



## Day 1 • Monday, September 11, 2023

\*This is a draft agenda and is subject to change.

ALL SESSION TIMES ARE IN MOUNTAIN TIME

**9:00–10:00 AM**

### **Healing: Our Path from Mental Illness to Mental Health**

**Thomas Insel, M.D.**

*Co-founder & Executive Chair*

Vanna Health

The pandemic has revealed a mental health crisis in three dimensions: youth mental health, serious mental illness, and substance use disorder. As a reference point, since the beginning of the pandemic, we have lost 15x more young people (under the age of 30) to deaths of despair (suicide and drug overdoses) than we have to COVID-19. We are spending far more on people with serious mental illness than only a decade ago, yet morbidity and mortality are increasing for those with schizophrenia, bipolar disorder, and severe mood and anxiety disorders. And, despite effective treatments for substance use disorders, drug overdose deaths continued to soar through the pandemic, surpassing 100,000 in 2021.

How do we explain these dire outcomes when we have good treatments for most mental disorders? This lecture will suggest we have a crisis of care, with five major contributing problems: capacity, engagement, quality, accountability, and equity. While there is no magic bullet, there are solutions for each of these problems. Technology will help, but we need high-touch as well as high-tech. Most of all, we need to shift our model from a narrow medical “sick care” approach to a broader recovery “healthcare” approach by addressing the 3 Ps: people, place, and purpose. The problem of serious mental illness is indeed medical, but the solutions will need to include social, environmental, and political efforts if we are to bend the curves for morbidity and mortality.

#### **Learning Objectives:**

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

- Recognize that progress in research has not translated to progress in outcomes for people with serious mental illness (SMI)
- Identify the reasons for lack of progress in outcomes for people with SMI
- Define the critical elements (the three Ps) of recovery
- Describe how health is about more than healthcare

**10:00–10:15 AM**

**Break**

**10:15–11:00 AM**

### **Palliative Care: Getting It Right**

**Steven Z. Pantilat, M.D., M.H.M., FAAHPM**

*Chief, Division of Palliative Medicine*

University of California, San Francisco

Too often, people with serious, life-threatening illnesses receive care they do not want and from which they do not benefit (repeated hospitalizations or chemotherapy late in cancer) and fail to receive care they do want and from which they would benefit (in-home support or pain management). This approach to care can add unnecessary suffering and stress to patients and their loved ones. Palliative care can mitigate this situation through scrupulous attention to managing symptoms and

relieving physical suffering; expert communication ensuring that patient's wishes are heard; and support for psychological, emotional, spiritual, and practical issues for patients and their caregivers. Getting palliative care right in a hospital or healthcare system means having a system in place to ensure equitable, timely access to specialty palliative care teams for patients with serious, life-threatening illness in every setting of care.

**Learning Objectives:**

At the conclusion of the session, learners will be able to:

- Explain the key components of a palliative care program
- Describe practical approaches for overcoming barriers to palliative care
- Describe strategies for implementing an effective system of palliative care for people with serious illness and their caregivers

**11:00–11:15 AM**

**Break**

**11:15 AM–12:00 PM**

**Bold Leadership in Challenging Times: The ProMedica Story**

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

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

**Kate Sommerfeld**

*President, Social Determinants of Health Institute  
ProMedica*

The nightmare trifecta of a global pandemic, escalating costs, and relentless downward pressure on reimbursement in the last three years has led many hospitals and health systems to reduce staffing and programming support in efforts to address the social determinants of health.

The choice of responses among hospitals and health systems is driven by the organizational culture established by senior leadership and whether and how it is reinforced at the governance level. Is engagement in community health a compliance exercise, or is it informed by a shared vision of healthcare transformation? Is it something extra we do on the side, or is it an integral element of building long-term organizational sustainability in the evolution to value-based payment (and ultimately global budgeting)?

