

Virtual Conference Agenda

Day 1 • Monday, September 14, 2020

All times listed are in Eastern Standard Time.

10:00–11:00 A.M. **Welcome & Introduction**
Stephen W. Kett
 Senior Program Director
The Governance Institute

Keynote Address **Leading Through a Pandemic**
Michael J. Dowling
 President & CEO
Northwell Health

Summary

In tackling one of the most important issues for all Americans, Michael Dowling will share an optimistic perspective on healthcare by arguing that the “decline narrative” is both outdated and overstated. While acknowledging that the U.S. health system is “far from perfect,” he makes the case for a positive outlook by presenting and addressing major trends that are positioning the nation’s healthcare system toward greater quality, safety, access, and affordability.

Learning Objectives

At the conclusion of this session, attendees will be able to:

- Develop an appreciation and positive perspective for the history and future of healthcare in the United States
- Describe some of the major trends in healthcare that bolster this optimism

Keynote Interview

11:00–11:15 A.M. **Break**

11:15 A.M.–12:00 P.M. **Board Excellence in Quality & Safety: Before, During, & After a Pandemic**
General Session
Maulik Joshi, Dr.P.H.
 President
Meritus Health

Summary

As has often been said, “never let a crisis go to waste.” As a world we are in a serious crisis and arguably, the situation is even more grave in the United States of America. Healthcare, which has had some immunity to previous financial and societal pressures, has not escaped and is in fact at the epicenter of the current pandemic. What can we learn from how boards have governed quality before and during the pandemic as we get to post-pandemic times?



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Day 1 • Monday, September 14, 2020 (continued)

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Summary (continued)

In this session, we will talk about using the foundation of board oversight of quality before the pandemic, considering its focus during the pandemic, and applying what we have learned to elevate healthcare governance in quality after the pandemic. COVID-19 provides a silver lining in learning how boards can truly govern at a level that drives quality and health faster and deeper for our patients and our communities.

Learning Objectives

At the conclusion of this session, attendees will be able to:

- Describe the board fundamentals of overseeing multiple dimensions of quality, goal setting, and periodic self-assessment
- Identify how boards can hold leadership accountable for population health and workforce excellence, in addition to quality

12:00–1:00 P.M.

Lunch Break

1:00–1:45 P.M.

**Concurrent
Session #1**

Intentional Governance: Boards & Quality

Michael D. Pugh, M.P.H.

President

MdP Associates, LLC

Summary

Michael Pugh is a national expert on quality and safety in healthcare delivery systems and focuses much of his consulting practice on helping boards and senior leaders improve their quality management practices and systems. In this virtual session, Mr. Pugh will share five ideas to improve governance oversight of quality and safety and will challenge participants to think about how they might more effectively and efficiently perform their fiduciary duty for quality oversight.

Learning Objectives

At the conclusion of this session, attendees will be able to:

- Describe the appropriate role of governance in quality and safety
- Identify five useful ideas for improving governance oversight of quality and safety
- Identify better questions about their organization's quality and safety performance



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1:00–1:45 P.M.
Concurrent
Session #2

Physicians on Your Board: Maximizing a Hiddent Asset
Kimberly A. Russel, FACHE
 Chief Executive Officer
Russel Advisors

Summary

Physicians are key members of hospitals and health system boards. As health care organizations navigate complex change against a dynamic environment, physician board members are an underutilized resource. This session will share the experiences and perceptions of past and present physician board members. Impediments to maximizing physicians' contributions to the board will be examined. The roles of the CEO and board chair in uniting medical and non-medical board members into an effective board will be discussed. Strategies for effective deployment of physicians on hospital and health system boards will be developed.

Learning Objectives

At the conclusion of this session, attendees will be able to:

- Identify opportunities to leverage physician board members as a board effectiveness tool
- Develop a plan relevant to the participant's organization to maximize the contributions of physician board members

1:00–1:45 P.M.
Concurrent
Session #3

Catalyzing Digital Transformation in Healthcare
Ryan Bertram
 Principal, Chartis Digital
The Chartis Group

Royce Cheng
 Principal, Chartis Digital
The Chartis Group

Summary

Digital healthcare technologies such as connected consumer devices, virtual care services, and big data analytics are changing consumer expectations, enabling disruptive new businesses, and raising novel regulatory and ethical issues. These digital transformation trends have been accelerated by the innovative responses of many healthcare providers during the coronavirus pandemic. Many health system leaders acknowledge that their digital advances this year stemmed from urgent necessity, and that their approaches to governance, management, and operations must be redesigned to sustain this new rhythm of innovation. Furthermore, to lead in the emerging digital era, health systems must acknowledge their role as conveners and curators, evolving governance and management practices to enable transformation in partnership with others in an expanding healthcare ecosystem. In this session we examine the critical role health system boards play in enterprise transformation, discuss best practices for governance in today's environment, review alternate operating models to bridge the digital divide in the executive suite, and share case studies and lessons learned from leading institutions on their digital transformation journeys.



