



Virtual Conference Agenda

Day 1 • Monday, January 18, 2021

ALL SESSION TIMES ARE IN EASTERN TIME

10:00–10:05 AM

Welcome & Introduction

Stephen W. Kett
Senior Program Director
The Governance Institute

10:05–11:00 AM
Keynote Address

COVID-19 & the Transformation of Healthcare: Managing the Challenges, Capitalizing on the Opportunities

Robert M. Wachter, M.D.
Professor & Chair, Department of Medicine
University of California, San Francisco

The COVID-19 pandemic has been a tragedy for millions of patients and had a disastrous impact on the economy, both generally and in healthcare. It has tested healthcare institutions and leaders like nothing in generations. Yet, like all shocks to the system, it has also created opportunities for transformation. In this session, Dr. Bob Wachter—an international thought leader in quality, safety, digital transformation, and COVID itself—will describe the impact of COVID on healthcare, highlighting both the major challenges it presents as well as some unprecedented opportunities it creates.

Learning Objectives

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

- Identify three major areas in which COVID led to acceleration in the transformation of healthcare
- Describe the reasons for the rapid adoption of telemedicine during COVID
- Describe at least three changes brought about by COVID that are likely to endure after the pandemic is resolved

11:00–11:15 AM

Break

11:15 AM–12:00 PM
General Session

COVID-19 & the Future of Public Health & Healthcare

Leana Wen, M.D.
Emergency Physician & Visiting Professor of Health Policy & Management
George Washington University School of Public Health

Dr. Wen is one of the nation's leading experts in the COVID-19 pandemic, called upon for her expertise by Congress, state, and local governments, businesses, schools/universities, and scientific organizations. This session will discuss the lessons learned thus far and implications for public health and healthcare systems. Drawing upon her past experience as the Commissioner of Health for Baltimore and as a patient and family advocate, Dr. Wen will also present other examples of successful collaborations between local/state public health and hospitals, and between patients, providers, and systems.

Learning Objectives

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

- Describe the state of COVID-19 and major lessons learned in the response thus far
- Identify models of successful collaboration between local/state public health & health systems

12:00–1:00 PM

Lunch

1:00–1:45 PM

Concurrent Session

Utilizing Philanthropy to Elevate Community Well-Being

Betsy Chapin Taylor, FAHP

Chief Executive Officer
Accordant Philanthropy

2020 was an inflection point for U.S. healthcare. COVID-19 illuminated the impact of health disparities tied both to economic disadvantage and to race and sharpened the demand for health equity. While discussions have continued for a decade about the need to elevate community health status, urgency has now arrived in how health organizations will fulfill their evolving role to proactively address health status and well-being in addition to reactively treating illness and injury. As organizations seek to rise relative to these new opportunities, the availability of capital and operational resources has been a pervasive constraint. However, progressive health organizations have found that community charitable giving and grants are optimally positioned to fund these new ambitions.

Learning Objectives

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

- Identify the key dynamics and trends that are pushing organizations to invest in community health
- Assess the financial rationale for philanthropy as a key revenue source to advance community health
- Define specific and actionable steps for trustees to discuss, consider, and address

1:00–1:45 PM

Concurrent Session

Physicians on Your Board: Maximizing a Hidden Asset

Kimberly A. Russel, FACHE

Chief Executive Officer
Russel Advisors

Physicians are key members of hospitals and health system boards. As healthcare 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 PM

Concurrent Session

All Quality is Local

Michael D. Pugh, M.P.H.

President
MdP Associates, LLC

In this session, Michael Pugh will discuss how healthcare systems, both multi-hospital and single hospital systems, might better structure their quality governance functions to be more efficient and effective. Governance of quality at the system-level should focus on setting expectations for desired levels of quality and safety performance and monitoring strategic efforts to achieve better outcomes for patients.

