

The background of the slide is a photograph of a calm body of water, likely a lake or a wide river, reflecting the sky. The sky is a mix of deep blue and bright yellow/orange, suggesting a sunset or sunrise. The water is very still, creating a clear reflection of the sky and the surrounding landscape. In the distance, there are silhouetted hills and mountains. The overall mood is peaceful and contemplative.

Healthcare Governance in Turbulent Times

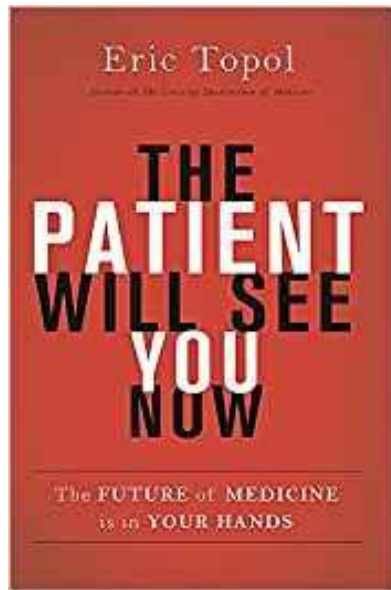
Peter W. Vaughan
CD, MA, MD, MPH
Leading Change
Gander, NL
November 5, 2019

Strategic Vision

"Building blocks"

- adequate financing with pooling of risk;
- a well-trained and adequately remunerated workforce;
- information on which to base policy and management decisions;
- logistics that get services and technologies to where they are needed;
- well-maintained facilities organized as part of a service delivery and referral network; and
- leadership that sets and enforces the rules of the game, provides clear direction and harnesses the energies of all stakeholders - including communities and other sectors.





Worlds in Collision

- Unhappy, frustrated people (doctors, staff, public) aka populism
- Bio-technology, ICT, AI, blockchain, IoT, cyber risk, data ownership (the new feudalism)
- Costs containment
- Human resource shortages
- Self-care



"Alexa, play 'As Time Goes By.'"

In The Parlance of Our Time



**HEALTHCARE IS
GOING TO BECOME
DE-LOCALIZED,
DEMOCRATIZED AND
DIGITAL.**

- Lucien Engelen



Healthcare Governance in Canada





Harvard Law School Forum on Corporate Governance and Financial Regulation

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2019 Global & Regional Trends in Corporate Governance

Posted by [Rusty O'Kelley](#), [Anthony Goodman](#), and [Melissa Martin](#), [Russell Reynolds Associates](#), on [Sunday, December 30, 2018](#)

on 2019 Global & Regional Trends in Corporate Governance Comments Off Print E-Mail Tweet

Tags: [Board composition](#), [Board leadership](#), [Board oversight](#), [Boards of Directors](#), [Brazil](#), [Canada](#), [Corporate culture](#), [Diversity](#), [ESG](#), [Europe](#), [India](#), [International governance](#), [Japan](#), [Shareholder activism](#), [Stewardship](#), [UK](#)

More from: [Anthony Goodman](#), [Melissa Martin](#), [Rusty O'Kelley](#), [Russell Reynolds](#)

Editor's Note: Jack "Rusty" O'Kelley, III is Global Leader of the Board Advisory & Effectiveness Practice, [Anthony Goodman](#) is a member of the Board Consulting and Effectiveness Practice, and [Melissa Martin](#) is a Board and CEO Advisory Group Specialist at Russell Reynolds Associates. This post is based on a Russell Reynolds memorandum by Mr. O'Kelley, Mr. Goodman, and Ms. Martin.

Institutional investors (both active managers and index fund giants) spent the last few years raising their expectations of public company boards—a trend we expect to see continue in 2019. The demand for board quality, effectiveness, and accountability to shareholders will continue to accelerate across all global markets. Toward the end of each year, Russell Reynolds Associates interviews a global mix of institutional and activist investors, pension fund managers, proxy advisors, and other corporate governance professionals regarding the trends and challenges that public company boards may face in the coming year. This year we interviewed over 40 experts to develop our insights and identify trends.

Overview of Global Trends

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Ariel Deckelbaum	Philip Richter
Deb DeHaas	Barry Rosenstein
John Finlay	Paul Rowe

Global Trends

- **1. Board quality and composition are at the heart of corporate governance.**
- **2. Deeper focus on oversight of corporate culture.**

Modern Governance

- C-SOX increased the oversight role of boards of directors and the independence of the outside auditors who review the accuracy of corporate financial statements
- Value of data



