

Healthcare Executive Templates Playbook

Practical governance and management templates for GCC healthcare organisations

Prepared by OzaniX Partners · Executive Knowledge Center · July 2026

This playbook provides adaptable management structures. It does not replace applicable UAE/GCC laws, regulator requirements, accreditation standards, clinical judgement or organisation-specific policies.

Included templates

- Executive meeting cadence
- Board pack framework
- Committee terms of reference
- Strategy-on-a-page
- Monthly management pack
- Performance review agenda
- Healthcare policy template
- Incident escalation playbook
- Due diligence checklist
- Executive 90-day plan

1. Executive Meeting Cadence

Purpose: Create clear separation between daily control, weekly coordination, monthly performance and quarterly strategic review.

Forum	Purpose	Participants	Typical decisions	Output
Daily operations huddle	Manage immediate safety, flow, capacity and workforce exceptions.	COO, site and clinical operations	Escalation, resource movement, recovery action	Exception log
Weekly executive coordination	Resolve cross-functional dependencies and delivery risks.	CEO and executive team	Priority trade-offs, programme intervention	Decision and action log
Monthly performance review	Review strategy, quality, operations, workforce, finance and risk.	Executive team and service leaders	Corrective action, forecast change, escalation	Management pack
Quarterly strategy review	Assess strategic progress, external change and investment priorities.	Board and executive team	Strategy adjustment and capital priorities	Strategic decision record

Design rules

- Every forum has a defined purpose and decision boundary.
- Information is distributed before the meeting; meeting time is used for exceptions and decisions.
- Every action has one owner, date and closure evidence.
- Recurring agenda items are removed if they do not influence decisions.

2. Healthcare Board Pack Framework

Purpose: Provide directors with concise, balanced and decision-ready information.

Section	Core content	Questions for management
Executive overview	Material changes, decisions required, outlook and confidence.	What changed, why, and what decision is needed?
Strategy	Priority outcomes, milestones, dependencies and benefits.	Are strategic commitments on track and still valid?
Quality and patient safety	Outcomes, serious events, trends, action effectiveness.	Where is patient risk outside tolerance?
Operations	Demand, capacity, access, flow, productivity and service recovery.	Which constraint requires executive intervention?
Workforce	Capacity, vacancies, turnover, wellbeing, capability and compliance.	Is workforce risk limiting safe delivery?
Finance	Revenue, margin, cash, forecast, capital and covenant position.	What has changed in the forecast and cash outlook?
Risk and compliance	Top risks, regulatory matters, assurance and overdue actions.	Which exposure requires board action or assurance?

3. Committee Terms of Reference

Purpose: Define a committee's authority, accountability and operating arrangements.

Field	Complete for each committee
Name	[Committee name]
Purpose	[Why the committee exists and the outcomes it safeguards]
Authority	[Decisions it may make and matters reserved elsewhere]
Responsibilities	[Five to eight specific duties]
Membership	[Chair, voting members, attendees and secretariat]
Quorum	[Minimum attendance and required roles]
Frequency	[Meeting cadence and extraordinary meeting rules]
Information	[Standing reports, sources and distribution timing]
Escalation	[Matters, thresholds and destination for escalation]
Records	[Minutes, decisions, actions and retention]
Effectiveness review	[Annual review method and owner]
Approval	[Approving authority, date, version and next review]

4. Healthcare Strategy-on-a-Page

Purpose: Translate organisational direction into a concise, shared management view.

Element	Executive content
Purpose	The patient and organisational need the strategy serves.
Three-year ambition	A measurable description of the intended future position.
Strategic priorities	Three to five outcomes, not a list of projects.
Critical capabilities	People, processes, technology and partnerships required.
Measures	Two to four outcome indicators per priority.
Accountability	One executive owner for each strategic outcome.
Major initiatives	Only initiatives directly required to deliver the priorities.
Risks and assumptions	Conditions that could materially change the strategy.
Review cadence	Monthly performance and quarterly strategic review.

5. Healthcare Monthly Management Pack

Purpose: Create one integrated performance narrative for executive decision-making.

Page	Content	Required commentary
1	Executive summary	What changed; causes; outlook; decisions required.
2	Strategy and priorities	Milestones, benefits, dependencies and recovery confidence.
3	Patient safety and quality	Outcomes, serious events, control reliability and action effectiveness.
4	Operations	Demand, access, flow, capacity, productivity and exceptions.
5	Patient experience	Themes, trends, recovery and improvement priorities.
6	Workforce	Capacity, vacancies, turnover, wellbeing and compliance.
7	Finance	Revenue, cost, margin, cash, forecast and capital.
8	Risk and compliance	Top exposure, incidents, regulatory actions and assurance.
9	Decisions and actions	Decision owner, deadline, expected outcome and closure evidence.

