

Virtual Conference Agenda

Day 1 • Thursday, November 12, 2020

All times listed are in Eastern Standard Time.

10:00–10:45 A.M. **Welcome & Introduction**
Stephen W. Kett
 Senior Program Director
The Governance Institute

Keynote Address **Through the Consumer’s Eyes: Healthcare in the Post-Patient Era**
Ryan Donohue
 Corporate Director, Program Development
NRC Health

Summary

If healthcare is making your head spin, you’re not alone. Those who attempt to use our services are firmly in the same camp. Consumers of healthcare face an uphill battle as patients, and as providers of care we face a similar challenge as we try to meet expectations and deliver the best possible care. Join as we peer into an exploratory study of the fragile, fearful healthcare consumer psyche in 2020. We’ll put ourselves in Virtual care, service recovery, putting off healthcare altogether...where do consumers turn when healthcare becomes virtually unrecognizable?

Learning Objectives

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

- Identify what keeps consumers from being fulfilled as patients
- Define the consumer care journey through the perspective of the consumer-patient
- Summarize consumer engagement strategies for today’s healthcare consumer

10:45–11:00 A.M. **Break**

11:00 A.M.–12:00 P.M. **Leading Through a Pandemic**
General Session **Michael J. Dowling**
 President & CEO
Northwell Health

Summary

In this session, Michael Dowling will take a journey behind the front lines of the coronavirus pandemic with Northwell Health, New York’s largest health system. He will share the inside story of humanity, innovation, and lessons learned during the COVID-19 crisis. From the C-suite to the front lines, he will present on the groundwork that positioned Northwell as uniquely prepared for the pandemic.



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Learning Objectives

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

- Describe what it was like to be in the epicenter of a global pandemic
- Identify the challenging task of changing the culture of American healthcare to embrace emergency response capabilities in hospitals and health systems
- Define how hospitals and health systems can prepare more effectively for the next viral threat

12:00–1:00 P.M.

Lunch Break

1:00–1:45 P.M.
**Concurrent
Session #1**

Physician Leadership in the Coronavirus Era: Shifts in Mindset & Practice

Lawrence R. McEvoy II, M.D.

President & CEO

Epidemic Leadership

Summary

The emergence and spread of coronavirus COVID-19 and its subsequent responses and challenge offer a glimpse into the future of physician leadership at the practical and philosophical levels. This interactive workshop will crowdsource the ideas, difficulties, and questions surfaced by this complex challenge and will provide a venue for designing practical operational responses and more fundamental shifts in how physician leaders influence the design and function of their organizations for greater efficacy and adaptability.

Learning Objectives

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

- Describe why coronavirus implies such a unique challenge to our current operations and culture in healthcare
- Design forward approaches to practical operational responses
- Define leadership mindsets which will allow for stable and vigorous function in an unstable future



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1:00–1:45 P.M.
**Concurrent
Session #2**

Building a Reliable Culture of Safety

Denise Murphy, RN, M.P.H., CIC, FAPIC, CPPS, FAAN

Vice President for Patient Care Systems & Chief Nurse Executive
BJC Healthcare

Summary

One of the most important responsibilities we have as healthcare leaders is to build a safe environment where people can count on us to act as a team to keep them safe from harm and reliably deliver the outcomes expected. Building a culture of safety and high reliability involves understanding the organizational culture, leadership committing to change/improvement, and providing team members with the education, tools, and training to do their jobs in a physically and psychologically safe environment. This session will provide participants with insight into the journey of two different healthcare systems and the most important lessons for those leading culture change.

Learning Objectives

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

- Identify three strategies for leading cultural transformation
- Discuss fundamental elements of building a psychologically safe environment
- List the principles of high reliability and examples of how they look when implemented in a complex healthcare environment

1:00–1:45 P.M.
**Concurrent
Session #3**

Enterprise Risk: Understanding, Measuring, & Taking Action

Marian C. Jennings, M.B.A.

President
M. Jennings Consulting, Inc.

Summary

Operating in such a highly regulated industry, many healthcare leaders understand “risk management” as “risk prevention.” While extremely important, such a compliance-based approach is overly narrow. Effective enterprise risk management requires approaches to minimize strategic, operational, and financial risks.

In this session, we will provide board leaders with a framework to understand the multiple dimensions of risk in the dynamic healthcare environment and practical approaches to ensure that the organization is identifying and effectively mitigating such risks.

Learning Objectives

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

- Define at least three types of risks the board should be monitoring and minimizing
- Articulate the difference between compliance/risk prevention and enterprise risk management
- Identify how the organization’s overall strategic plan should be connected to its enterprise risk management approaches



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1:45–2:00 P.M.

Break

2:00–2:45 P.M.

Continuing the Conversations with Our Faculty

Moderator: Stephen W. Kett

Panel: Stephen K. Klasko, M.D., M.B.A., Michael J. Dowling, and Brian J. Silverstein, M.D.

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!

2:45 P.M.

Adjourn



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Day 2 • Friday, November 13, 2020

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

General Session **Leading Through Uncertainty**
Kenneth Kaufman
 Chair
Kaufman, Hall & Associates, LLC

Summary

COVID-19 and related factors have created a level of uncertainty that few healthcare leaders have faced in their careers. As boards seek to guide organizations through these times, they need to understand the elements that constitute this uncertainty, including the trajectory of COVID-19, the changing nature of competition, the rise of telehealth, and the need for a new cost structure. In addition, board members should understand a disciplined approach to building an organization that can weather the external risks of this unpredictable environment.

Learning Objectives

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

- Identify five changing elements of the healthcare environment
- Describe the concept of risk as it applies to healthcare strategy and finance
- Identify four principles of organizational success in an uncertain environment

11:00–11:15 A.M. **Break**

11:15 A.M.–12:00 P.M. **Aligning Population Health & Fee-for-Service Strategies during the Pandemic**
Brian J. Silverstein, M.D.
 Managing Director
Health Care Wisdom

Summary

Diseases move through a natural life cycle that includes diagnostic testing, therapies, and ideally a cure. COVID-19 is very early in this life cycle and we are just learning about the disease characteristics. COVID-19 has also caused volumes to plummet, placing stress on patient outcomes and health system finances. This decrease in volume presents senior leadership and boards of healthcare organizations with an opportunity to reframe growth by allocating resources toward population health to engaging patients and ensuring they are receiving the care they need.



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Summary (continued)

Population health requires strategies and operations that are not limited to traditional healthcare delivery to identify who needs what, when, and how. This session discusses the need for senior leaders and board members to think about how COVID-19 may impact the development or enhancement of their population health strategy and how this can also serve their immediate fee-for-service needs. By investing in population health, health systems will be able to help manage the health needs of patients and bring them in for appropriate care and interventions.

Learning Objectives

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

- Describe the common patterns to disease cycles
- Discuss the market factors that are relevant today for healthcare providers
- Review strategies to be successful in this market

12:00–1:00 P.M.

Lunch Break

1:00–1:45 P.M.

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



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1:45–2:00 P.M.

Break

2:00–3:00 P.M.

Closing Keynote

Dispelling the Myth of “Non-Disruptive Disruption”

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

President

Thomas Jefferson University

CEO

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

3:00 P.M.

Adjourn



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