



**TRANSFORMING GOVERNANCE**

**Applying Lean Principles to Board Work**

By Mary Totten

St. Charles Health System's embrace of Lean principles led to a new culture and revitalized governance model.



**INNOVATION**

**Understanding Affordability and Value in Health Care**

By Priya Bathija

Affordability must be discussed in the context of value, which is a function of cost, outcomes and patient experiences.



**VIEWPOINT**

**Preserving the Distinction Between Management and Governance**

By Stephen L. Mansfield

While the board and management share overall responsibility for organizational leadership, essential duties can and must be clearly defined as either the board's or management's responsibility.



**TRUSTEE EDUCATION CALENDAR**

**AHA Rural Health Care Leadership Conference**

The AHA's 32nd Annual Rural Health Care Leadership Conference features extensive educational programming to connect the work of governing boards to the challenges of transforming the rural health care delivery system.