NAVIGATING A NEW REALITY
Health Care Leaders Confront the Future
A Virtual Conference on COVID-19
From Recovery to Rebuilding

DAY 1
September 14
Agenda
DAY 1 AGENDA  •  MONDAY, SEPT. 14

10:00-10:30 am CT

OPENING REMARKS
Navigating a New Reality - Pathways to Recovery and Rebuilding

10:40-11:20 am CT

Sponsored by

CONCURRENT SESSIONS

WORKFORCE IMPLICATIONS

Not Just Surviving: Solutions for Resilience in an Era of Turbulence

Theresa Amerson, Executive Medical Director for Primary Care and Urgent Care, WakeMed Health and Hospitals; Bill Maples, MD, President and CEO, Institute for Healthcare Excellence; and Read Pierce, MD, Senior Consultant, Institute for Healthcare Excellence

Health systems and healing professionals currently face an enormous level of stress, anxiety, and uncertainty amidst the chaos of COVID-19, financial constraints, and operational challenges. The case for focusing on caregiver well-being and enhancing thriving among clinicians has never been stronger or more relevant for delivering exceptional quality of care and maximizing organizational performance. Join us to learn about cutting edge frameworks that underpin effective well-being interventions and hear how one system’s primary care clinics used this approach to navigate the confluence of clinic redesign and the pandemic, all while promoting thriving.

Sponsored by

11:30 am-12:10 pm CT

KEYNOTE
Confronting the Dual Pandemics: Vitality and Resilience of Communities

Mia Birdsong, Activist and Author, How We Show Up: Reclaiming Family, Friendship, and Community and Stephen Lockhart, MD, PhD, Chief Medical Officer, Sutter Health

Mia Birdsong is a pathfinder, community curator, and storyteller who steadily engages the leadership and wisdom of people experiencing injustice to chart new visions of American life. Her public conversations draw targeted attention to the stories of people who are finding their way into leadership roles despite myriad barriers, while also highlighting the vibrant terrain of all marginalized people who are leading on the ground and solving for tomorrow. Following these inspirational remarks, Dr. Stephen Lockhart will explore the role of diverse leadership in advancing health equity, and share some specific examples of the ways that Sutter Health is working to deliver more equitable care that addresses underlying causes for disparities in the communities it serves.
11:30 am-12:10 pm CT

CONCURRENT SESSIONS

PLANNING NEW MODELS FOR THE FUTURE

COVID-19 Highlights the Value of Value

Brian Gragnolati, President & CEO, Atlantic Health System and Past Board Chair, AHA Board of Trustees; Carol Vargas, VP, Integrated Care, Atlantic Health System; and Diana Contreras, MD, Chairman, Department of Obstetrics, Gynecology and Women’s Health, Atlantic Health System

Moderated by Priya Bathija, Vice President, Strategic Initiatives, American Hospital Association

Before COVID-19, hospitals and health systems were implementing a variety of value-based care delivery strategies that reduced cost, improved quality and enhanced the patient experience. Hear how those efforts served as a launching pad for their COVID-19 response, and how strategies, including integrated care, telemedicine, and team-based approaches, were critical to managing the health of patients during the COVID-19 pandemic. You’ll learn how these value-based strategies will move forward post-COVID-19 as they continue to promote value, affordability, and ensure patients receive the right care at the right time and in the right place.

12:15-12:45 pm CT

EXHIBIT TIME

12:50-1:30 pm CT

CONCURRENT SESSIONS

CLINICAL CARE INNOVATIONS

Achieving Equity in the Time of a Pandemic

Daniel O’Connor, MSA, VP, Population Health, Augusta Health and Executive Director, Augusta Care Partners and Heidi Gullett, MD, MPH, Medical Director, Cuyahoga County Board of Health and Associate Professor, School of Medicine, Case Western Reserve University, Center for Community Health Integration

Moderated by Michael Elliott, SVP and Chief Transformation Officer, Centra Health

The differential impact of the COVID-19 pandemic has illuminated inequities in outcomes on a much larger scale, underscoring the need to address the underlying causes such as differences in social and economic conditions, access to early screening and care, and underlying disease risk. Hear diverse clinical and administrative leaders talk about how the pandemic has shifted their cross-sector and community partnership work in the short-term, and how the lessons learned during this crisis will reshape their priorities and alignment efforts going forward.
CONCURRENT SESSIONS

FINANCIAL IMPACT AND RECOVERY

Using the Road to Recovery to Build the Health Care System We Need

Alan Kaplan, MD, CEO, UW Health; Julie Peterson, CEO, Kittitas Valley Healthcare; and Tina Freese Decker, President and CEO, Spectrum Health

Moderated by Ryan Gish, Managing Director, Kaufman Hall

Health care organizations have demonstrated they can be nimble and highly functioning, providing COVID-19 responsiveness in record time. Attention has shifted to recovery and rebuilding. Pent up care needs coupled with a difficult financial situations have prompted health care organizations to focus on a different course for the future, as stimulus funding, executive pay cuts and staff furloughs are providing only partial and temporary relief to the revenue loss. Even so, new opportunities emerging from the crisis could hold permanent promise, such as real-time patient-centered care, telemedicine adoption, work-from-home, and regulatory relief. Now is the time to triage the most essential strategic and operational initiatives, including capital commitments. This session will include a moderated panel of hospital/health system executives from diverse organizations that are effectively planning ahead to facilitate financial recovery with a strategic focus, including capital strategy, expense management, growth and investment towards a new future.

