



# April 2021 Virtual Conference Agenda

Day 1 • Monday, April 19, 2021

ALL SESSION TIMES ARE IN PACIFIC TIME

**9:00–10:00 A.M.**

## Welcome & Introduction

**Stephen W. Kett**  
Senior Program Director  
*The Governance Institute*

*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

**10:00–10:15 A.M.**

## Break

**10:15–11:00 A.M.**

*General Session*

## Moody's Perspective on Not-for-Profit Healthcare

**Lisa Goldstein (Speaker will present virtually)**  
Associate Managing Director, Healthcare Ratings, Public Finance Group  
*Moody's Investors Service, Inc.*

Lisa Goldstein will discuss Moody's recent not-for-profit healthcare rating activity and the key drivers to rating upgrades and downgrades before and during the pandemic. She will also provide a view into financial performance during 2020 and how recent results compare to historical trends. She will also discuss how Moody's incorporates the federal CARES Act funding and other stimulus programs into ratings.

Lisa will provide a national perspective on volume trends since the re-opening of services and Moody's perspective on credit after COVID-19, including the use of digital technology and the increasingly competitive landscape for ambulatory services. She will also discuss Moody's views

on environmental, social, and governance (ESG) risks. Lisa will provide a detailed discussion on governance and management and why it matters in not-for-profit healthcare debt ratings.

### **Learning Objectives**

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

- Identify key factors that drive Moody's evaluation of credit risk
- Describe how Moody's evaluates ratings during a global pandemic
- Define key observations on how not-for-profit hospitals and healthcare systems managed during the shutdown and reopening

**11:00–11:15 A.M.**

### **Break**

**11:15 A.M.–12:00 P.M.**

*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

**12:00–1:00 P.M.**

### **Lunch Break**

This will be a one-hour break, please return at 1:00 P.M. for the next session.

**1:00–1:45 P.M.**

*Concurrent Session*

**Live Streamed, CEUs  
available**

### **The Post-Pandemic CEO**

**Kimberly A. Russel, FACHE**

Chief Executive Officer

*Russel Advisors*

The pandemic has left a permanent impact on nearly every element of the healthcare delivery system, and CEO leadership is certainly no exception. Many are predicting record levels of CEO turnover in the coming years. When CEO turnover occurs, the pandemic experience will impact a board's decision making about CEO selection. Boards will consider what they observed and learned about effective CEO leadership during the pandemic. This session will share current insights from executives, board members, and executive search consultants about the necessary background, characteristics, and skill sets for successful CEOs in a post-pandemic world. The results of this research may also inform the board's ongoing succession planning discussions.

As the number of COVID-19 cases and hospitalizations decline, hospitals continue to cope with the reverberations of the crisis, while at the same time facing a highly uncertain future for the U.S. healthcare system. A critical task for boards and executives is to attempt to understand the likely nature of how this changed the healthcare system, and the hospital's place in this system. This presentation will show how COVID-19 has accelerated a new basis for healthcare competition, and will review the strategic decisions that hospital boards and executives will need to make in order to remain vital forces in the new environment.

### **Learning Objectives**

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

- Identify CEO turnover trends
- Differentiate the additional leadership characteristics, traits, and experiences that boards will expect from CEOs as the pandemic eases
- Incorporate key elements of the research findings into the board's succession planning discussions

**1:00–1:45 P.M.**  
*Concurrent Session*  
**Pre-recorded, no CEUs available**

### **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 health-care systems
- Identify two-three ideas of how they might improve their system governance for quality

**1:45–2:00 P.M.**

### **Break**

**2:00–2:45 P.M.**  
*Panel Discussion*

### **Conversations with Our Faculty**

**Wright L. Lassiter, III**

President & CEO  
*Henry Ford Health System*

**Ira Byock, M.D.**

Founder & Chief Medical Officer  
*Institute for Human Caring, Providence St. Joseph Health*

**Kevin Barnett, Dr.P.H., M.C.P.**

Executive Director, Center to Advance Community Health & Equity (CACHE)  
*Public Health Institute*

**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, April 20, 2021**

ALL SESSION TIMES ARE IN PACIFIC TIME

**9:00–10:00 A.M.**  
*General Session*

### **Leading through Uncertainty**

**Kenneth Kaufman (Speaker will present virtually)**

Chair  
*Kaufman, Hall & Associates, LLC*

As the number of COVID-19 cases and hospitalizations decline, hospitals continue to cope with the reverberations of the crisis, while at the same time facing a highly uncertain future for the U.S. healthcare system. A critical task for boards and executives is to attempt to understand the likely nature of how this changed the healthcare system, and the hospital's place in this system. This presentation will show how COVID-19 has accelerated a new basis for healthcare competition, and will review the strategic decisions that hospital boards and executives will need to make in order to remain vital forces in the new environment.