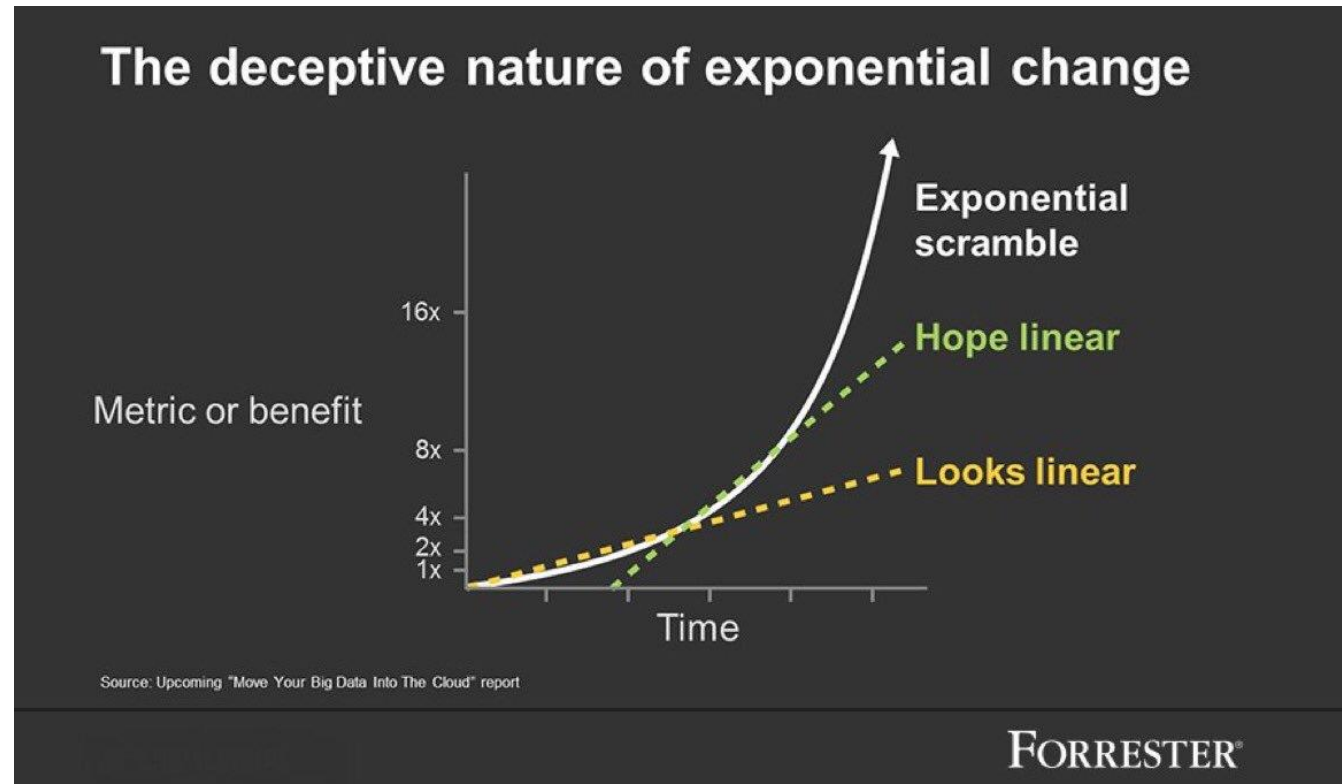
“The most powerful people at the board table are those that can imagine and seize the future.”

Board member

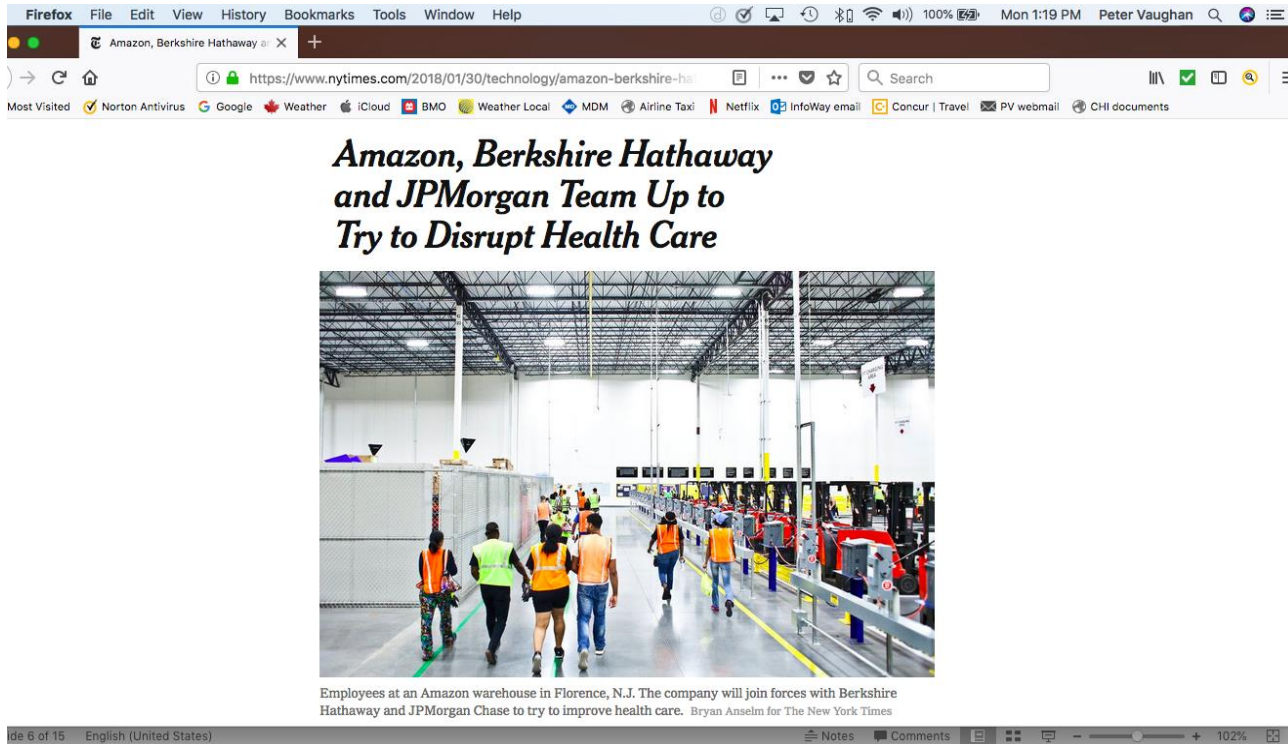


Governance in Age of Exponential Change

- Governance is a political process that involves *balancing competing influences and demands*.



