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25th ANNUAL

American Hospital Association LEADERSHIP SUMMIT

July 27-29, 2017

San Diego, California

Manchester Grand Hyatt

INNOVATING IN A TIME OF CHANGE

KEYNOTE SPEAKERS:



Rana Foroohar

Global Business Columnist
and Associate Editor at *The
Financial Times* and Global
Economic Analyst at CNN



Abraham Verghese, MD

NYT best-selling author,
Cutting for Stone, Senior
Associate Chair, Stanford
University School of Medicine



Rishi Manchanda, MD, MPH

Chief Medical Officer, Public
Health Innovator, Author of *The
Upstream Doctors* & evangelist
of the Upstreamist Movement



Nicholas Webb

CEO, Lassen Scientific,
Inc., award-winning
inventor and
best-selling author



General Peter Pace

USMC (Ret.), Chairman, Joint
Chiefs of Staff (2005-2007)

*Featuring Special Programming for
Trustees and Physician Leaders*



2017 LEADERSHIP SUMMIT SPONSORS



The 25th Annual American Hospital Association Leadership Summit, *Innovating in a Time of Change*, offers the insights and ideas that will equip you to lead the transformation of your organization.

Combining thought leadership and applied learning, the Summit features renowned speakers from both inside and outside of health care bringing unique perspectives and world views, and hospital and health system leaders sharing their experiences in pursuit of innovation and value.

The Summit examines the elements of a high-performing delivery system through educational tracks focused on the key ingredients for transformation –innovative approaches to care coordination and integration, progress with value-based payment models, advances in workforce development, strategies to leverage HIT and data analytics, new models of quality and population health improvement, and novel tactics for engaging consumers as partners in their own care.

Pre-Summit workshops, a timely Washington update from the AHA leadership, an enhanced Track of programming for trustees and a special educational Pathway for physician executives, and ample networking opportunities will offer greater interaction with our exceptional faculty and the larger conference community.

This is a most critical time for advancing health in America. The Summit will provide you with essential knowledge and tools for bridging the gap to a higher performing system of care. It offers an unparalleled opportunity to learn with leaders innovating at the forefront of change.



KEYNOTE SPEAKERS

THURSDAY, JULY 27 | 1:00 PM



LEADING UP

General Peter Pace, USMC (Ret.),
Chairman, Joint Chiefs of Staff
(2005-2007)

While we all understand that the boss has a responsibility to lead an organization's employees, rarely do we focus on the employees' responsibility to lead the boss. In addition to mentoring and motivating their subordinates, truly effective leaders value the perspective of all members of the team and encourage them to lead up—to share information up the chain of command in a way that helps an organization's leaders make timely, accurate decisions. A master at serving many masters, General Pace demonstrates how to think through the consequences of multiple competing priorities, see the bigger picture, and communicate that strategic analysis up the chain in a way that is clear, precise and useful.

SIEMENS
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THURSDAY, JULY 27 | 2:45 PM



THE UPSTREAM EFFECT: WHAT MAKES US GET SICK?

Rishi Manchanda, MD, MPH,
Chief Medical Officer, Public Health
Innovator, Author of *The Upstream Doctors* &
evangelist of The Upstreamist Movement

What if our health care system, doctor's office or provider could help people get healthy by addressing the living and working conditions that make them sick in the first place? Dr. Rishi Manchanda's forward-looking approach to health care looks "upstream" at the social and environmental sources of our health problems—pointing to the places we live, work, eat and play. Outlining the tools and considerations necessary for health care practitioners and organizations to effectively develop upstreamist mindsets, Dr. Manchanda leaves audiences better equipped to deliver effective, comprehensive health care.



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FRIDAY, JULY 28 | 8:30 AM



TRUMPANOMICS

Rana Foroohar, Global Business
Columnist and Associate Editor at
The Financial Times and Global
Economic Analyst at CNN

Whatever your political leanings, President Trump's election heralded a 40-year shift away from the status quo of neoliberalism and US led globalism,

and towards a new kind of political economy. What will Trump's brand of trade protectionism, tax cuts, and fiscal stimulus mean for the US and the global economy? Can the new president do anything to counter big macroeconomic trends like falling productivity and weaker demographics? In the end, will Trumpanomics mean stronger economic trend growth and better jobs, or more volatile, bifurcated markets and a continued rise in populism? Rana Foroohar will sort action from rhetoric, exploring what the new president's proposed policies might mean for companies, countries, and consumers.

FRIDAY, JULY 28 | 2:00 PM



THE DISRUPTIVE FUTURE OF HEALTH CARE

Nicholas Webb, CEO, Lassen
Scientific, Inc., award-winning inventor

In the old days, innovation happened slowly and methodically. But in today's hyper-connected economy, organizations are being blindsided by disruptive innovators who've learned how to leverage consumer insights and connection architecture to rule the day. Health care, in particular, is the subject of massive disruptive innovation with pharmaceuticals, medical devices, clinical delivery models and literally everything across the entire health care ecosystem under upheaval. In this engaging session, health care futurist Nick Webb takes the complexity of health care innovation and makes it understandable, actionable and real.



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SATURDAY, JULY 29 | 10:00 AM



HEALTH 3.0: DELIVERING HUMANISTIC CARE IN THE ERA OF LEAN

Abraham Verghese, MD, NYT best-selling author, *Cutting for Stone*, Senior Associate Chair, Stanford University School of Medicine

Dr. Verghese sees a future for health care which marries technological innovation with the traditional doctor-patient relationship. He grounds his vision of technological progress in a humanistic commitment to listening to the patient's story and providing what the patient most wants—a true caregiver. This dual-pronged approach, incorporating both an appreciation of tech developments and a profound commitment to the relationship between doctor and patient, makes him a leading voice in the discussion about what quality care means now and in the future.

