



September 2021 Leadership Conference Agenda

Virtual
September 20–21, 2021

Day 1 • Monday, September 20, 2021

ALL SESSION TIMES ARE IN PACIFIC TIME

9:00–9:05 AM

Welcome & Introduction

Ryan Donohue
Solutions Expert, Consumerism
NRC Health

9:05–10:00 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

10:00–10:15 AM

Break

10:15–11:00 AM
General Session

Healthcare Rating Agencies Update

Kevin Holloran
Senior Director
Fitch Ratings

Suzie Desai
Senior Director & Sector Lead, U.S. Not-for-Profit
Healthcare Group
S&P Global Ratings

Lisa Goldstein
Associate Managing Director, Healthcare Ratings, Public Finance Group
Moody's Investors Service, Inc.

Kevin Holloran, Suzie Desai and Lisa Goldstein will present an engaging discussion of the key financial and strategic challenging that have been facing US not-for-profit hospitals during the COVID-19 pandemic, how bond ratings have performed, and where we go next now that the Delta variant of COVID is once again suggesting a very difficult Fall and Winter.

The sessions 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 the course of 2020. In addition, we will discuss early predictions for the near-term, and key factors that may or may not still be applicable.

Learning Objectives

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

- 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
- Identify where the sector might go from here with new covid (Delta variant) surging

11:00–11:15 AM

Break

11:15 AM–12:00 PM

General Session

Building a Culture of Empathy to Advance Diversity & Equity

Kimberlydawn Wisdom, M.D., M.S.

Senior Vice President, Community Health & Equity

Chief Wellness & Diversity Officer

Henry Ford Health System

We are currently in the information age where there is a plethora of data and information literally at our fingertips. By pushing a few buttons, we can retrieve, in a few seconds, all kinds of information ranging from any topic in medical literature, to an up-to-the-moment weather report. With access to the Web and Google searches we are lightyears ahead of our ancestors in accessing information than any other generation, ever. Yet, in our communities we are plagued with some of the most basic challenges in health outcomes that are consistently reported across our country. We are also a nation profoundly impacted by health and healthcare disparities driven by inequities and social injustices at its core.

We have higher infant death rates than many developing countries, in some communities these statistics are independent of socioeconomic status. For instance, an African American woman with a college degree has a higher likelihood of experiencing a poor birth outcome than a white woman without a high school diploma. We have challenges preparing the current generation of students of color to graduate from high school, let alone pursue a college degree. These issues exist not because there is a lack of information, but we have not disseminated the information or told the story in a way to reach the heart. To ignite transformative change, we must get to the mind through the heart and spark empathy and compassion to influence the way people show up. This presentation will share an approach to achieving that end.

Learning Objectives

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

- Define our key imperatives to drive diversity, equity, inclusion, and social justice
- Describe examples of how historical events have influenced current behavior
- Identify key efforts to consider driving in their respective organizations

12:00–1:00 PM

Lunch Break

This will be a one-hour break. Please return at 1:00 PM for the next session.

1:00–1:45 PM

General Session

Provider–Payer Partnerships: Innovative & Collaborative Value Models

Deirdre M. Baggot, Ph.D., RN

Partner, Health & Life Sciences Practice

Oliver Wyman

Craig E. Samitt, M.D., M.B.A.

CEO & Founder

ITO Advisors

Barbara M. Price

Corporate SVP, Strategy & Planning

Scripps Health

Provider–payer partnerships have shown mixed results and are highly sensitive to the right conditions and partner selection. Narrow network ACO-JV or partner, virtual IDN, dedicated purpose-built MA practices, how do you know which is the right structure to ensure success? In this session, board members and leaders will not only gain understanding of the dominant partnership archetypes providers and payers commonly engage in, but they will also understand the pros and cons of each archetype.

Presenters will share their perspectives on how providers should think specifically about who the right partners are and why. Attendees will explore whether they are getting as much impact from provider–payer models as their competitors and learn how to ensure meaningful value from partnerships. Finally, board members and leaders will understand what their partnerships look like at scale.

Learning Objectives

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

- Articulate the key attributes of successful provider–payer partnerships
- Describe the common pitfalls to avoid in provider–payer partnerships

1:45–2:00 PM

Break

2:00–2:45 PM
Panel Discussion

Conversations with Our Faculty

Kimberly A. Russel, FACHE, Ira Byock, M.D., Kevin Barnett, Dr.P.H., M.C.P., and Ryan Donohue

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, September 21, 2021

ALL SESSION TIMES ARE IN PACIFIC TIME

9:00–10:00 AM
General Session

Straight Outta COVID: Healthcare in the 4th Industrial Revolution

Kenneth Kaufman

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 conclusion 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 AM

Break

10:15–11:00 AM
General Session

What the Pandemic Can Teach Us About Caring & Life

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 conclusion 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 AM

Break

11:15 AM–12:00 PM
General Session

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

Ryan Donohue

Solutions Expert, Consumerism

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 conclusion 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 PM

Lunch Break

For those who are virtual, this will be a one-hour break. Please return at 1:00 PM for the next session.

1:00–2:00 PM
General Session

Getting Downside Risk Right: Lessons from Leading Organizations

Brian J. Silverstein, M.D.

Director of Value-Based Care Delivery

Innovaccer

Healthcare has spent 30 years talking about moving from volume to value, yet the industry has made incremental progress beyond the Medicare Shared Savings Model (ACOs). Overall, we've seen a little financial reduction, a little quality improvement, and a limited ability to move into downside risk—even though the science is clear that if we moved to downside risk, results could be so much better. And 40 percent of the cost in healthcare is still considered waste.

What's holding value-based care back? There's no shortage of opinions that advocate a particular answer: find the right payment model, get the incentives right, define and align measurements, make providers more accountable, align multi-payer models, government mandates, having the right clinic mode, ensuring the right information is available, and make it all centered around the patient.

Learning Objectives

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

- Describe which value-based care model is the most successful based on outcomes
- Discuss the variables that impact value-based care success
- Identify how to bring the patient into the value-based care conversation

2:00 PM **Adjourn**