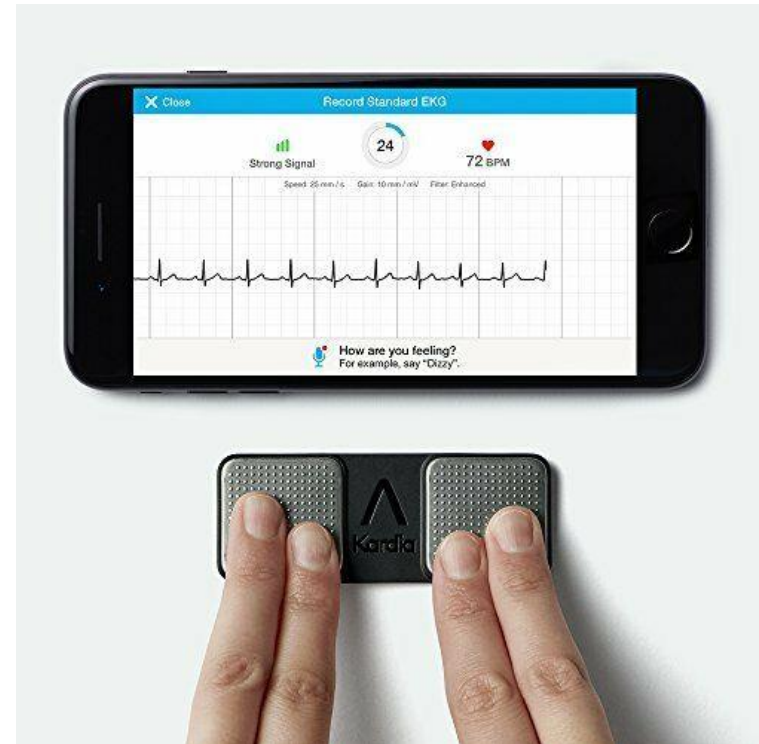
Eye of the Storm



The screenshot shows a Firefox browser window with the URL <https://www.nytimes.com/2018/01/30/technology/amazon-berkshire-hathaway-jpmorgan-team-up-to-try-to-disrupt-health-care>. The article title is "Amazon, Berkshire Hathaway and JPMorgan Team Up to Try to Disrupt Health Care". Below the title is a photograph of several employees in orange safety vests walking through a large, brightly lit warehouse. The browser's address bar and various toolbars are visible at the top.

Amazon, Berkshire Hathaway and JPMorgan Team Up to Try to Disrupt Health Care

Employees at an Amazon warehouse in Florence, N.J. The company will join forces with Berkshire Hathaway and JPMorgan Chase to try to improve health care. Bryan Anselm for The New York Times





IoT, Robotics and Blockchain: Towards the Rise of a Human Independent Ecosystem

- With the accelerated development of industrial IoT (IIoT) technologies, a wide range of smart and autonomous devices are being deployed in a variety of digital automation applications including healthcare.
- Gartner estimated more than 20 billion IoT devices to be deployed by 2020 .

<https://www.comsoc.org/publications/ctn/iot-robotics-and-blockchain-towards-rise-human-independent-ecosystem> cited Feb 2019



Self-Driving Companies Are Coming

August 29, 2019 • Reading Time: 9 min

Barry Libert, Megan Beck, and Thomas H. Davenport

Data & Analytics, Strategy, Analytics & Strategy, Digital Business, Technology Implementation

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Automation can go far beyond cars. Self-driving company capabilities are closer than we realize.



MIT Sloan
Management Review



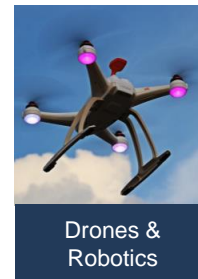
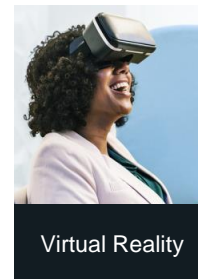
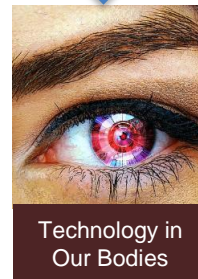
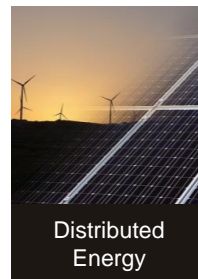
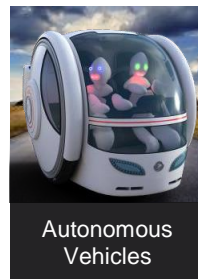
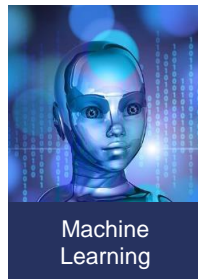
WHAT'S HOT > [Digital Transformation Should Start With Customers](#) [Three Big Points](#) [Sports Analytics Podcast](#) [Fall 2019 Issue](#)

Innovators such as Tesla and Waymo have been working to advance this capability for years while legacy companies, including GM and Ford, have more recently joined the chase. Self-driving cars are now shuttling around riders — although still with human overseers — in Las Vegas, Boston, and Detroit, among other cities.

But artificial intelligence and automation go far beyond cars. When it comes to “self-driving” capabilities, how long until we can achieve this at a company level?