AGENDA


THURSDAY, JULY 27

8:00–10:00 am
Pre-Summit Workshops

10:00–11:00 am
AHA Washington Update

1:00–2:30 pm
OPENING KEYNOTE PRESENTATION
General Peter Pace, USMC (Ret.) –
Leading Up
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2:30–2:45 pm
Break

2:45–4:00 pm
KEYNOTE PRESENTATION
Rishi Manchanda, MD, MPH –
The Upstream Effect:
What Makes Us Get Sick?
 software for
safer healthcare CORPORATE SPONSOR

4:00–4:15 pm
Break

4:15–5:30 pm
Educational Track Sessions

5:30–7:00 pm
Welcome Reception in the Exhibit Hall

FRIDAY, JULY 28

7:00–8:15 am
Continental Breakfast and
Sunrise Sessions

7:00–8:15 am
Trustee Breakfast

8:30–10:15 am
KEYNOTE PRESENTATION
Rana Foroohar –
Trumpanomics

10:15–11:00 am
Break in the Exhibit Hall

11:00 am–12:15 pm
Educational Track Sessions

12:15–2:00 pm
Lunch in the Exhibit Hall

12:15–1:45 pm
Trustee Lunch

2:00–3:30 pm
KEYNOTE PRESENTATION
Nicholas Webb –
The Disruptive Future of Health Care

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3:30–4:00 pm
Break in the Exhibit Hall

4:00–5:15 pm
Educational Track Sessions

6:30–8:30 pm
Gala Reception at the San Diego Air
and Space Museum

SATURDAY, JULY 29

7:00–8:15 am
Continental Breakfast and
Sunrise Sessions

7:00–8:15 am
Trustee Breakfast

8:30–9:45 am
Educational Track Sessions

9:45–10:00 am
Break

10:00–11:30 am
KEYNOTE PRESENTATION
Abraham Verghese, MD –
Health 3.0: Delivering
Humanistic Care in the
Era of Lean

PRE-SUMMIT WORKSHOPS

THURSDAY, JULY 27 | 8:00-10:00 AM

A separate registration fee of \$200 applies.

WORKSHOP

#1

MACRA IS HERE!

Melissa Myers, Senior Associate Director of Policy, American Hospital Association; **Akin Demehin**, Director of Policy, American Hospital Association; **Gary E. Loyd, MD**, Anesthesiologist, Henry Ford Health System; **Ann Marie Creed, MSA, CMPE**, Vice President of Surgical Services, Henry Ford Health System; and representatives from the American College of Cardiology (invited). Moderated by **Jay Bhatt, DO**, CMO and SVP, American Hospital Association and President, HRET

The Medicare Access and CHIP Reauthorization Act brings unprecedented change to physician payment. Join us for an update on what changes to MACRA CMS plans for next year. Following the policy update, hear from a panel of physicians and hospital leaders on how they are untangling the threads of MIPS and APMs and working together to understand the data they need to participate in the program. This session is offered in partnership with the American College of Cardiology and the American Society of Anesthesiologists.

WORKSHOP

#2

TRENDS AND EFFECTIVE GOVERNANCE IN A TIME OF CHALLENGE AND CHANGE

James E. Orlikoff, President, Orlikoff & Associates, Inc.

Dizzying trends and market forces are challenging hospitals and systems like they have never been challenged before. So, too, are boards facing unprecedented challenges which threaten to alter the very soul of health care governance. In this workshop, Jamie Orlikoff will identify these trends and emerging issues and their implications on effective governance, and outline strategies for boards to productively respond to these challenges in order to govern their organizations successfully into an uncertain future.

WORKSHOP

#3

EFFECTIVE LEADERSHIP FOR HIGH-RELIABILITY HEALTH CARE

Gary Yates, MD, Partner, Strategic Consulting, Press Ganey Associates, Inc., and **Steve Kreiser**, Senior Consultant, Healthcare Performance Improvement

In today's challenging environment, health systems and hospitals are striving for high performance, not just in one area, but across multiple dimensions of performance as they are challenged to simultaneously improve quality, patient safety and patient satisfaction. In addition, despite significant attention to patient safety, there continues to be a struggle to significantly reduce harm to patients. This workshop looks beyond traditional health care models to explore the critical role of leadership and culture in creating highly reliable performance based on examples from high reliability organizations both outside and inside health care. Discover what makes these approaches successful and learn how you can apply them in your organization as part of a comprehensive strategy to improve patient safety and quality of care.

Workshop #3 is approved for 2.0 ACHE Face-to-Face Education credits.



TRACK 1

Responding to the Power of Consumerism in Health Care

THURSDAY, JULY 27 | 4:15–5:30 PM

What Does Consumerism 2.0 Look Like for Your Patients and Providers – and How Do You Get There?

Michelle Mahan, SVP, Strategy and CFO, Frederick Regional Health System; **David Quirke**, Corporate CIO, Trivergent Health Alliance; **Nathan Hall**, Associate Principal, The Chartis Group; and **Gregg Mohrmann**, Principal and Leader, Informatics and Technology Practice, The Chartis Group

Health systems that successfully augment their enterprise strategy with a consumer orientation and re-design their service offerings to reflect the demands of consumers will be at an advantage in the increasingly competitive realm of attracting and retaining individual health care consumers. Learn how Frederick Regional Health System built a financially sustainable consumer strategy to offer a compelling value proposition to an increasingly empowered patient population. You'll hear how FRHS addressed the technology, people and process dependencies across several of the key initiatives of the plan and understand the role strategy and IT leaders play in together defining and achieving a consumerism strategy.

FRIDAY, JULY 28 | 11:00 AM–12:15 PM

Health System Response to Disruptive Innovators

Dan Cassavar, MD, President & Chief Medical Officer, ProMedica Physicians; **Angela Brandt**, Chief Operations Officer, ProMedica Physicians; and **Brian Linder, MD**, Corporate Medical Director, Owens Corning

ProMedica believes there is a distinct advantage to being an early mover in the market by defining its role throughout its communities, educating its consumers on the value proposition, and introducing new services that meet their specific needs. Learn how ProMedica identified an emerging decision maker, the activated employer, and partnered with Owens Corning to deliver evidence-based services that were individually tailored to Owens Corning's employees. Using extensive data analytics from multiple sources to determine specific health priorities and segmenting the population by risk level, ProMedica's care delivery approach was able to target risk factors that underlie multiple conditions and provide the appropriate interventions.