Sponsored by KaufmanHall

THE PATIENT EXPERIENCE

Pivoting Digital Health and Digital Engagement for COVID-19 and Beyond

Sara Vaezy, Chief Digital Strategy and Business Development Officer, Providence St. Joseph Health

The Providence St. Joseph Health team was able to quickly pivot their digital engagement and digital health platforms in response to the pandemic. Tools such as chatbots were used in new ways. Learn how the digital strategy for the organization will continue to pivot to meet new needs and expand access.

Sponsored by Coffey Communications
1:40-2:20 pm CT  

**CONCURRENT SESSIONS**

---

**PLANNING NEW MODELS FOR THE FUTURE**

*Readiness for Future Pandemic Surges*

Lesley Ogden, MD, MBA, FACEP, Chief Executive Officer, Samaritan North Lincoln Hospital and Samaritan Pacific Communities Hospital; Marjorie Bessel, MD, Chief Clinical Officer, Banner Health; and Doug Cropper, President and CEO, Genesis Health System and AHA Board Member

*Moderated by Doug Shaw, SVP, Field Engagement, American Hospital Association*

To successfully reopen services while remaining ready for future surges, hospitals and health systems must be able to plan for and execute effective surveillance, testing and tracking protocols, working in collaboration with public health services and driven by robust data collection, trending and analytic capabilities. Additionally, they need strategies in place to oversee acquisition of much-needed personal protective equipment, leveraging innovative community and business partnerships for production, while finding creative solutions to modify existing space and expand and balance capacity. This session will examine how health systems are stepping up to the challenge to prepare for the next surge.

2:40-3:20 pm CT  

**CONCURRENT SESSIONS**

---

**PARTNER PROGRAMMING**

*Reigniting the Revenue Engine: Operations during the COVID-19 Pandemic*

Martin Lucenti, MD, PhD, Chief Medical Officer and Senior Vice President, Vizient and Madeleine McDowell, MD, FAAP, Principal and Medical Director, Sg2

Health systems across the nation are challenged with revenue recovery as a result of the COVID-19 pandemic while, at the same time, resources are focused on daily operations to provide care in a dual world of COVID and non-COVID operations. During this 30 minute panel, Vizient and Sg2 experts will discuss key learnings from the first surge and ways organizations can prepare for additional surges and build a sustainable model for the future to overcome supply challenges and meet revenue, cost and quality goals.
2:40-3:20 pm CT

CONCURRENT SESSIONS

PARTNER PROGRAMMING

Real-time Analytics to Reduce Readmissions at UMC El Paso

Oscar Perez, Regional Program Director, University Medical Center of El Paso

UMC launched an ambitious improvement effort targeted at 32 quality metrics, with priority focus on preventing avoidable readmissions. Error-prone and time-consuming manual data analysis was replaced with an advanced analytics platform that provides near real-time data on performance issues at the department, service line and individual physician level. Assess how the program team accesses a comprehensive view of the organization’s performance, identifies care gaps or process issues, collaborates on workflow changes, and applies data-based evidence for system-wide interventions that improve outcomes.


PARTNER PROGRAMMING

Convenience Wins: Patient Experience Strategies for the Modern Consumer

Tyler Gardiner, Subject Matter Expert in Healthcare, Podium

Covid-19 has forced healthcare providers to redefine the patient journey overnight. Patient experience leaders have been tasked with finding new strategies to increase search and web traffic, streamline patient communications, deploy telehealth solutions, and even transact digitally to safely serve the patients in their care. Innovative healthcare systems have rapidly changed the way they do business to deliver a modern patient experience powered by messaging — from chat to check-up — 100% digitally.

Sponsored by Podium

3:20-3:50 pm CT

EXHIBIT TIME
NAVIGATING A NEW REALITY
Health Care Leaders Confront the Future
A Virtual Conference on COVID-19
From Recovery to Rebuilding

DAY 2
September 15
Agenda
NAVIGATING A NEW REALITY
Health Care Leaders Confront the Future

DAY 2 AGENDA • TUESDAY, SEPT. 15

10:00-10:40 am CT

KEYNOTE CLUSTER

Innovating to Meet the Greatest Global Challenge in Generations

Keller Rinaudo, Founder and CEO of Zipline, robotics and health care innovator

As the world mobilizes to combat the spread of the deadly COVID-19 pandemic, drone delivery is emerging as an innovative tool in the fight. Here in the U.S., Novant Health and Zipline have launched drone distribution of personal protective gear and medical equipment. In this captivating keynote, Zipline founder and CEO, Keller Rinaudo offers a fascinating look at the technological revolution and likely future breakthroughs, as well as possibilities for how new industrialization will alter health care as we know it.