Lists of records linked using cryptography

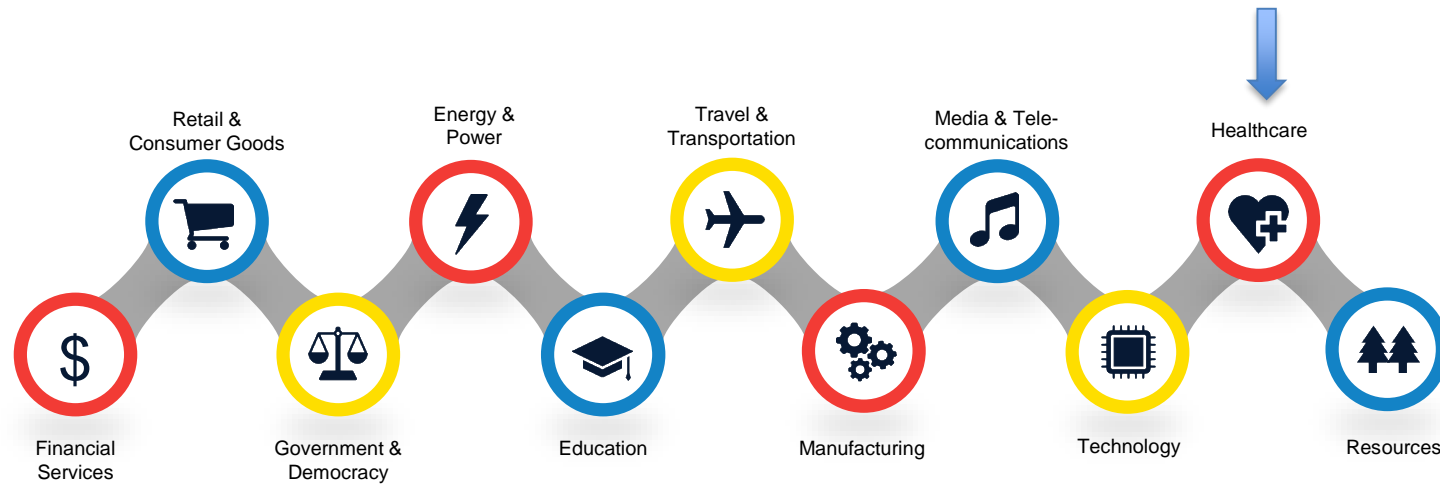
TECHNOLOGIES OF THE SECOND ERA OF THE DIGITAL AGE



Variety of applications in a variety of industries

BLOCKCHAIN

VERTICAL TRANSFORMATIONS



Executive competencies are changing too

BLOCKCHAIN

HORIZONTAL TRANSFORMATIONS



1. CEO: Leading the Transformation
2. COO: The Future of Supply Chain Management
3. CLO: Smart Contracts and the Legal System
4. CFO: Triple Entry Accounting and Corporate Finance
5. CMO: The Next Era of Sales and Marketing
6. CIO: Enterprise Technology Architecture
7. CHRO: Managing Talent in a Distributed Economy

Virtually Everywhere

The screenshot shows the Mercy Virtual website homepage. At the top left is the "Mercy Virtual" logo. To the right of the logo is a "Login" field and a "Search" button. Below the logo is a navigation menu with links for "About", "Services", "Contact", "Careers", and "News". The main content area features a large image of the Mercy Virtual Care Center building, a modern multi-story structure with extensive glass windows. To the left of the building, the text reads "Mercy Virtual Care Center" and "World's First Facility Dedicated to Telehealth". Below this text is a green "Learn More" button with a right-pointing arrow. Underneath the button are four blue dots, with the first one filled, indicating the current slide in a sequence. At the bottom of the page, there is a section titled "Experience Mercy Virtual 360" with a small thumbnail image of the building and a link to take a virtual tour.

Mercy Virtual

Login Search

About Services Contact Careers News

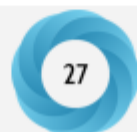
Mercy Virtual Care Center

World's First Facility
Dedicated to Telehealth

Learn More

Experience Mercy Virtual 360

Click on the link below to take a virtual tour and see how from the ground up, the Mercy

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Digital Ecologies of Youth Mental Health: Apps, Therapeutic Publics and Pedagogy as Affective Arrangements

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(This article belongs to the Special Issue [Pedagogies of Health: The Role of Technology](#))

 [Full-Text](#) |  [PDF](#) [256 KB, uploaded 6 November 2017]

Abstract

In this paper, we offer a new conceptual approach to analyzing the interrelations between formal and informal pedagogical sites for learning about youth mental (ill) health with a specific focus on digital health technologies. Our approach builds on an understanding of public pedagogy to examine the *pedagogical modes of address* (Eisworth 1997) that are (i) produced through 'expert' discourses of mental health literacy for young people; and (ii) include digital practices created by young people as they seek to publicly address mental ill health through social media. We explore the *therapeutic publics* that are evident in examples of digital mental health practices and the creation of what we call *therapeutic publics*. Through an analysis of mental health apps, we examine how these modes of address are implicated in the affective process of learning about mental (ill) health, and the *affective* arrangements through which embodied distress is rendered culturally intelligible. In doing so, we situate the use of individual mental health apps within a broader digital ecology that is mediated by therapeutic expertise and offer original contributions to the theorization of public pedagogy.

[View Full-Text](#)

TELUS Health picks Babylon to bring virtual healthcare to Canada

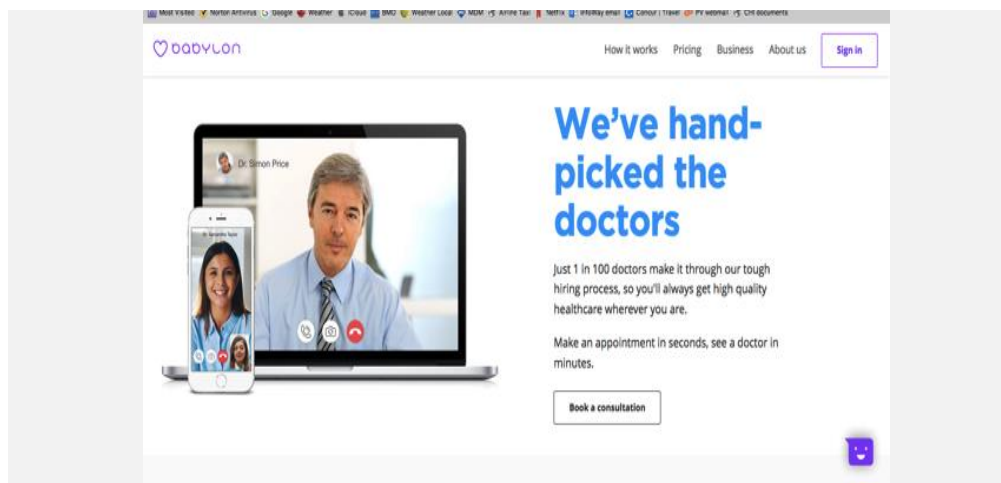
Paul Sandle

3 MIN READ



LONDON (Reuters) - Canada's TELUS Health is joining forces with London-based AI company Babylon to bring virtual medical services, including video consultations, to Canadians who do not have a family doctor or are in rural locations far from a surgery.