6. Performance Review Agenda

Purpose: Keep performance reviews focused on causes, action and decisions.

- Confirm material changes since the previous review.
- Review patient safety and quality exceptions first.
- Assess demand, capacity, access and workforce constraints.
- Review financial performance, cash and forecast changes.
- Challenge root cause and evidence, not only reported variance.
- Confirm corrective action, owner, deadline and recovery expectation.
- Escalate unresolved cross-functional or risk decisions.
- Close actions only when effectiveness evidence is available.

Decision / action	Owner	Due date	Success measure	Status / evidence
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7. Healthcare Policy Template

Purpose: Create controlled policies that are clear, usable and accountable.

Policy field	Required content
Title and identifier	Unique policy name and controlled reference.
Purpose	Outcome, obligation or risk the policy addresses.
Scope	Entities, services, locations, workforce and exclusions.
Definitions	Terms requiring consistent interpretation.
Policy requirements	Clear mandatory rules and decision standards.
Roles and responsibilities	Accountable owner and operating responsibilities.
Procedure links	SOPs, forms, systems and supporting guidance.
Monitoring	Controls, KPIs, assurance and exception reporting.
Non-compliance	Escalation, investigation and corrective action.
References	Applicable laws, regulations and standards.
Document control	Approver, version, effective date and next review.

8. Incident Escalation Playbook

Purpose: Coordinate rapid, proportionate response to serious clinical and operational events.

Severity	Example impact	Notification	Command and review
Level 1 — Local	Contained disruption or low harm within one service.	Line manager and relevant functional lead.	Local action and trend review.
Level 2 — Significant	Material service disruption, potential harm or reportable concern.	Site leadership, quality/risk and executive owner.	Named incident lead; documented situation reports.
Level 3 — Major	Serious harm, prolonged critical disruption or material regulatory/reputational exposure.	CEO, executive team, regulator/insurer as applicable.	Executive incident command; controlled communication and recovery.
Level 4 — Crisis	Enterprise-wide threat, multiple serious impacts or loss of command capability.	Board leadership and external authorities as applicable.	Crisis governance, continuity activation and strategic communication.

First-hour checklist

- Protect patients, workforce and critical services.
- Confirm incident lead, severity and command location.
- Record verified facts, assumptions, decisions and time stamps.
- Identify regulatory, insurer, patient and workforce notification duties.
- Control internal and external communication.
- Set the next update time and required recovery decisions.

9. Healthcare Due Diligence Checklist

Purpose: Organise evidence before investment, partnership or material contracting decisions.

Domain	Priority evidence	Key question
Corporate and governance	Licences, ownership, delegations, board records and disputes.	Does the organisation have clear authority and accountable governance?
Clinical and quality	Outcomes, incidents, audits, credentials and accreditation.	Is reported quality supported by source evidence?
Operations	Activity, capacity, access, flow, facilities and service dependencies.	Is current performance operationally sustainable?
Finance and tax	Statements, ledgers, forecasts, cash, debt, tax and controls.	Are earnings and cash generation reliable?
Workforce	Headcount, contracts, licences, vacancies, turnover and key-person dependency.	Can the workforce sustain the operating plan?
Technology and data	Systems, cyber, privacy, contracts, architecture and resilience.	What investment and risk sit behind the technology estate?
Commercial	Payer contracts, referral sources, pipeline, pricing and concentration.	Is demand durable and economically attractive?
Legal and regulatory	Claims, inspections, permits, compliance and material obligations.	What exposure could affect value or authority to operate?

10. Executive 90-Day Plan

Purpose: Convert immediate leadership priorities into a focused, measurable programme.

Period	Leadership objective	Typical outputs
Days 1–30	Understand the organisation and stabilise material exposure.	Stakeholder map; baseline; priority risks; urgent decisions; communication rhythm.
Days 31–60	Align outcomes, ownership and operating priorities.	Outcome measures; governance cadence; first improvement wave; resource decisions.
Days 61–90	Demonstrate delivery and establish sustainable routines.	Verified early results; updated forecast; capability plan; 12-month roadmap.

Priority outcome	Milestone	Owner	Due date	Measure / target	Decision required
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Using these templates responsibly

Adapt each template to the organisation's legal form, regulator, service model, maturity and risk. Keep one controlled current version, assign a named owner and review whether the template improves management decisions. Avoid collecting information that does not influence action.

For implementation support, visit <https://www.ozanixpartners.com> or book a complimentary discovery call.