FRIDAY, JULY 28 | 4:00–5:15 PM

Disruptive Healthcare is Good for Patients

Gina Altieri, CPA, Senior Vice President and Chief of Strategy Integration, Nemours Children's Health System

The health care market is forcing the hand of traditional delivery systems to innovate around patient demand, while start-ups are nimbly addressing niche patient needs. This has led to a proliferation of patient choice that ideally gives patients the access to the care they need where and when they need it. This session will explore Nemours' strategy for meeting consumer demands and maintaining market share without compromising its traditional services. Participants will learn how to respond to patient demand in a way that complements their tried-and-true practice through integration of in-person, telehealth and partnership care settings.

SATURDAY, JULY 29 | 8:30–9:45 AM

Employer Engagement as a Consumer Acquisition Strategy: Creating "Pre-Patient" Relationships through Employer Outreach

Jan Hess, Vice President, St. Luke's Hospital and **Rob BeSore**, Employer Relations Specialist, St. Luke's Hospital

St. Luke's is proactively creating critical linkages with local employers and community groups to identify health risks and manage consumers' health through an ongoing outreach strategy that enables it to proactively build relationships and develop tailored prevention and wellness services customized for each individual. Through a St. Luke's and employer-branded platform, the hospital is able to customize results reporting, direct communication to consumers based on risk, provide specific recommendations for better health, and direct consumers to the most appropriate points of care. Learn how with direct lines of communications to consumers through employers, St. Luke's can provide quality, outcomes and pricing information in a convenient and transparent manner.



TRACK 2

Integrating Workforce Innovations for Organizational Transformation

THURSDAY, JULY 27 | 4:15–5:30 PM

Millennials: The Unforeseen Generation that Will Lead Health Care Transformation

Brian Sweeney, Senior Vice President of Hospital Operations, Thomas Jefferson University Hospital, Inc., and **Kristi Caldararo**, Associate Administrator, Thomas Jefferson University Hospital

Millennials view the world differently than preceding generations. While often labeled disloyal, entitled and needy, they are in fact creative, open to change, tech-savvy, passionate about work that makes a difference, risk takers, and collaborative. This session will showcase practical techniques to engage millennials to leverage their strengths to accelerate organizational change. Hear about a successful and complex transformational initiative at Jefferson that resulted in improved organizational performance. Learn how they built cross-generational relationships among leaders and how millennials were supported to lead such a large-scale project.

FRIDAY, JULY 28 | 11:00 AM–12:15 PM

Hospitals Against Violence: Addressing Workplace and Community Violence to Support the Workforce

James C. Leonard, MD, President and CEO, The Carle Foundation and **Sonya B. Greck**, Senior Vice President of Behavioral Health, Community Benefits and Safety Net Services, Mission Health

The AHA has undertaken a Board-initiated, association-wide project to work with members to combat workplace and community violence and help address the toll of such violence. Our communities must work together to combat all forms of violence, now viewed as one of the major public health and safety issues throughout the country. This session features members who are addressing workplace or community violence through employee engagement and community partnerships and will provide a forum for discussion on how to spread best practices across the health care continuum and how members are educating and training their staff.

FRIDAY, JULY 28 | 4:00–5:15 PM

Addressing Behaviors that Undermine a Culture of Safety

Gerald B. Hickson, MD, SVP for Quality, Safety and Risk Prevention, Vanderbilt University Medical Center and **Jay Bhatt, DO**, CMO and SVP, American Hospital Association and President, HRET

What does an organization do when individual or group behaviors undermine the best attempts to create a safe and reliable environment? You need a plan, the right people, processes and data systems. The Vanderbilt Center for Patient and Professional Advocacy has conducted research to help medical centers and physician groups make health care kinder, safer and more reliable. This session will provide practical tactics to implement these tools in your organization. Learn the relationship between behaviors that undermine a culture of safety and suboptimal outcomes and the essential elements needed to address these behaviors.

SATURDAY, JULY 29 | 8:30–9:45 AM

Creating and Developing a Workforce for Health: Challenges and Opportunities

Bob Dent, DNP, MBA, RN, NEA-BC, CENP, FACHE, SVP, COO and CNO, Midland Health; **Dan Gross, RN, DNSc**, Executive Vice President, Sharp HealthCare; **Jarret Patton, MD**; and **Molly Seals**, System Vice President, Human Resources Program Delivery, Mercy Health. Moderated by **Kimberly McNally, MN, RN, BCC**, Trustee, UW Medicine

Workforce challenges abound in health care, from provider shortages, shifting demographics, the changing delivery system that now requires new skills and knowledge, regulatory constraints and inadequate access to behavioral health services. In such an environment, it is essential that workforce planning and development be aligned and integrated with a hospital or health systems' strategic plan. The AHA Committee on Performance Improvement's 2017 report, *The Imperative for Strategic Workforce Planning and Development: Challenges and Opportunities* explores these issues.



TRACK 3

Driving Value through Delivery System Innovation

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THURSDAY, JULY 27 | 4:15–5:30 PM

Ensuring Access to Essential Health Care Services in Vulnerable Communities

Members of the AHA Task Force on Ensuring Access in Vulnerable Communities. Moderated by **Priya Bathija**, Senior Associate Director, Policy Development, American Hospital Association

The AHA Task Force on Ensuring Access in Vulnerable Communities released a report that recommended integrated, comprehensive strategies to reform health care and delivery in vulnerable communities. As hospitals begin to evaluate and implement the recommendations, they will need to engage in challenging conversations related to transformation with hospital board members, community leaders, and the community as a whole. This session will offer a high-level overview of the report findings with robust case examples for ensuring access to these essential health care services and strategies for obtaining community input, buy-in and acceptance as hospitals transition to these new strategies.

FRIDAY, JULY 28 | 11:00 AM–12:15 PM

The CHI Journey: A Team-Based Advanced Practice Strategy to Open Access and Lower Costs

Benjamin Chaska, MD, Physician Enterprise Executive and Chief Medical Officer, Catholic Health Initiatives ND/MN Division; **Michelle Edwards, DNP, APRN, FNP, ACNP, FAANP**, National Vice President, Advanced Practice, Catholic Health Initiatives; and **Trish Anen, RN, MBA, NA-BC**, Principal and APC Workforce Practice Co-Leader, Sullivan, Cotter and Associates, Inc.