The Netflix of
Healthcare?



The screenshot shows the Babylon website homepage. At the top left is the Babylon logo, and at the top right are navigation links: "How it works", "Pricing", "Business", "About us", and a "Sign in" button. The main content area features a large image of a doctor, Dr. Simon Price, on a laptop screen, with a smartphone in the foreground showing a video call interface. To the right of the image, the headline reads "We've hand-picked the doctors" in blue. Below this, the text states: "Just 1 in 100 doctors make it through our tough hiring process, so you'll always get high quality healthcare wherever you are." and "Make an appointment in seconds, see a doctor in minutes." At the bottom of this section is a "Book a consultation" button. A small purple chatbot icon is visible in the bottom right corner of the page.

HSO Launches New Virtual Health Standard

Dec 4, 2018

We are happy to announce that we've launched the new [Virtual Health Standard](#) – a National Standard of



[Home](#) [Standards](#) [Programs](#) [Products & Services](#) [About](#) [Get Involved](#)

services to improve the safety, quality and effectiveness of these services.

The standard, criteria, and guidelines are grouped into five sections covering; Virtual Health service design, Role of the patient in the Virtual Health service, Ethical and Safe Virtual Health service, and Patient records used in the Virtual Health service.

This standard was developed in response to the emergence of virtual health services as an increasingly valuable and viable method of health service delivery, enabling patients to receive care in the comfort of their own home, and reducing the amount of stress caused by travel time, among other benefits.

Virtual health services have changed health care, working to support and communicate with patients living in remote and isolated areas.

What does this new standard mean for patients and families?

Health organizations that deliver virtual health services will have guidance, which works to ensure the quality and safety of these services.

Recent Updates

FNHA and HSO Convene Technical Committee to Develop Cultural Safety and

Committee Expert Dr. Laur Lee Copeland

ISMP Canada, HSO and CF Come Together to Support Vanessa's Law, the Protecting Canadians from Unsafe Drugs Act

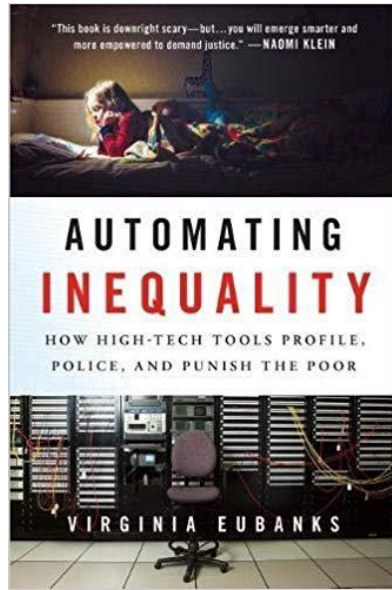
HSO Launches New Virtual Health Standard

HSO Raises the Bar on Biomedical Laboratory and Diagnostic Imaging Services

HSO Launches Five New Public Reviews to Modernize



Virtual Care Standards



Opinion

A.I. Could Worsen Health Disparities

In a health system riddled with inequity, we risk making dangerous biases automated and invisible.

By Dhruv Khullar
Dr. Khullar is an assistant professor of health care policy and research.