Learning Objectives

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

- Define the interlocking roles and responsibilities of the quality reporting structures in healthcare systems
- Identify two-three ideas of how they might improve their system governance for quality

1:45–2:00 PM

Break

2:00–2:45 PM
General Session

Building a Culture of Empathy to Advance Diversity & Equity

Wright L. Lassiter, III
President & CEO
Henry Ford Health System

In this session, Wright Lassiter will take attendees on a powerful journey toward the intersection of empathy, organizational culture, and impactful approaches to diversity and equity. He will share insights from one of Michigan's most storied healthcare institutions including the health system's journey to redesign its core values, transition from "programs and initiatives" to foundational change, and the essential role of empathy in achieving success. He will also explore how the COVID-19 pandemic and the racial unrest that left an indelible mark on our nation in 2020, prompted him and others to pose the challenging question—"are we doing enough?"

Learning Objectives

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

- Define and articulate the fundamental connections between organizational culture, empathy, and approaches to diversity, equity, inclusion, and justice
- Identify ways to implement foundational change to address diversity and equity in their workforce and the communities they serve

2:45–3:00 PM

Break

3:00–3:45 PM
Panel Discussion

Continuing the Conversations with Our Faculty

Brian J. Silverstein, M.D.
Managing Director
Health Care Wisdom

Leana Wen, M.D.

Emergency Physician & Visiting Professor of Health Policy & Management
George Washington University School of Public Health

Aaron Martin

Executive Vice President & Chief Digital Officer/Managing General Partner
Providence St. Joseph Health/Providence Ventures

Stephen W. Kett

Senior Program Director
The Governance Institute

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!

Day 2 • Tuesday, January 19, 2021

ALL SESSION TIMES ARE IN EASTERN TIME

10:00–10:05 AM

Welcome & Introduction

Stephen W. Kett
Senior Program Director
The Governance Institute

10:05–11:00 AM
General Session

The Virtual Hospital: Integrated Digital Systems, Analytics, & AI

Aaron Martin
Executive Vice President & Chief Digital Officer/Managing General Partner
Providence St. Joseph Health/Providence Ventures

Similar to consumer industries being disrupted after the Internet and mobile revolutions, healthcare is facing a future of disruption from external digital forces as a result of these swift transformations resulting from COVID-19. Health systems must reorganize around the unique needs of patients rather than around their own functional areas, and digital has the opportunity to play a critical role.

Swift changes in how care is delivered is creating a greater need for systems to adopt flexible digital models for patients to access care outside traditional brick-and-mortar healthcare facilities.

In this session, Aaron Martin discusses two key disruptive forces accelerated by COVID, that will confront health systems and drive the need for new digital innovations. Aaron will also walk through Providence's digital response to these disruptive trends.

Learning Objectives

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

- Describe key disruptive trends accelerated by COVID
- Identify why digital technology is now an imperative for health systems
- Define the components of a comprehensive digital platform and how they work together
- Identify the key success metrics associated with a digital strategy

11:00–11:15 AM

Break

11:15 AM–12:00 PM

General Session

Strategy Pivots in the Time of COVID

Mark E. Grube

Managing Director & National Strategy Leader
Kaufman, Hall & Associates, LLC

As the uncertainty of COVID-19 continues to roil our society, health system executives face perhaps the most difficult challenge of their careers: deriving insights about a volatile and risky environment, and translating those insights into significant pivots in strategy. This session will review how to develop scenarios for volatile environmental factors and a menu of flexible strategies that can help organizations weather changes and excel in required new capabilities.

Learning Objectives

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

- Identify four environmental factors to track
- Identify three likely long-term market effects of COVID
- Describe four strategic changes required for the changing environment

12:00–1:00 PM

Lunch

1:00–1:45 PM

Concurrent Session

Welcome to the Future: A Healthcare Board's Practical Guide to Emerging Compliance Program Priorities

Anne M. Murphy

Partner
Arent Fox, LLP

Healthcare delivery has been changing for decades, and the pace of this change has only accelerated recently. There are now numerous fronts of essential disruption in healthcare that, in concert with strategic attention, should be incorporated into a healthcare organization's compliance program. This presentation will offer practical and concrete guidance as to how a healthcare governing board should be approaching compliance oversight to assure that it effectively addresses key forces of disruption as well as enforcement trends, and strikes the appropriate balance with the many other priorities the board is facing.