Rising physician shortages in primary care and the need to increase access have dramatically escalated the need for Advanced Practitioners (APCs). This session will explore how Catholic Health Initiatives worked across its 18-state organization to implement an innovative, collaborative team-based primary care model that expanded physician-to-advanced practitioner staffing to at least 1:3. The presenters will share the strategies and structures developed to ensure long-term sustainability including leadership roles, committees, governance structures, and communication plans. They also will review key findings from the Center for Advancing Provider Practices' latest assessments of APC utilization and leadership structures in acute care and ambulatory organizations.

FRIDAY, JULY 28 | 4:00–5:15 PM

Behavioral Health Integration: The Key to Successful Population Health Strategies

Robin Henderson, PsyD, Chief Executive, Behavioral Health, Providence Medical Group and **Arpan Waghray, MD**, System Director for Behavioral Medicine, Swedish Health Services and System Medical Director, Telepsychiatry, Providence Health and Services. Moderated by **Tyler Norris, MDiv**, Chief Executive, Institute for Mental Health and Wellness

Health systems are all talking about behavioral health integration—but what does it really mean at the functional level? Providence St Joseph Health System leaders will discuss the value of integration across their health system—from primary care to hospitals to their health plan—and share insights into what strategies provide real value to the communities they service. They will share the latest research nationally, with examples of integrated programming that can be replicated in both urban and rural areas.

SATURDAY, JULY 29 | 8:30–9:45 AM

Enhancing Health System Performance through the Development of Multi-Provider Relationships

Lori Peterson, CEO, Collaborative Consulting

Developing effective relationships with multiple providers is a strategic approach for providers that are being challenged with priorities that reach beyond their own organizational infrastructure. This presentation will explore the creation of partnerships and collaborations to achieve optimal performance across the entire continuum of care, including social service providers. The appropriate strategy may be as basic as strengthening current relationships and tightening coordination, to more complex arrangements that include a network of providers or joint ventures. Ultimately the premium is on applying creative foresight and systems thinking towards reinvention.



TRACK 4

Quality and Safety Improvements for Optimal Performance

THURSDAY, JULY 27 | 4:15–5:30 PM

Thinking of Going Lean? A 360-Degree View of Changing the Culture of the Health Care System through a Lean Transformation

Alicia Schulhof, FACHE, Senior Vice President, Continuous Process Improvement, IU Health; **Michele Saysana, MD, FAAP**, Medical Director, Quality and Safety, Riley Hospital for Children at IU Health; and **Cory Showalter MD**, Medical Director, Pediatric Emergency Medicine, Riley Hospital for Children at IU Health

Realizing that the health care world was changing, that costs are escalating, and that its patients deserved more, IU Health established the System Office of Transformation to deploy Lean tools and thinking, and to support and coach team members to embrace Lean. Hear what it takes to sustain a Lean Transformation, and learn how to best empower team members to deliver on quality and safety measures using Lean tools and methodology to improve patient care. Through the differing perspectives of system and hospital administration and frontline leadership you will understand how daily improvements are aligned with organizational strategies and goals to produce a true shift in culture.

FRIDAY, JULY 28 | 11:00 AM–12:15 PM

Health Care's Innovation Farm System: Silicon Valley Redux

Chris Waugh, Chief Innovation Officer, Sutter Health and **Eric M. Stone**, CEO and Co-founder, Velano Vascular

Driven by patient demand, marketplace competition, and regulatory changes, health systems can no longer afford to wait on others to solve their most pressing problems and must instead jumpstart innovation on their own terms. This discussion will examine the changing attitudes towards innovation in health care, including the ways in which the field is beginning to mimic Silicon Valley with the hiring of Chief Innovation Officers, funding of venture arms, establishment of innovation labs and more. Join this conversation around one emerging and refreshing model for organizations—to act as a strategic funding partner to innovators, structure pilots for testing and fast fail scenarios, followed by implementation of new and enhanced standards of care.

FRIDAY, JULY 28 | 4:00–5:15 PM

Creating a Culture of Innovation and Safety

Todd Linden, President & CEO, Grinnell Regional Medical Center

Patient safety is paramount. Unfortunately hospital acquired conditions are on the rise with over 100,000 deaths annually from hospital infections alone. Central to the mission and with reputations on the line—let alone fines and payment penalties—all hospitals need solutions to create high quality, safe experiences. This session maps strategies for leaders to create a culture of safety from boardroom to bedside. Utilizing generative thinking, total harm scores, effective communication techniques and bedside innovations—dramatic improvements are possible for lowering infections rates, reducing errors and improving patient satisfaction. Participants will leave energized with proven strategies and examples of how enhanced governance and clinical innovation can improve safety in their institutions.

SATURDAY, JULY 29 | 8:30–9:45 AM

TeamSTEPPS in Times of Transformational Change

John Nunes, MD, SVP, Chief Safety & Quality Officer, St. Charles Health System and **Gina Teeple**, Chief Nursing Officer, Stanford HealthCare-ValleyCare

Transformational models aiming to achieve efficiency, standardization, and optimize outcomes commonly collide when applied to both clinical and non-clinical operational areas. TeamSTEPPS provides the platform for instilling the two vital foundational principles of respect for people and continuous improvement in system wide change. Learn how an integrated TeamSTEPPS model has been successfully incorporated with other transformational change programs at two health systems and understand the critical role that physician and leadership engagement, and team training plays in establishment of a respectful environment where empowered caregivers can develop a true culture of safety.



TRACK 5

New Payment and Risk Management Strategies

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THURSDAY, JULY 27 | 4:15–5:30 PM

Involving Physicians and Succeeding under New Payment Models

John Birkmeyer, MD, Executive Vice President Integrated Delivery Systems, Dartmouth Hitchcock Health, & Founder & Chief Science Officer, Arbormetrix

Learn how hospitals and health systems can enhance physician engagement and leadership, and accelerate improvements in quality, safety, patient experience and cost-efficiency—while driving success in value-based payment models. Weighing the tradeoffs of different payment models, Dr. Birkmeyer describes how hospitals can best support physicians in prioritizing, implementing and sustaining improvement work with performance measurement that is meaningful, and that emphasizes the importance of benchmarking, risk adjustment, data timeliness, and actionability. You'll understand the importance of external and internal motivation in engaging physicians and effecting behavior change, and see how the clinical and administrative data assets can be fully leveraged in driving value-based care.