The New York Times



Jenice Kim

<https://www.nytimes.com/2019/01/31/opinion/ai-bias-healthcare.html>

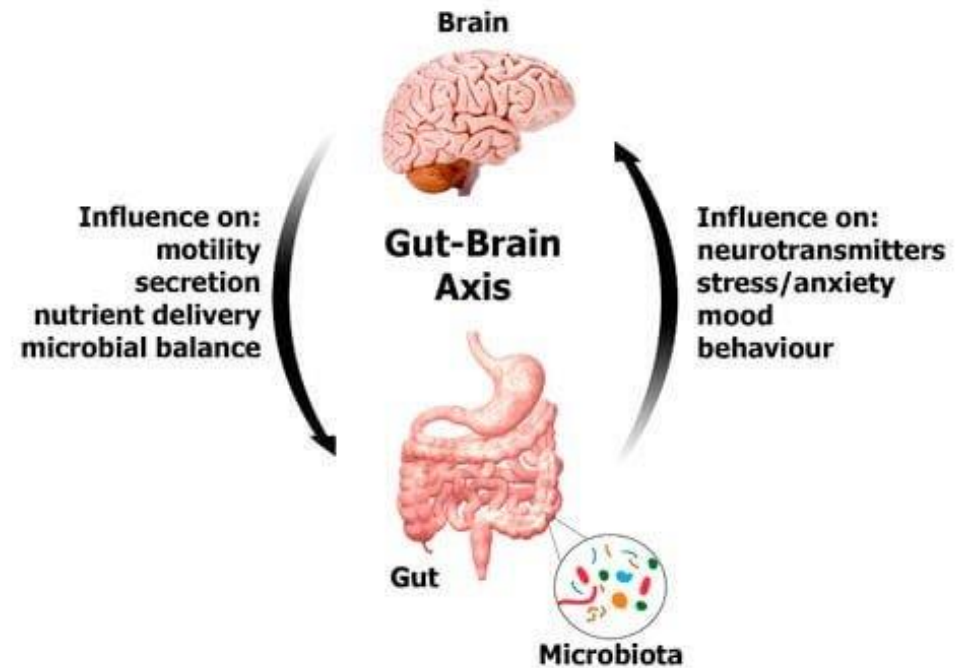
Unintended Consequences

- Poverty
- Disparity
- Literacy
- Equity

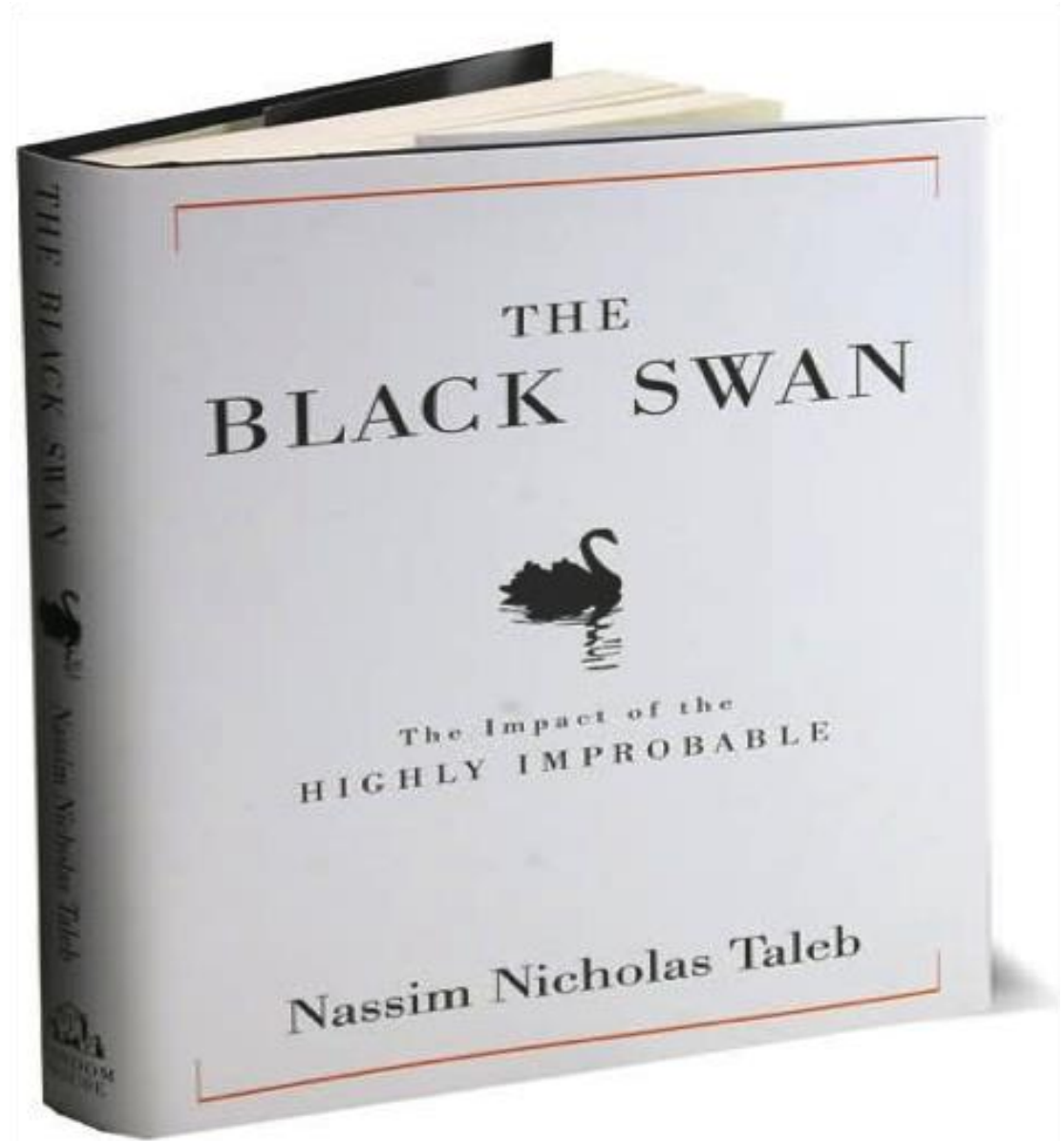
Healthy People, Healthy Communities

Adopting a universal basic income for all people can help society think creatively with new ideas, develop new industries — and free-up people to work on important future projects.

Ray Kurzweil, Inventor and Google's Chief Futurist



Shifting Sand



The Health Workforce

- **Global workforce shortage. And aging workforce.**
- **“We do a very poor job of health workforce planning in Canada, in large part because of inadequate health workforce data.”**
- **“Not knowing exactly who comprises the health workforce and how they work also has important equity implications, especially as the health sector consists predominantly of women.”**
- **Health workforce data and strategic planning an urgent priority.**

Source: Ivy Bourgeault PhD, Sarah Simkin MD MSc, Caroline Chamberland Rowe MSc
CMAJ 2019 October 21;191:E11478. doi: 10.1503/cmaj.191241