#### **Learning Objectives**

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

- Identify five effects of COVID-19 on healthcare organizations and emerging business models
- Describe the new basis of competition for hospitals and health systems
- Describe key strategic decisions related to digital capabilities and other aspects of the changing healthcare system

**10:00–10:15 A.M.**

**Break**

**10:15–11:00 A.M.**  
*General Session*

### **What the Pandemic Can Teach Us About Life & Caring**

**Ira Byock, M.D.**

Founder & Chief Medical Officer

*Institute for Human Caring, Providence St. Joseph Health*

COVID-19 has claimed the lives of millions of people, sickened millions more and continues to threaten us all. The crises of the past 18 months are medical, social, and cultural. Healthcare has risen to the challenges heroically and been humbled by our limitations. This pandemic is also personal, revealing how vulnerable each of us are. In this cold light, core elements of human caring have come to the fore. Mortal life tacitly asks: "How then shall we live?" For those in healthcare that question encompasses: "How then shall we care?"

Dr. Byock explores the fundamental nature of illness and human caring. He highlights personal opportunities for health, resilience and growth, and professional opportunities for healthcare transformation during and beyond this public health crisis. Providence system's Institute for Human Caring has accelerated measurable improvements in goal-aligned, whole person care. Scalable programs demonstrate how this shift epitomizes value—measurably raising quality while lowering healthcare costs. Ultimately, this pandemic may teach us—personally and professionally—that in facing our fears, acting from love, and cultivating human connection, we can foster well-being through the end of life.

#### **Learning Objectives**

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

- Describe key elements of goal-aligned care and the process of shared decision-making
- Define human well-being during adult life and through frailties of advanced age or illness
- Recognize and name four or more components of the Institute for Human Caring Non-Incremental Change strategy
  - » Quality Standards
  - » Measures & Monitoring
  - » Systems Optimization
  - » Clinician Education
  - » Patient Education
  - » Community Engagement
  - » Palliative Care Optimization
  - » Caring for Our Own

**11:00–11:15 A.M.**

**Break**

**11:15 A.M.–12:00 P.M.**  
*General Session*

## **Dueling Storms: Advancing Consumerism in the Midst of the Pandemic Recovery**

**Ryan Donohue (Speaker will present virtually)**

Solutions Expert  
*NRC Health*

The principles of healthcare consumerism advanced much quicker than originally anticipated, and all it took was a pandemic. COVID-19 brought incredible pain and suffering but healthcare's swift and decisive response to the virus also produced several consumer-facing byproducts: accelerated access to care, burgeoning virtual experiences, and the mitigation of several barriers along the healthcare journey. But are these advances here to stay? Healthcare consumers hope to see continued relief in their daunting pursuit of great care, but healthcare organizations are emerging from the pandemic with tangled priorities and bruised balance sheets. We'll carefully examine intriguing ideas and case examples that keep the momentum of COVID-consumerism while allowing healthcare organizations a chance to get back on their feet. All the while we'll keep a sharp eye on what healthcare consumers want next from healthcare—an industry in the brightest of spotlights.

### **Learning Objectives**

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

- Define healthcare consumerism in the context of pre-, during, and post-COVID dynamics
- Discuss how COVID propelled consumerism in ways repeatable and improvable in a post-pandemic care delivery system
- Assess their own organization's position along the consumerism journey and develop a strategic post-pandemic framework to further advance consumer-centeredness

**12:00–1:00 P.M.**

## **Lunch Break**

This will be a one-hour break, please return at 1:00 P.M. for the next session.

**1:00–2:00 P.M.**  
*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 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.

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

**2:00 P.M.**

## **Adjourn**