FRIDAY, JULY 28 | 11:00 AM–12:15 PM

Risk is the New Black

Chad Westover, Chief Executive Officer, University of Utah Health Plans

A new health care landscape calls for unique partnerships to effectively manage risk. As alternative payment models become the new normal, health systems must adjust to the reality that risk is theirs to bear. University of Utah Health Plans gained its first fully insured group in January of 2016 and is already delivering value. Managing populations, decreasing pharmacy costs, and integrating care in previously siloed systems are leading to management strategies on track to deliver clients—used to yearly double-digit increases—a drop in cost. This session will explore the key role providers now play in the value-based risk management equation, and the market forces that are challenging and shaping success.

FRIDAY, JULY 28 | 4:00–5:15 PM

Managing Patients for Performance under BPCI for Total Knee and Hip Replacements

Kristen Daley, Director, Value-Based Programs, Centura Health—South Denver Operating Group and **Ryan Walker**, Director, Lean Leadership Institute, Centura Health—South Denver Operating Group

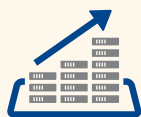
As a part of Colorado's largest integrated healthcare system, Centura Health Physician Group and Centura Health – Porter Adventist Hospital partnered to engage in the Bundled Payment for Care Improvement (BPCI) for total joints replacement. This session will offer best practices for assessing stakeholder readiness for change; proactive management of patient risk in BPCI; curating a preferred post-acute network (providers and facilities); and strategies for reducing direct cost in the acute setting. Leaders from medical groups and hospitals that are struggling with the mandatory CJR bundle, emerging CMS and commercial bundles, direct to employer packaging of elective and high cost/high volume surgeries will benefit from participation.

SATURDAY, JULY 29 | 8:30–9:45 AM

Innovative Strategies Drive Bundled Payment Success

Jim Gera, SVP, Business Development, Signature Medical Group, Inc., and **Gerald Rupp**, Director of Research Programs & Payment Innovation, Signature Medical Group, Inc.

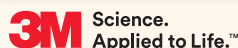
Determining how and when to implement bundled payment programs is key in managing the transition from fee-for-service to value-based payment models. As convener for the largest voluntary Medicare-based orthopedic bundle program, Signature Medical Group manages over 50,000 annual episodes performed at over 400 hospitals. Learn strategies to maximize success in the delivery of value-based care models through impactful data analytics, effective case management, physician alignment, creation of a preferred provider network, network maintenance, and coordinated care. Hear how the solutions address potential problems before costly readmissions occur, prevent overutilization of unnecessary services, and allow near real-time financial analytics to facilitate continuous process improvement.



TRACK 6

Leveraging Technology and Data Analytics in an Integrated System of Care

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THURSDAY, JULY 27 | 4:15–5:30 PM

The Cyber Threat Landscape and Risk Mitigation Strategies for Hospitals

John Riggi, Managing Director, Cybersecurity and Financial Crimes, BDO and **Patrick Pilch, CPA, MBA**, Managing Director and National Healthcare Advisory Leader, BDO

This session on the cyber threats facing hospitals will include a description of the threat actors, their motivations and incentives, and the techniques they use to penetrate hospital networks to steal valuable data or insert ransomware. Based on his experience with the FBI, Mr. Riggi will offer strategies for recognizing what your digital assets are and understanding their value to your organization. He'll then describe what hospitals can do to assess their cybersecurity risks and deploy practical and effective risk mitigation strategies.

FRIDAY, JULY 28 | 11:00 AM–12:15 PM

Using Telemedicine to Improve Outcomes and Collaboration with Hospitals and Health Systems

Deanna Larson, CEO, Avera eCARE

With advancements in technology and expansion of broadband connectivity, the use of telemedicine continues to grow. But all telemedicine solutions are not created equal. Health care organizations need solutions that improve communication and collaboration for better decision-making, project management, efficiency, cost-savings and productivity across the entire system with the end goal of improving the health of the population by delivering high-quality, accessible, and financially sustainable health care. Learn how Avera eCARE, a virtual health system, provides collaborative care to support hospitals, clinics, long-term care facilities, correctional facilities and schools with evidence-based practices and standardized protocols remotely within these settings.

FRIDAY, JULY 28 | 4:00–5:15 PM

Best Practices For Leveraging Analytics to Manage Patient Populations Leading to Greater Outcomes and Value

Pat McGill, MD, Medical Director for Physician Informatics, Community Health Network and **Tim Hobbs, MD, MBA**, Executive Vice President, Chief Physician Executive, Community Health Network

As part of the shift from fee-for-service to value-based care reimbursement, primary care physicians must rely more heavily on data-driven evidence to help successfully manage their patient populations. Data analytics offer a greater and more accurate understanding of the patient and his/her risk at the point of care, which is paramount to improving outcomes and delivering high clinical value. This session will explore how CHN's primary care physicians have utilized data analytics to support more accurate and proactive diagnoses, patient engagement, treatment planning, enhance communication among care teams across clinical sites, improve quality of care, and reduce health care costs.



TRACK 7

Advancing Population Health Improvement

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THURSDAY, JULY 27 | 4:15–5:30 PM

Equity of Care: Essential to Improved Quality and Lower Costs

Leaders from the 2017 AHA Equity of Care Award winner and honorees

Equitable care ensures that all patients receive the highest quality of care, care that is individualized to the needs of every person that needs it and the community served by a hospital or health system. The Equity of Care Award honors noteworthy leaders who have demonstrated a high level of success in reducing health care disparities and the promotion of diversity and inclusion within their organization. From their example and from national health care leaders, learn why health equity presents such an important business imperative for the work being done in the health care field, how it is critical to accelerated quality improvement, and exactly what these award-winning organizations are doing to reduce health care disparities.