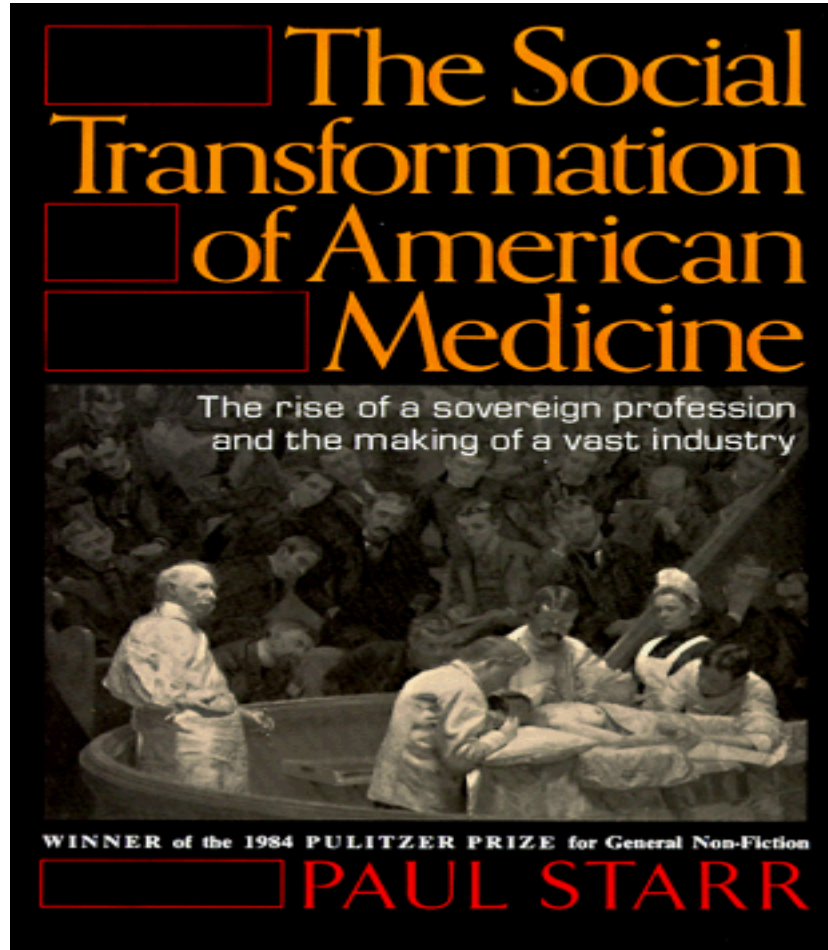
Most common problems for most physicians

- "PAPER WORK" 80%!
- Loss of control over work and time
- Inability to get what my patient needs
- Increasing patient complexity without increased pay or time
- Increasing patient demand
- Income expectations unmet
- An environment of "hypercontrol"

➤ Requesting leadership (page 8, 9, 10)

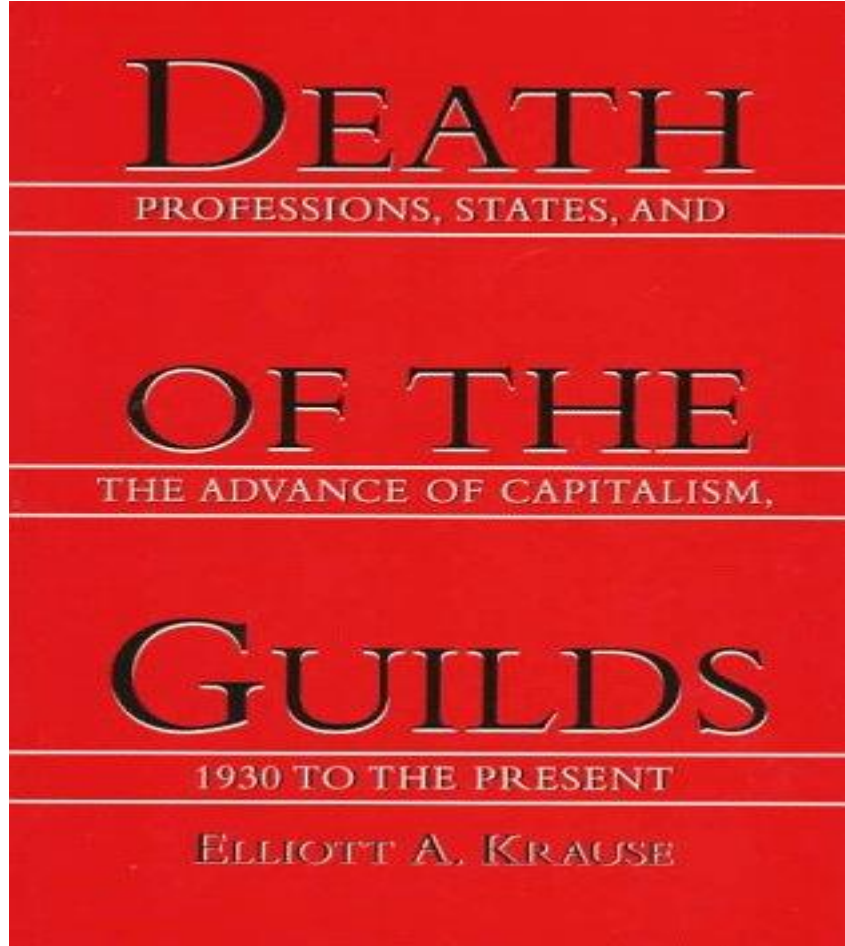
Chief Complaints


The History of the Healthcare Industry



- 19th century proprietary medicine
- Flexner (1910)
- Global spending projected to increase 5.4% annually (2017-2022) from USD\$ 7.7 trillion to USD\$10 trillion (Deloitte)

The Last Medieval Guilds



- indoctrination (caps and gowns)
 - control over members (self-regulation)
 - control over workplace (autonomy)
 - control over market (licensing)
 - control over state (accreditation)
- 

