



October 2021 Leadership Conference

Virtual Agenda
October 11–12, 2021

Day 1 • Monday, October 11, 2021

ALL SESSION TIMES ARE IN MOUNTAIN 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

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.

*This agenda is subject to change.

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

11:00–11:15 AM

Break

11:15 AM–12:00 PM
General Session

Building a Culture of Empathy to Advance Diversity & Equity

Wright L. Lassiter III (Speaker will present virtually)

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 conclusion 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 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

Governing Quality: How Systems Deliver Top Performance

Michael D. Pugh, M.P.H.

President

MdP Associates, LLC

How do they do it? In the first half of 2021, TGI conducted a study to identify top-performing healthcare systems and understand how these systems deliver top-level results in public quality and safety rating systems. Utilizing publicly available information, an algorithm was created to rank multi-hospital healthcare systems based on their combined CMS, Leapfrog, Market Insights, and HCAHPS performance. The leaders of the top-performing systems were then invited to participate in a survey and interview process to explore their perceptions of the drivers of system-wide quality performance and the role of governance in that process. In this session, we will present the results of our study, our analysis of the drivers of performance, and governance lessons learned.

Learning Objectives

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

- Identify the top drivers of system quality performance
- Describe the role of governance in achieving top level performance
- List two to three new ideas and questions they should be asking about comparative quality performance in their own organizations

1:45–2:00 PM

Break

*This agenda is subject to change.

2:00–2:45 PM
Panel Discussion

Conversations With Our Faculty

**Robert M. Wachter, M.D., Wright L. Lassiter III (Speaker will present virtually),
Brian J. Silverstein, M.D., 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, October 12, 2021

ALL SESSION TIMES ARE IN MOUNTAIN TIME

9:00–10:00 AM
General Session

Straight Outta COVID: Healthcare in the 4th Industrial Revolution

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 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

The New Normal of Governance for Quality & Health

Maulik S. Joshi, Dr.P.H. (Speaker will present virtually)

President & CEO

Meritus Health

A silver lining from the devastating pandemic is the opportunity it has provided us to govern at a level that drives quality and health faster and deeper for our patients and communities. We are still formulating what our new normal world is, but there is a definite opportunity to have a new normal of how we govern quality.

Governance during the pandemic forced us to look at different measures, through a different lens, and with a different focus. We learned to better detect signals from noise as it relates to healthcare quality and health outcomes. Boards now have the opportunity to leverage that learning to accelerate the pace of achieving better health and healthcare outcomes.

Learning Objectives

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

- Describe board practices of overseeing key measures of quality and health with appropriate and aligned goal setting
- Identify potential disparities in care and health
- Define how boards can hold leadership accountable for population health and quality outcomes

*This agenda is subject to change.

11:00–11:15 AM

Break

11:15 AM–12:00 PM

General Session

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

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

Founder & Executive Lead

Well-Being & Equity in the World

Executive Lead

Well-Being in the Nation Network

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 several 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

12:00–1:00 PM

Lunch Break

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

1:00–2:00 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

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