FRIDAY, JULY 28 | 11:00 AM–12:15 PM

Collaborating to Make Communities Healthier

Rusty Holman, MD, Chief Medical Officer, LifePoint Health; **Mike Patterson**, Chief Executive Officer, Havasu Regional Medical Center; and **Aphreikah DuHaney-West**, Chief Nursing Officer, Havasu Regional Medical Center

When considering health care costs, readmissions are an industry-wide challenge. But, life happens outside the hospital. How can we influence the personal lives of patients? This is where community collaborations become essential. Havasu Regional and local paramedics brought together pharmacists, physicians, home health and nursing agencies, medical equipment and community education centers, to be part of a coalition committed to improving the health of their community. They focused on identifying common factors that led to preventable hospital readmissions among high-risk patients and developed initiatives to reduce them. Learn about this and other community coalition projects, all aimed at improving the health of target populations.

FRIDAY, JULY 28 | 4:00–5:15 PM

Delivering Health Information: Improving Outcomes for Vulnerable Populations

Parie Garg, PhD, Partner, Oliver Wyman; **Andrea Ducas**, Program Officer, Robert Wood Johnson Foundation; **Zach Goldstein**, Principal of Innovation, Health Leads; and **Lindsay Jubelt, MD, MSc**, Senior Medical Director of Population Health, Mount Sinai Health System

With a new Administration set on repealing and replacing the ACA, questions loom for America's most vulnerable populations. Will access to preventative care and early disease management suffer? Should providers continue to embrace a move toward a value-based model? What will happen with funding to hospitals that take in higher Medicare and Medicaid populations? The need to empower vulnerable individuals with effective health information to guide their care is more important than ever. This panel will consider the barriers to progress, and explore a new model in which health plans and providers drive improvement of health information for vulnerable populations, while government, health information companies and social organizations play a supporting role.

SATURDAY, JULY 29 | 8:30–9:45 AM

Redefining Population Health

James Diegel, FACHE, Chief Executive Officer, Howard University Hospital and **Kevin Barnett, DrPH, MCP**, Senior Investigator, Public Health Institute

Hospitals and health systems must look beyond the traditional biomedical model of care delivery and incorporate the emerging evidence of social and equity determinants of health on population health. They have the opportunity to use community benefit structures as a mechanism to redeploy organizational assets to invest forward into the upstream determinants of health, while continuing to offer high quality hospital and ambulatory care. This session will introduce strategies for engaging external partners from other health sectors and community development, demonstrate how to foster a culture of health with internal audiences, and describe new roles for leaders and boards in transforming organizational culture to improve—or in many cases—create health.

TRUSTEE TRACK



The Leadership Summit offers trustees a new track of programming to connect the work of governance to the challenges of delivery system transformation. The Summit's Trustee Track will provide opportunities for board members to dive deeper into emerging trends and best practices with governance and health care experts. Through peer-to-peer learning forums board members will gain practical ideas to help them foster improved health and outcomes for the communities they serve. The track's flexible programming allows trustees to both attend Summit sessions and convene for dedicated governance education. Governance specialist Jamie Orlikoff will serve as the navigator for trustees throughout the track, facilitating translation of the critical issues addressed at the Summit to best practices for boards.

THURSDAY, JULY 27 | 8:00–10:00 AM | PRE-SUMMIT WORKSHOP (Pre-registration required.)

Trends and Effective Governance in a Time of Challenge and Change

James E. Orlikoff, President, Orlikoff & Associates, Inc.

FRIDAY, JULY 28 | 7:00–8:15 AM | TRUSTEE BREAKFAST

Advancing Population Health Improvement: The Board's Role

Facilitated by Jamie Orlikoff, this panel of governance practitioners including UW Medicine trustee Kimberly McNally, will examine key elements of board involvement as hospitals and health systems assume risk for the health of a population including community outreach and collaborations with critical stakeholders.

FRIDAY, JULY 28 | 12:15–1:45 PM | TRUSTEE LUNCH (Pre-registration required.)

Stewards and Catalysts: Aligning Boards, Management and Physicians to Improve the Patient Experience

Anthony Stanowski, DHA, Chair of Board Quality Committee, Bon Secours Baltimore Health System and **Shelly Buck, DNP**, Chief Operating Officer/Chief Nurse Executive, Bon Secours Baltimore Health System

Drs. Buck and Stanowski will review the approach implemented at Bon Secours Baltimore Health System to improve the patient experience with a special focus on the role of the Board of Trustees in reaffirming the mission of the hospital, in goal setting, and to provide exposure to individuals and teams that have demonstrated superlative patient experience. They will examine how management worked with the board and the medical staff to turn around Bon Secours, and generate the necessary staff buy-in.

Trustee Resources Center

The place to gather resources on good governance and meet with thought leaders and other trustees. Stop by to join informal conversations around key Summit issues, ask questions, and share your own experiences.

FRIDAY, JULY 28:

10:15–11:15 AM

Topic: The board's role in quality and safety
Grinnell Medical Center President & CEO Todd Linden

11:15 AM–12:15 PM

Topic: Delivery system innovations
Health care futurist Ian Morrison

3:00–4:00 PM

Topic: Best board practices
Governance expert Jamie Orlikoff

SATURDAY, JULY 29 | 7:00–8:15 AM | TRUSTEE BREAKFAST

Interactive Governance Clinic

Wrap-up your Summit experience and bring your questions about health care's transformation as well as your thorniest governance issues for deliberation with your peers and Trustee Track navigator Jamie Orlikoff. You'll gain practical solutions and proactive ideas for leading in the new environment while improving governance performance.

A PATHWAY FOR PHYSICIANS

Health and health care are changing rapidly, with influences across the field and different health care actors. The implications of MACRA, along with consumerism and virtual care, are driving new and different structures, relationships, and expectations. The American Hospital Association, in an effort to help position the field to be successful in developing and sustaining the relationships that will drive better physician leadership, patient care and health outcomes, is developing a roadmap, set of activities, and communities to address physician involvement and partnership across a broad range of Association initiatives. Physicians and their administrative colleagues will have numerous opportunities to convene during the Leadership Summit with sessions designed to be relevant and responsive to their interests included as part of the Summit's **Physician Pathway**.