AdChoices ▶



Kathleen Finlay

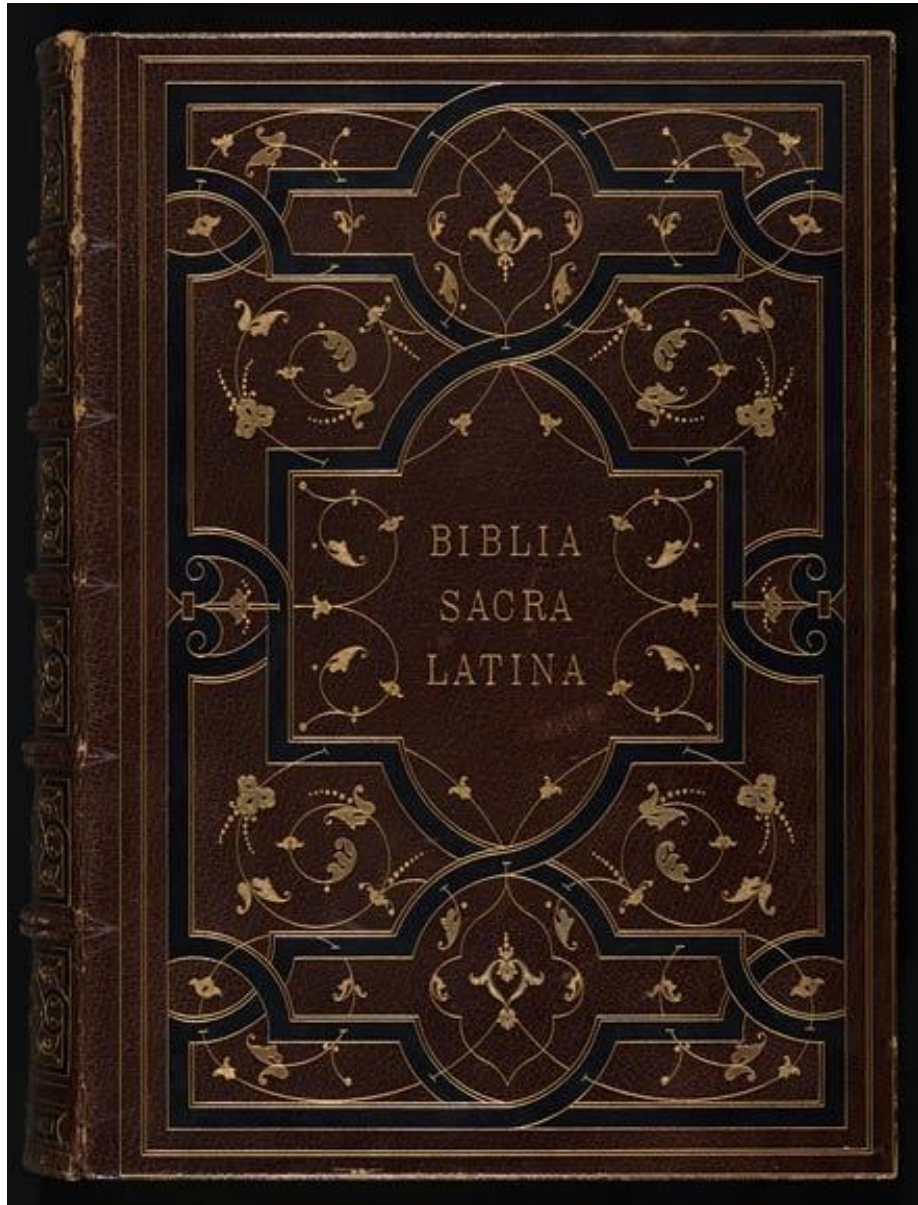
CEO of The Center for Patient Protection and founder of The Zero Now Campaign to fight sexual misconduct in the workplace.



THE BLOG

Preventable Medical Error Is Canadian Healthcare's Silent Killer

While our hospitals save lives every day, they are also the third leading cause of avoidable death every year. In Canada, medical errors and hospital-acquired infections claim between 30,000 and 60,000 lives annually. Thousands more are injured. But to the public, these incidents are largely invisible.



What Can Directors Do?

- In this era of faster, more aggressive change, incrementalism – ‘to do what we currently do, but better’ – is no longer enough.
- Directors are looking to lead paradigm shifts, focusing on disruption and new business models.
- To do this, the board and the organisation need to be agile.
- Agile means being able to experiment and change course quickly.

People Are the Organization



- Within an effective culture, employees buy into the vision and purpose of the organization and as a consequence, make decisions more aligned with that vision and purpose.
- In a strong culture, founded on an inclusive mindset, diversity of thought leads to better outcomes.



Culture Fingerprint

- Five or six dominant cultural traits reflect what people value, how they act and how this may be helping or hindering performance
- surveys, interviews and focus groups

A culture dashboard for directors (example)

Behavior	Reputation	People	Performance
■ Proportion of employees who completed training relating to strategic initiatives	■ Social media analysis	■ Number of hires who resigned within 12 months of hire	■ Product quality ratings
■ Ethics/code of conduct training certification results	■ Analyst/activist investor/social activist commentary	■ Number and coverage of management communications (e.g., town halls, webcasts, blog posts)	■ Incentive compensation plan details and performance
■ Whistleblower/ethics hotline trends	■ Media interest (e.g., press mentions)	■ Turnover rate of high performers	■ Key performance indicators for business units
■ Summary of lawsuits and legal/regulatory activity	■ Customer satisfaction survey/customer complaint trends	■ Percentage of leadership turnover rate	■ Safety and cyber metrics
■ Degree to which significant internal audit findings are addressed on a timely basis	■ Anonymous employee comment board (e.g., Glassdoor)	■ Employee engagement survey/employee pulse survey results	
		■ Ability to attract and retain diverse talent	
		■ Exit interview trends	
		■ Trends in 360° feedback for executives	

Ideally, metrics in each category address elements of strategy as well as risk.



Carpe Diem

- Ask yourself whether your board really understands the RHA's culture and how the culture needs to evolve to position the RHA for even greater success.



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8-10