We have a choice as hospitals and health systems; either we “stick to our knitting” as acute care medical service providers or transform ourselves into health improvement systems. While it is essential to continue to provide high-quality specialty care, there is a clear imperative to strategically diversify our functions and expand our engagement across competitive and sector lines. In this interview with Kate Sommerfeld, we'll learn about the journey of ProMedica into a focus on the social determinants of health, the types of near-term adjustments being made in the wake of the COVID-19 pandemic, and the importance of establishing a culture of commitment at the senior leadership and board level.

**Learning Objectives:**

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

- Review the impact of COVID-19 and related issues upon hospital engagement in efforts to address the social determinants of health
- Describe the growing public scrutiny as it relates to the roles and contributions of hospitals and health systems
- Discuss the importance of hospital senior leadership and board members in building a culture of commitment to healthcare transformation
- Review the current innovations by hospitals and health systems and their impacts to date

**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

## The Governance Institute’s Health System Quality Honor Roll: How St. Luke’s Health System Achieves Results

Michael D. Pugh, M.P.H.  
*President*  
MdP Associates, LLC

Jodi Vanderpool, M.B.A., LNHA, CPPS, HACP  
*Vice President of Quality Operations*  
St. Luke’s Health System

Dan Krahn  
*Board Member*  
St. Luke’s Health System

In late 2022, TGI conducted its second annual study to understand how top-performing, multi-hospital healthcare systems deliver top-level results on public quality rating systems. This year, we used the most recently available set of CMS Star Ratings to create a CMS Quality Rating and used NRC Health’s Market Insights data to create a parallel Consumer Quality Rating, in each case rolling hospital-level data into system-level indices. We then identified the multi-hospital systems that performed at least 1 standard deviation above the mean on both indices in our global analysis to create The Governance Institute Health System Quality Honor Roll–2022.

How do they do it? Jodi Vanderpool, Vice President of Quality Operations at St. Luke’s Health System, will share with the audience how they have created focus around quality, the role of governance in setting expectations and reviewing progress, and how they organize to deliver quality results recognized by both CMS and consumers across a multi-hospital healthcare delivery system.

### **Learning Objectives:**

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

- Identify the top drivers of system-wide quality performance
- Define the role of system and local 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

## Day 2 • Tuesday, September 12, 2023

ALL SESSION TIMES ARE IN MOUNTAIN TIME

9:00–10:00 AM

## Perspectives on Capital Markets & Building Investor Confidence

Lisa Goldstein  
*Senior Vice President*  
Kaufman, Hall & Associates, LLC

Lisa Goldstein, Senior Vice President, Kaufman Hall & Associates, will present her unique perspective on the capital markets, credit ratings, and building investor confidence. Lisa will focus on why the clear articulation by hospital leadership of future strategies is as important as financial metrics when rating agencies assess a hospital’s creditworthiness. She will also speak to the importance of covenant compliance and how transparency builds investor confidence. Finally, Lisa will speak on why governance matters now more than ever in the hospital industry with five key questions every board member should be able to address.

### **Learning Objectives:**

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

- Define why the articulation of strategy is as important as the financial metrics
- Describe how covenant compliance builds investor confidence
- Discuss five questions boards need to be ready to answer when ratings are evaluated

10:00–10:15 AM

**Break**

10:15–11:00 AM

## SCOTUS Ruling on Abortion Requires Careful Board Consideration: Planning for Wide Ranging Impacts in a Politically Fraught Landscape

Todd Sagin, M.D., J.D.

Chief Medical Officer

Sagin Healthcare Consulting, LLC

In July 2022, the United States Supreme Court overturned two historic rulings, *Roe v. Wade* (1973) and *Planned Parenthood of SE Pennsylvania v. Casey* (1992), which had respectively established and confirmed a constitutional right to obtain an abortion. This reversal of fifty years of legal precedent has enormous consequences for the nation's patients and health care providers and requires the attention of hospital boards, management teams, and medical staffs. Regardless of the position of board members or their institutions on the issue of abortion, this ruling by the nation's highest court requires boards to take a clear-eyed and dispassionate look at the ramifications.