PRE-SUMMIT WORKSHOP

THURSDAY, JULY 27 | 8:00–10:00 AM

MACRA is Here!

Melissa Myers, Senior Associate Director of Policy, American Hospital Association; **Akin Demehin**, Director of Policy, American Hospital Association; **Gary E. Loyd, MD**, Anesthesiologist, Henry Ford Health System; **Ann Marie Creed, MSA, CMPE**, Vice President of Surgical Services, Henry Ford Health System; and representatives from the American College of Cardiology (invited). Moderated by **Jay Bhatt, DO**, CMO and SVP, American Hospital Association and President, HRET

TRACK SESSIONS

THURSDAY, JULY 27 | 4:15–5:30 PM

Involving Physicians and Succeeding under New Payment Models

John Birkmeyer, MD, Executive Vice President Integrated Delivery Systems, Dartmouth Hitchcock Health, & Founder & Chief Science Officer, Arbormetrix

FRIDAY, JULY 28 | 11:00 AM–12:15 PM

Collaborating to Make Communities Healthier

Rusty Holman, MD, Chief Medical Officer, LifePoint Health; **Mike Patterson**, Chief Executive Officer, Havasu Regional Medical Center; and **Aphreikah DuHaney-West**, Chief Nursing Officer, Havasu Regional Medical Center

FRIDAY, JULY 28 | 4:00–5:15 PM

Addressing Behaviors that Undermine a Culture of Safety

Gerald B. Hickson, MD, SVP for Quality, Safety and Risk Prevention, Vanderbilt University Medical Center and **Jay Bhatt, DO**, CMO and SVP, American Hospital Association and President, HRET

SATURDAY, JULY 28 | 8:30–9:45 AM

TeamSTEPPS in Times of Transformational Change

John Nunes, MD, SVP, Chief Safety & Quality Officer, St. Charles Health System and **Gina Teeple**, Chief Nursing Officer, Stanford HealthCare-ValleyCare

SUNRISE SESSION

FRIDAY, JULY 27 | 7:00–8:15 PM

Resilience and Well-being: A Path Forward

Thomas Jenike, MD, Chief Human Experience Officer and Senior Vice President, Novant Health; **Nicholas Beamon**, One Team Leadership; and **Jay Bhatt, DO**, CMO and SVP, American Hospital Association and President, HRET

SUNRISE SESSIONS

FRIDAY, JULY 28 | 7:00–8:15 AM

- **Provider Sponsored Risk: Lessons Learned, What's Next**

Paul Keckley, PhD, Managing Editor, *The Keckley Report*

The majority of hospitals have entered into risk-based contracts with private insurers. Many have resulted in disappointing results. With insurers expanding these efforts, it's important to know how to structure the relationship and avoid surprises.

- **The ROI of Health Equity: Health Engagement and the Social Determinants of Health**

Jane Sarasohn-Kahn, MA, MHSA, health economist and **Sandra Ogunremi, DHA, MSA, B. Pharm, MPM, SCPM, CLC, CIM**, Sr. Diversity, Equity and Inclusion Consultant, Regional Health

Engaging patients, consumers, and caregivers can help providers pursuing the Triple Aim by improving care delivery, driving population health, and reducing per capita costs. We'll discuss the ROI for patient activation, especially when informed with the social determinants of health. Hear examples of providers and communities addressing food, financial wellness, transportation, and other SDOHs that help boost personal and population health and, ultimately, achieve greater health equity. Plus, hear insights from Regional Health which has achieved positive outcomes from the work in health equity.

- **Resilience and Well-being: A Path Forward**

Thomas Jenike, MD, Chief Human Experience Officer and Senior Vice President, Novant Health; **Nicholas Beamon**, One Team Leadership; and **Jay Bhatt, DO**, CMO/SVP, AHA and President, HRET

Today's physicians are expected to deliver world-class clinical care and at the same time keep up with the economic, technological, regulatory, payer, and organizational shifts that can frustrate and distract them from delivering high quality care and contribute to the growth of physician burnout. You'll hear proven solutions to prevent burnout and foster a culture of support and resiliency among clinical staff. This session will also preview AHA's next generation of activities for physician leaders and highlight the work developed to involve physician leaders in the life of the association.

- **Spreading Palliative and End-of-Life Care Skills throughout the Care Continuum: 2017 Circle of Life Award Honorees**

How should we describe the ideal health care encounter for our patients? While clearly there are hundreds of meaningful outcome and process measures that hospitals and other health care providers track every day, a health care encounter is foremost a human interaction—with an emphasis on effective communication, coordination across the levels of care and among practitioners, compassion, and patient and family engagement in decision making. Learn how Circle of Life Award honorees have pioneered such successful innovations to bring value.

SATURDAY, JULY 29 | 7:00–8:15 AM

- **Caring for Communities: 2017 AHA NOVA Award Winners**

Inpatient acute care is an essential part of the health care spectrum and a key role for America's hospitals. But much of a person's (and community's) health depends on what happens outside the walls of the hospital with primary care, care coordination, preventive services, healthy habits, exercise, education, jobs... the challenges seem endless. Learn how AHA NOVA Award winners start with a collaborative targeted approach in identifying needs, working with other providers and community leaders and measuring results.

- **How to Position Your Organization by Driving Rapid and Sustainable Profitability Growth**

Richard Henley, FACHE, FHFMA, Managing Director, ViciPartners and **Michael Bellissimo**, former SVP, Humana, Inc.

This session presents an innovative and sustainable approach to drive transformational levels of operational and financial improvement. The premise of this methodology is that the best, biggest and most appropriate ideas for enhancing organizational effectiveness are already known but internal barriers and constraints have prevented their implementation. Learn how a major health care payer used this approach to convert the embedded knowledge of management and associates into a portfolio of actionable initiatives for cost reduction and revenue enhancement with a value of \$200M.



ENHANCED EDUCATIONAL OPPORTUNITIES

AHA Washington Update

THURSDAY, JULY 27 | 10:00–11:00 AM

Health care has been topic number one in Washington, D.C., since President Trump took office and the 115th Congress was sworn in. Join AHA President and CEO Rick Pollack and a panel of health care and political insiders as they discuss the latest developments from Capitol Hill and in the Administration and what they could mean for hospital and health systems and the patients they care for.

