



Day 1 • Monday, January 8, 2024

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

ALL SESSION TIMES ARE IN EASTERN TIME

9:00–10:00 AM

Healthcare Trends & Tipping Points: What to Watch, How to Prepare

Paul H. Keckley, Ph.D.

Managing Partner

The Keckley Group

The U.S. health system is almost a fifth of the U.S. economy, its biggest employer and the fastest growing expense in government, households, and companies. Historically, lag indicators have effectively predicted its future, but less so in the future. Changes in clinical innovation, technology development and deployment, capital markets, the political and regulatory environments, and consumer behavior point to a new set of long-term opportunities and threats that must be addressed. Most organizations do a reasonably good job anticipating the near-term realities but fall short in preparing for the longer-term shifts that will define their sustainability and growth. In this session, thinking forward and anticipating the future will be the focus.

Learning Objectives:

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

- Identify a framework for monitoring market changes relevant to the future of the U.S. health system
- Describe a strategic planning strategy that focuses on NOW (one to two years), then FAR (eight to 10 years) and then NEAR (three to five years)
- Define the future state (FAR) scenarios that expand traditional plans around growth and sustainability

10:00–10:15 AM

Break

10:15–11:00 AM

The Impact on Hospitals of the Changing Legal Rights of Patients: Considerations for Hospital Boards

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

National Medical Director

Sagin Healthcare Consulting, LLC

The last several years have seen a whirlwind of legislative and executive actions and court rulings that are transforming the healthcare landscape. Much of this activity has been in the area of patient rights as political factions strive to limit or expand the autonomy of individuals to make medical decisions. Politicians and judges have also taken actions which limit or protect the ability of hospitals and medical professionals to make clinical decisions in concert with their patients' wishes and needs.

This session will examine why it is critical that hospital governing boards stay abreast of these evolving controversies. The latest data and trends will be shared as well as the impact of these trends on hospital strategic plans. Recommendations will be made for ways the board can systematically address the uncertainty generated by political controversy in our divided nation.

11:00–11:15 AM

Break

11:15 AM–12:00 PM

Highway of Hope: Traveling the New Two-Way Streets of Consumer-Centered Care

Ryan Donohue
Strategic Advisor
NRC Health

Consumerism has come back and while the industry reels, post-COVID patients want more out of healthcare than ever before. The question is: who makes the first move? Hospitals, health systems, and physicians aren't standing pat but rather holding on and facing incredible industry headwinds. Consumers and patients are ready for something new—and something better—than they experienced in 2019, but they don't know how to get it. Join as we explore the intersection of patient expectations and industry obligations. We'll uncover surprising and encouraging developments in patient perceptions of healthcare while highlighting powerful and effective ideas that hospitals and doctors are implementing, even during a time of crisis. We'll explore a framework for prioritizing initiatives based on where they overlap between the organization and the patient. Ultimately, we'll carve a path that positions the patient as a strategic ally and forges a two-way relationship between those who need care and those who provide care.

Learning Objectives:

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

- Identify the limitations of traditional models of care in light of post-COVID developments
- Define contemporary trends in consumer expectation and perception of healthcare
- Describe a framework for categorizing and prioritizing initiatives based on two-way value analysis
- Identify ideas and case examples where a two-way relationship has been unlocked and achieved

12:00–1:00 PM

Lunch Break

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

1:00–2:00 PM

The Governance Institute Quality Honor Roll: How Top Performing Systems Achieve Results

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

Robert Black
Board Chair
St. Luke's University Health Network

Joel D. Fagerstrom
Executive Vice President & Chief Operating Officer
St. Luke's University Health Network

Cynthia McCurren, Ph.D., RN, FAAN
Dean & Professor
University of Michigan-Flint School of Nursing

Ronald G. Grifka, M.D., FAAP, FACC, FSCAI
President & Chief Medical Officer
University of Michigan Health-West

The Governance Institute published its 2022 Health Care System Quality Honor Role based on CMS Star Ratings and NRC Health's Market Insights data, which identified a group of top-performing hospital systems across dimensions of clinical quality, patient experience, and public perceptions of quality. In this breakout session, Michael Pugh will discuss case studies from three of the honoree systems. How do they do it? Each of the three systems has achieved high levels of performance across all the hospitals in their systems and each has taken different approaches. In this session we will compare and discuss the different approaches to how they have organized to deliver quality results and the role of governance in setting expectations and oversight.

Learning Objectives:

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

- Identify the top drivers of system quality performance
- Define the role of governance in achieving top-level performance
- List three potential new ideas to improve governance and quality performance in their own organizations

Day 2 • Tuesday, January 9, 2024

ALL SESSION TIMES ARE IN EASTERN 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

Hope, Hype, Promise, Peril: Governing AI in Healthcare

Laura Adams
Special Advisor
 National Academy of Medicine

This session explores the hope, hype, promise, and peril of artificial intelligence in healthcare, its impact on quality, and the significant implications for governing boards. The enormous benefits, potential for serious harm, and legal and ethical considerations of AI applications such as ChatGPT4 will be described. Board members will gain valuable insights into the transformative power of AI, as well as its limitations and potential pitfalls, and their vital role in shaping the impact of AI on their organizations. They will leave with knowledge of the immediate and longer-term actions boards should take to assure that safe, ethical, and responsible AI positively impacts the future of person-centered care and the lives of those working to advance it.

Learning Objectives:

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

- Describe predictive and generative AI in layman's terms
- Identify areas where AI could have positive impact in healthcare and how it could cause serious harm
- List the immediate and longer-term actions every board should take in preparation for the unstoppable AI revolution that has already begun

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 Health 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, attendees 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.

1:00–2:30 PM

Patient Experience: Insights from Outside of Healthcare

Sven Gierlinger

Senior Vice President & Chief Experience Officer

Northwell Health

As healthcare becomes more of a consumerism-based industry, organizations and leaders are embracing innovative approaches and models to drive patient choice and brand loyalty. Sven Gierlinger is the Senior Vice President and Chief Experience Officer for Northwell Health, New York State's largest healthcare provider and private employer. Due to his professional leadership career working for high-profile hospitality sectors, including the Ritz-Carlton Hotel Company, and surviving a life-altering personal experience with Guillain-Barre syndrome, Mr. Gierlinger brings a unique perspective to this conversation. This talk promises to explore the intersectionality of healthcare and hospitality to meet and exceed consumer expectations. Mr. Gierlinger will discuss how Northwell Health is learning from and leveraging best practices and models from non-healthcare industries to support their strategic goal of creating lifelong customer-patient loyalty.

Learning Objectives:

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

- Describe the intersectionality between healthcare and hospitality industries as it relates to a consumer-centric mindset, strategies, and practices
- State why learning from non-healthcare industries can be beneficial to meeting the needs and desires of patients, families and communities served
- Explain how Northwell Health has leveraged hospitality-based concepts and best practices to enhance patient/customer experience across the continuum of care

2:30 PM

Virtual Adjourn