At a high level, these forces of disruption for healthcare delivery include new ways of delivering care through telehealth, home health, and downsizing of traditional brick-and-mortar-based services; the use of artificial intelligence and other cutting edge technology; and the possibility of non-traditional partners or co-investors. Compounding this already dynamic time, the COVID-19 era has added to these burgeoning priorities the importance of an effective public health emergency plan; the need for enhanced financial stress testing; the extreme expansion of telehealth service delivery; and essential questions around workforce culture and institutional equity.

Learning Objectives

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

- Convey best practices in board oversight of healthcare organization compliance programs, using practical examples and concrete recommendations
- Apply these recommendations to emerging innovations and COVID-19 realities, including service modifications resulting from value-based purchasing trends and COVID-19 (including expansion of services into telehealth, and reduction of in-person care); technology innovations and use of artificial intelligence in healthcare delivery; and non-traditional collaborations with industry members and private equity/venture capital firms
- Summarize key enforcement trends that healthcare boards should consider in the oversight of compliance programs

1:00–1:45 PM
Concurrent Session

Patient No Longer: Reimagining the Consumer Journey of Care

Ryan Donohue

Corporate Director, Program Development
NRC Health

At the core of the healthcare consumer revolution is understanding that moving from sick care to health assurance is a necessary transformation for the traditional healthcare ecosystem, in much the same way convenience and cost pressures transformed the retail industry. This revolution places the human at the center of the healthcare journey.

COVID-19 has revealed the long-standing deficiencies of our legacy systems and accelerated virtual care. Healthcare leaders must now ensure that connected care using digital technology benefits everyone and is integrated into a wider consumer-centric framework that eliminates friction at all points along the consumer's healthcare experience—including virtual and physical touchpoints. True consumer-centric health systems embrace a long-term relationship with consumers and build trust, transparency, and loyalty over time. While the pandemic has shown healthcare's true colors, it has also provided a window of opportunity for all healthcare leaders to grasp.

This session will dive into the current state of the consumer revolution in healthcare, analyze gains made, and provide solutions for organizations to accelerate and integrate consumer-focused initiatives into the entire care experience.

Learning Objectives

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

- Define the healthcare consumer revolution and articulate reasons why healthcare has fallen behind other industries in implementing a consumer-focused approach
- Assess their own organization's position along the consumerism journey and develop targets and future goals for where the organization needs to be and when
- Identify ways to enhance, accelerate, and integrate consumer-focused initiatives into care delivery while maintaining the big-picture perspective of how those initiatives will reduce or eliminate friction for healthcare consumers, as well as how they align with the mission, vision, and strategic goals of the organization

1:00–1:45 PM
Concurrent Session

The Impact of COVID-19 on Bond Ratings

Kevin Holloran

Senior Director
Fitch Ratings

This session will include an engaging discussion of the key financial and strategic challenges that have been facing U.S. not-for-profit hospitals during the COVID-19 pandemic, and how bond ratings have performed in 2021. A brief overview of the rating scale, a review of Fitch's not-for-profit healthcare portfolio, and a discussion on hospital rating trends over the past several years will be provided.

The session will largely focus on the disruptive emergence of the COVID-19 virus and how it challenged the sector in different ways, at different times during 2020. In addition, Fitch's predictions for the near-term will be presented as well as the key factors driving Fitch's sector outlook including a discussion on operating risk, federal public policies, and the lingering effects of COVID-19.

Learning Objectives

At the completion of this session, learners will be able to:

- Describe the role of Fitch's ratings in the capital markets
- Identify challenges facing not-for-profit hospitals as seen through the lens of credit ratings
- Define new disruptor (COVID-19) and how it challenged financial stability, and will change the trajectory of healthcare

1:45–2:00 PM

Break

2:00–3:00 PM
General Session

Aligning Population Health & Fee-for-Service Strategies during the Pandemic

Brian J. Silverstein, M.D.

Managing Director
Health Care Wisdom

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 health-care 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.

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 completion of this session, learners 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

3:00 PM

Adjourn