Educational Poster Displays

Health care excellence is in the field—share your best with your peers through a poster display. Take advantage of this opportunity to showcase your organization's innovations. Visit the Summit website for guidelines on submitting a poster proposal.

The Innovators Connection

In the Exhibit Hall's Innovators Connection you'll hear industry executives debut fresh ideas, innovative products, and creative solutions focused on transforming the health care delivery system.

LEARNING OBJECTIVES

- Learn innovative strategies for transforming care delivery to be more coordinated, resulting in improved quality, safety and population health, enhanced workforce development, and greater efficiencies.
- Gain insights into the factors influencing the emergence of new payment and risk management mechanisms for improved care delivery and financing solutions.
- Understand the consumer perspective on value, and examine opportunities for engaging patients as partners.
- Explore the potential of health information technology and data analytics to facilitate high quality care delivery and manage risk across the care continuum.
- Revitalize your leadership, engage physicians, and enhance trustee expertise and performance.

PLAN A RETREAT FOR YOUR EXECUTIVES OR TRUSTEES DURING THE LEADERSHIP SUMMIT

The Summit offers a unique opportunity for your leadership team or governing board to meet in a retreat setting with select Summit faculty before or after Summit programming. Opportunities are limited—contact Laura Woodburn at lwoodburn@aha.org to learn more.



AWARDS AND RECOGNITION

Among the highlights of every Leadership Summit are the award and recognition events:

- AHA's Equity of Care Award
- AHA NOVA Awards®
- AHA Health Care Transformation Fellowship
- AONE Foundation Nurse Manager and Nurse Director Fellowships
- Circle of Life Awards®
- The Dick Davidson Quality Milestone Award for Allied Association Leadership
- Federal Health Care Executive Special Achievement Award and Executive Award for Excellence
- Most Wired® Awards
- The TRUST Award

NETWORKING OPPORTUNITIES

Welcome Reception

THURSDAY, JULY 27 | 5:30–7:00 PM

The perfect way to end the first day at the Summit with the opening of the Exhibit Hall. A chance to renew acquaintances, network with colleagues, and discuss what you've learned at the day's sessions. Attendees can get an early look at the new products and services offered by the companies that support the Summit.

Trustee Resources Center

FRIDAY, JULY 28

The place to gather resources on good governance and network with other trustees. Stop by on Friday to join informal conversations on key Summit topics, ask questions of our experts, and share your experiences as a trustee.

AHAPAC Appreciation Reception

FRIDAY, JULY 28 | 5:30–6:30 PM

Join your colleagues at this special appreciate event exclusively for 2016 and 2017 supporters of the AHAPAC. For more information on the AHAPAC, contact Shari Dexter at 202-626-2338. (By invitation only.)

Gala Reception

FRIDAY, JULY 28 | 6:30–8:30 PM

SIEMENS
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Join your colleagues at the San Diego Air & Space Museum and delve into aviation history spanning from the Wright Flyer to the Space Shuttle. Experience aviation's rich heritage through a dazzling collection of over sixty-five air and spacecraft, as you enjoy refreshments and entertainment. Transportation will be provided and guest tickets are available for attendees who would like to bring family or friends.

CONTINUING EDUCATION CREDIT

AHA Health Forum is approved by the following organizations to award 15.25 continuing education credits for the 2017 Leadership Summit.

- American College of Healthcare Executives
- California Board of Registered Nursing
- College of Healthcare Information Management Executives Certified Healthcare CIO Program

American Hospital Association LEADERSHIP SUMMIT

July 27-29, 2017

San Diego, California

Manchester Grand Hyatt

REGISTRATION RATES	MEMBER RATE*	NON-MEMBER RATE
Early Bird Registration (register by June 1, 2017)	\$1,095	\$1,195
Regular Registration (register after June 1, 2017)	\$1,195	\$1,295
American Hospital Association Regional Policy Board, Committee on Governance, Governing Council Members	\$750	
Pre-Summit Workshop	\$200	
Fourth Team Member – FREE	Register 3 individuals at Early Bird or Regular rates and the 4th attends for free.	

*Member affiliations: AHA, AONE

HOTEL AND TRAVEL

SUMMIT HOTEL

Manchester Grand Hyatt
1 Market Place
San Diego, CA 92101

HOTEL RESERVATIONS

Rate: \$275 for a single/double room.
(Ten dollars of the room rate underwrites the Summit.)
Cut-off date: June 27, 2017

Reservations are available to registered attendees only. After registering, attendees will receive a registration confirmation with hotel reservation instructions.

TRAVEL DISCOUNTS

Visit the Summit website for information on discounts from select airlines and rental car companies.

GROUND TRANSPORTATION

The Manchester Grand Hyatt is located approximately 4 miles from the San Diego International Airport. Taxis are available at designated airport transportation plazas at a cost of approximately \$17 one way.

WEATHER AND ATTIRE

Expect pleasant temperatures ranging from 65-75F. Business casual attire is appropriate for all events.

REGISTRATION

SESSION/EVENT SELECTION

Only Pre-Summit Workshops and the Trustee Lunch require advance registration. Attendees are not required to register for keynote, track or sunrise sessions.

CANCELLATIONS

If you cannot attend the Leadership Summit, you can send a substitute. If you must cancel entirely, your request for a refund—minus a \$250 processing fee—must be made in writing to summitregistration@aha.org no later than June 30, 2017. Cancellations made after June 30 are not eligible for a refund.

ACCOMMODATIONS

Health Forum complies with the Americans with Disabilities Act and will attempt to provide a reasonable accommodation for an attendee with disability who requests accommodation. Contact summitregistration@aha.org at least 21 days in advance of the program to specify your accommodation.

REGISTRATION ASSISTANCE

Email summitregistration@aha.org

GENERAL QUESTIONS

Email clang@aha.org or call (312) 893-6897.

To register for the Leadership Summit, visit:
www.healthforum-edu.com/summit



25th ANNUAL

American Hospital Association

LEADERSHIP SUMMIT

July 27-29, 2017 | **San Diego, California**
Manchester Grand Hyatt

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