



Day 1 • Wednesday, October 4, 2023

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

ALL SESSION TIMES ARE IN CENTRAL TIME

2:30–4:00 PM

CEO Perspectives on Governance in Turbulent Times

Carol Burrell
President & CEO
Northeast Georgia Health System

David Tam, M.D., M.B.A., FACHE
President & CEO
Beebe Healthcare

Kimberly A. Russel, FACHE
Chief Executive Officer
Russel Advisors

Hospitals and health systems are facing serious headwinds in fulfilling their missions of delivering health services in an increasingly complex environment. Governing boards are under significant pressure to navigate forward in a risk-filled environment. This session features a panel of experienced CEOs who will discuss their insights about current governance challenges, including board composition and recruitment, aligning subsidiary governance, and achieving director consensus on mission-critical decisions. Panelists will also share their experiences in improving governance efficiency and effectiveness. Finally, panelists will offer advice to directors based on the CEO perspective.

Learning Objectives:

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

- Examine the pressures that governing boards are experiencing in a highly turbulent environment
- Compare approaches from a variety of different board rooms related to current governance challenges
- Describe specific strategies to improve overall governance effectiveness

4:30–4:35 PM

Welcome & Introduction

Stephen W. Kett
Chief Executive Officer
The Governance Institute

4:35–6:00 PM

The Budget Showdown, Rural Health, & Why Climate Change Matters to You

William Frist, M.D.
Former U.S. Senator/U.S. Senate Majority Leader

Former U.S. Senate Majority Leader Bill Frist, M.D., a heart and lung transplant surgeon, founding partner of Frist Cressey Ventures, global board chair of The Nature Conservancy, and co-founder of this year's Inc. 5000 fastest growing private company in the US (CareBridge Health), will share his insights into how a changing climate will impact our healthcare sector of the future. He'll also detail the latest science on how nature can be harnessed to improve employee well-being, worker retention, and patient outcomes. Finally, having served on numerous public and private company boards (including Teladoc, Devoted Health, Select Medical, Accolade, OneOncology, and Monogram Health), Senator Frist will impart from his own experience what makes a successful board and leadership team.

Learning Objectives:

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

- Describe simple, peer-reviewed, nature-based solutions that can be deployed in healthcare

- settings to improve employee well-being, retention, and patient outcomes
- Identify steps healthcare systems can take to improve climate resiliency and be better prepared to respond to extreme weather-related crises
- Distinguish what makes a more successful healthcare executive board and c-suite leadership team

Day 2 • Thursday, October 5, 2023

ALL SESSION TIMES ARE IN CENTRAL TIME

9:00–10:00 AM

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

10:00–10:15 AM

Break

10:15–11:00 AM

Healing: Our Path from Mental Illness to Mental Health

Thomas Insel, M.D.

Psychiatrist-Neuroscientist, Author, Entrepreneur, Mental Health Advocate, Co-founder, & Executive Chair

Vanna Health, Former NIMH Director

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

11:00–11:15 AM

Break

11:15 AM–12:00 PM

Connecting the Trends Health, Value & Digital

Brian J. Silverstein, M.D.

Chief Population Officer

Innovaccer

Healthcare governance is one of the most complex responsibilities that exist today. There is evidence that the care we deliver today is low quality and—at times—unnecessary. The current business model is complex and rooted in volume and price. The data suggests the opportunities to make meaningful improvements are through behavior and social cultural changes. However, how do we do this in a sustainable fashion?

Without positive financial outcomes, there is no funding for this mission. For decades, we have been hearing about the transition to value. However, the progress has been slow, and this goal still remains elusive for most markets. Meanwhile, our efforts to digitalize have resulted in inefficient workflows and workforce burnout. The role of governance is to frame and deliberate foundational issues that have significant long-term strategic implications. This session will explore the challenges, solutions, and processes to determine the right path for your community.

Learning Objectives:

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

- Review mission, vision, and goals for healthcare systems today
- Describe the challenges facing our current system
- Identify solutions that can improve health and wellness
- Discuss the role of governance

12:00–1:00 PM

Lunch Break

Please return at 1:00 PM for the next session.

1:00–2:00 PM

The Details...Connecting the Trends Health, Value & Digital

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2:00–2:15 PM

Break

2:15–3:00 PM

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

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****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 this 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 and effective system of palliative care for people with serious illness and their caregivers

11:00–11:15 AM**Break****11:15 AM–12:30 PM****The Various Pathways to Health System Transformation: Illustrating Models for Future Success****Anu R. Singh***Managing Director*

Kaufman, Hall & Associates, LLC

Partnership, merger, and acquisition models have been evolving rapidly as hospitals and health systems adapt to significant structural shifts in operations and new forms of competition. At least three distinct pathways are emerging:

- Mergers of systems (with a new twist): No longer concerned with geographic proximity, health systems are looking for partners that can bring new capabilities or intellectual resources, regardless of where their assets are located.
- Aggregators: Health systems are looking to build breadth and depth across existing and new markets, organizing their own networks of care delivery.
- Cross-verticals: These partnerships combine organizations that traverse traditional segments of providers, facilities, and health plans to broaden and complement expertise.

This session will explore the merits and risks of these various pathways to transformation, drawing upon recent examples to illustrate how these models are structured and the goals they hope to achieve.

Learning Objectives:

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

- Identify key threats to current health system business models
- Define the objectives of various transformation pathways
- Formulate key questions fiduciaries and leadership should ask to identify appropriate pathways for their organization

12:30–1:45 PM

Lunch Break

Please return at 1:45 PM for the next session.

1:45–2:45 PM

A Fireside Chat with David Shulkin, M.D.

Brian J. Silverstein, M.D.

*Chief Population Officer
Innovaccer*

David Shulkin, M.D.

*Former Secretary
U.S. Department of Veterans Affairs*

We are excited to have a fireside chat with The Honorable David Shulkin, M.D., to discuss what he has learned about healthcare from serving in both the private and public sectors. Dr. Shulkin served as the Chief Executive Officer of Beth Israel Medical Center in New York City and at Morristown Medical Center in New Jersey, as well as senior leadership positions at academic systems such as the University of Pennsylvania Health System. President Obama nominated Dr. Shulkin as Under Secretary of Veterans Affairs in 2015 where he was unanimously confirmed by the U.S. Senate. In 2017, President Trump nominated Secretary Shulkin to be the Ninth Secretary of Veterans Affairs where he was again confirmed by the Senate 100-0. In this session, we will explore what he has learned from his service and his thoughts about how we can take action today to improve the care delivered to Americans across the country.

Learning Objectives:

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

- Describe the key similarities and differences between care delivery in the public and private sectors
- Identify key learnings from the public sector that are relevant to the private sector
- Discuss ways health systems can improve care for the communities they serve

2:45 PM

Adjourn