This presentation will lay out the multiple legal implications every board should be tracking in the wake of *Dobbs v. Jackson Women's Health Organization*. The program will review the clinical impact on patients and patients' expectations for hospital and physician services; the effect the ruling may have on physician retention and recruitment; how the new legal landscape may influence a hospital's ability to support specific service lines or activities; the impact *Dobbs* may have on hospital finances and institutional reputation; and of course, the new legal liabilities confronting hospitals as local and national laws clash and state laws evolve.

This session will also address tactics to manage board discussion and consideration of politically charged matters and how to respond to community concerns regarding hospital decisions driven by the consequences of the *Dobbs* ruling.

### Learning Objectives:

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

- Describe the ramifications of the Supreme Court's ruling in *Dobbs v. Jackson Women's Health Organization* on various aspects of patient health and the role of the hospital/health system board in addressing these ramifications
- Explain how various hospital service lines may be affected by changing laws regarding abortion
- Address the impact of new legislation concerning abortion on the recruitment, retention, and moral of health care providers
- Enumerate tactics for monitoring the evolving legal landscape concerning abortion and engaging providers in discussion around the ramifications
- Determine whether and how a hospital board might adopt an ethical posture regarding its responses to evolving abortion legislation and court rulings

11:00–11:15 AM

**Break**

11:15 AM–12:00 PM

## Identity Crisis: Establishing Our Post-COVID Brand Before Someone Else Does It For Us

Ryan Donohue

Strategic Advisor

NRC Health

As an industry, we've been through a lot. Our organization, our people, and our communities have weathered the unimaginable. And so has our brand. How we are seen, experienced, and valued over time has evolved. The pandemic saddled us all with the same brand: COVID Care. Our united response was necessary but now we find ourselves languishing in post-pandemic uncertainties and possibilities. Let's discover who we want to be in a time when the question has never been more pertinent to ask. What makes us tick? Who do we serve? Where do we stand in the eyes of our communities? We need to take the reins back on our brand, wrestle our identity away from COVID, and apply hard lessons to fortify our culture, engage our consumer, and step strongly into a post-COVID future that has already begun.

**Learning Objectives:**

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

- Describe Post-pandemic uncertainties and possibilities of their organizations
- Identify where their organizations stand in the eyes of their community members and future patients
- Illustrate how to take the reins back on their brand as they consider new strategies for engagement
- Recognize hard lessons to fortify their culture, engage their consumers, and step into a post-COVID future

**12:00–1:00 PM**

**Lunch Break**

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

**1:00–2:30 PM**

**Value-Based Care Requires Board-Led Transformation**

**Richard J. Gilfillan, M.D.**

*Independent Consultant & Volunteer*

Prior to the pandemic, most healthcare system organizations were pursuing some value-based care innovations like ACOs but were not fully committed to transforming into high-value accountable care systems. Coming out of the pandemic, value-based care innovations have stalled as healthcare systems seek to reestablish sustainable operations in the face of staffing shortages, supply chain price inflation, and decreased service volume. Most systems have seen significant deterioration in their financial performance as a result, yet the creation of the high-value and equitable healthcare needs will require fundamental transformation of non-profit health systems. Now seems to be the time for health system boards and senior leaders to commit their organizations to become leaders of value transformation.

However, there remain many questions about how to transform systems in this challenging environment, such as how to create the will to transform. This interactive session will aim to explore the role of the board in setting the transformation agenda as well as potential solutions to current challenges that align with the transformation. We will tackle tough questions to help board members work better with their senior leadership team to identify current barriers, cultural and structural issues, and key strategic goals and objectives to accelerate value transformation.

**Learning Objectives:**

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

- List specific barriers and structural and cultural issues that may be hindering their organization to make the value journey a true transformation
- Describe the role of the board in leading the transformation agenda
- Pinpoint two to three key strategic objectives to integrate into the strategic plan in order to accelerate the value transformation and strengthen the organization

**2:30 PM**

**Virtual Adjourn**