-serif font on this white layer. The top edge of the white layer is jagged, as if it has been torn from the surface below.



> 30%



\$100,000+



# Change in employee ratings after introduction of meeting-free days

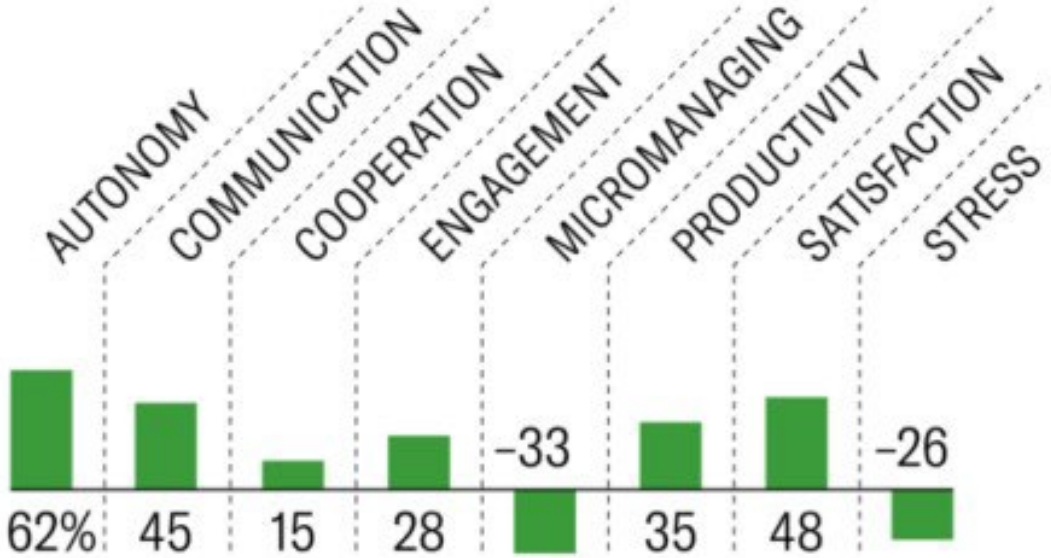
Reduction in meetings



-20%



Impact on:





In the last 20 years, I've participated in **1000+** hospital board meetings.

I've been ON a board, REPORTED to a board, and SUPPORTED *multiple boards*.

I LEARNED about non-profit governance from the ground up. I've SEEN and EXPERIENCED practices that work well and some processes that are inefficient and unproductive.

I launched **Board Business LLC** for the purpose of **GUIDING** hospital Board leadership in *creating efficient and effective governance processes*.

My contribution to the sustainability of hospitals that are operating in an increasingly complex and highly regulated environment is to be **A RESOURCE** to ensure their *governing bodies are operating optimally*.



[Tracy.Warner@BoardBusinessLLC.org](mailto:Tracy.Warner@BoardBusinessLLC.org)  
[www.BoardBusinessLLC.org](http://www.BoardBusinessLLC.org)  
515-669-0977



# BOARD BUSINESS LLC

Building Efficient & Effective Governance

[www.BoardBusinessLLC.org](http://www.BoardBusinessLLC.org)