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Learning Objectives

At the conclusion of this session, attendees will be able to:

- Define different governance and management models to enhance digital transformation success
- Describe leading practices for health system governance in a digital age
- Identify attributes of effective operating models for digital transformation

1:45–2:00 P.M.

Break

2:00–2:30 P.M.

Continuing the Conversations with Our Faculty

Stephen Kett, Michael Dowling, Stephen Klasko, and Brian Silverstein

Summary

Join us at the end of the day for a brief conversation with members of the conference faculty. The discussion will provide an opportunity to explore faculty presentations in greater depth, as well as broader topics relevant to healthcare today. Please bring along any questions, we will include some of those in our conversation, time permitting. It's a great way to end the day!

2:30 P.M.

Adjourn



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Virtual Conference Agenda

Day 2 • Tuesday, September 15, 2020

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10:00–11:00 A.M.	Welcome & Introduction Stephen W. Kett Senior Program Director <i>The Governance Institute</i>	
General Session	Aligning Population Health & Fee-for-Service Strategies during the Pandemic Brian J. Silverstein, M.D. Director <i>The Chartis Group</i>	
11:00–11:15 A.M.	Q&A with Brian Silverstein	
11:15–11:45 A.M.	Break	
11:45 A.M.–12:30 P.M.	The Continued Transformation of Healthcare Delivery	
General Session	Anu R. Singh Managing Director <i>Kaufman, Hall & Associates, LLC</i>	Kevin Holloran Senior Director <i>Fitch Ratings</i>

Summary

This session will discuss how the current pandemic has impacted some obvious areas, such as top-line revenue loss, temporary interruption of care delivery, and the pursuit of certain strategic alliances and initiatives. At the same time, this crisis has certainly highlighted that credit fundamentals, or no-regrets strategies, are useful under any circumstances. For example, disaster/business interruption preparedness, balance sheet strength, physician and community relationships, and relationships with payers are all key to the current re-activation of services that we are seeing at this very moment. Lastly, there will be a discussion (with audience participation), about how certain operational themes may change or stay the same, such as new strategic planning, impact on collaboration and partnerships, fiduciary responsibilities, and impact on disruptors and innovation.

Learning Objectives

At the conclusion of this session, attendees will be able to:

- Identify if they endured this pandemic in a “best in class” manner
- Define what either the rating agencies or sector M&A advisors are recommending
- Describe how they can be better prepared for another crisis
- Describe what is next for the industry and how to translate that into their strategy

12:30–1:30 P.M. **Lunch Break**



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1:30–2:15 P.M.
General Session

Measuring & Moving What Matters: Advancing Well-Being in the Nation

Somava Saha, M.D., M.S.

Founder & Executive Lead

WE in the World

Executive Lead

Well-Being in the Nation Network

Summary

The Well-being In the Nation (WIN) measures were developed and adopted as our first common measures for population and community health. Divided into three core domains related to the well-being of people, the well-being of places and equity, along with additional indicators related to the drivers of health and well-being, these measures help us to ground ourselves on what really matters and drives outcomes in improving the health and well-being of people and communities. Supported by the CDC, CMS, Healthy People 2030 and a number of other agencies, they offer a way to drive collaboration with partners across our communities.

Using WIN and Pathways to Population Health as guides, this presentation will help participants to understand how our national and community understanding of what matters is driving a change in our measurement and improvement system.

Learning Objectives

At the conclusion of this session, attendees will be able to:

- Identify why improving the health of people, places and systems of inequity drive health outcomes
- Define WIN measures and Pathways to Population Health frameworks
- Describe how to use these tools in their work

2:15–2:30 P.M.

Break



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2:30–3:30 P.M.
General Session

Dispelling the Myth of “Non-Disruptive Disruption”

Stephen K. Klasko, M.D., M.B.A.

President

Thomas Jefferson University

Chief Executive Officer

Jefferson Health

Summary

It's February 2, 2030. A mutant strain of an RNA encapsulated virus has been afflicting people in Australia. People old enough to remember—especially healthcare workers—the dark days of early 2020 and the COVID-19 crisis immediately panicked...for a second...and then they smiled. Because they knew healthcare had evolved from a broken, fragmented, expensive, inequitable “sick care” system to a “health assurance” system where most of their care happens at home.

We are witnessing healthcare’s “Amazon moment.” If you are a provider and think you’re going back to a business model solely based on hospital revenue and not relevant to people who want care at home, you will be out of business. If you are an insurer and think you can just be the middleman between the hospital and the patient, you’ll be irrelevant. If hospitals believe that innovation can just be this cute little thing that they do in the background but the real business is getting “heads in beds”, they will never recover from the pandemic of 2020 losses.

Learning Objectives

At the conclusion of this session, attendees will be able to:

- Define how we move from the “iron triangle of healthcare” to the “patient diamond of healthcare”
- Describe how hospitals and health systems move from a “sick care” to a “health assurance” model
- Define the “biases physicians bring to the table” that will make it more difficult for the traditional healthcare ecosystem to thrive and what can we do about it

3:30 P.M.

Adjourn



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