Navigating the 2020 Election amidst COVID-19

David Wasserman, Political Analyst, The Cook Political Report

As the turbulence of the presidential primaries has given way to self-quarantines and social distancing, we are beginning a critical phase of the 2020 election. What will be the impact of the global pandemic? Drawing on his extensive research on demographic and cultural trends, Wasserman highlights the six states that will decide President Trump’s fate and the four structural obstacles Joe Biden needs to overcome to win. He also previews where 2020’s top House and Senate races are headed.

10:50-11:30 am CT

CONCURRENT SESSIONS

FINANCIAL IMPACT AND RECOVERY

COVID-19’s Economic Impact for Health Systems

Dan Shellenbarger, Global Head, Provider, Health & Life Sciences, Oliver Wyman; Minoo Javanmardian, PhD, Partner, Health & Life Sciences, Oliver Wyman; Ashley Smith, Partner, Health & Life Sciences, Oliver Wyman

COVID-19’s financial toll is revealing itself. Many health systems are seeing revenues slashed in half and supply costs surging. There’s uncertainty about when and how quickly service volumes will return. Add to this payor mix changes because of unemployment and other affordability issues and there is a significant economic impact for the near and long term, which will be discussed by experts from Oliver Wyman’s Health & Life Science practice.

Sponsored by

First American
As the incidence of COVID-19 stabilizes in many areas, hospitals are beginning to move into a “new normal” of organizing care for patients — some with COVID-19 and some without. Leaders are examining protocols and technology to transform standard operating procedure with the goal to be able to isolate and treat infectious patients while safely resuming care for patients needing non-emergent care to prevent worsening of other health conditions or preventable deaths. Learn how providers pursuing innovative approaches have moved a significant portion of in-person visits to virtual platforms, implementing transformative processes that improve patient and caregiver safety and reduce risk, and enabling the hospital to minimize interruptions to patient care during any future infectious-disease surges.

**Navigating the COVID-19 Pandemic across Operations and Clinical Care**

**Joseph Cacchione, MD, FACC**, EVP, Clinical & Network Services, Ascension

COVID-19 disrupted every aspect of health care, from everyday operations to care delivery and consumer attitudes. Learn how Ascension, one of the nation’s leading nonprofit Catholic health systems, navigated the crisis, including managing surge markets, redeploying clinicians and resources, scaling up to meet tremendous demand for virtual care and prioritizing clinical studies and research. Ascension was also focused on meeting the critical needs of their patients and caregivers by providing equitable care to vulnerable populations, addressing consumer concerns about safety, and ensuring support and resources for clinicians and associates.
### CONCURRENT SESSIONS

#### THE PATIENT EXPERIENCE

**Integrating Behavioral and Physical Health: How the COVID-19 Pandemic Makes this Even More Important**

_Hochang (Ben) Lee, MD_, Chairman, Department of Psychiatry, University of Rochester Medical Center and _Itai Danovitch, MD, MBA_, Chairman, Department of Psychiatry and Behavioral Neurosciences, Cedars-Sinai Medical Center

_Moderated by Harsh Trivedi, MD, President and CEO, Sheppard Pratt Health System and AHA Board Member_

The COVID-19 pandemic is causing significant increases in stress and psychological distress for a large proportion of the population, and rates of depression and anxiety are increasing. Medical hospitalization is an under-recognized opportunity to optimize both mental and physical health outcomes. As a result of the pandemic, many behavioral health hospitals and service lines have created COVID-19 + treatment programs, while some general hospitals are increasing screening and treatment for behavioral health disorders. At Cedars-Sinai Medical Center, 95% of patients admitted to the hospital receive screening and evaluation for depression, while the University of Rochester Medical Center has implemented a multidisciplinary proactive consultation model, which is associated with a significant reduction in length of stay and has shown a positive return on investment. Dr. Danovitch and Dr. Lee will share lessons learned from the pandemic, and describe the implementation and impact of these behavioral health programs.

#### KEYNOTE

**The Impact of COVID-19 and the Outlook for the Future**

_Ian Morrison, PhD_, health care futurist and author

Leading futurist Ian Morrison reviews key trends affecting politics, policy, economics and the strategic response of healthcare stakeholders nationally to the Covid19 crisis. A series of seven scenarios of how the health system may evolve will be shared with the implications for hospitals and other health care stakeholders identified.
CONCURRENT SESSIONS

WORKFORCE IMPLICATIONS

**Redesigning Staff Roles, Workflows and Relationships for Future Flexibility**

*Catherine Jacobson*, President and CEO, Froedtert Health, and Chair of the AHA Changing Workforce Task Force; *Kelly Rhone, MD, FACEP*, Medical Director, Outreach and Innovation, Avera eCare; and *Mandy Bell*, eCARE Quality and Innovation Officer, Avera Health

* Moderated by Joy Lewis, VP, Strategic Policy Planning, American Hospital Association

As more care is done digitally, providers need to learn how to do it well. Hospitals and health systems must set up the infrastructure to support it so that physicians and caregivers have access to digital information for the patient, as well as the systems to escalate care effectively and efficiently. This session will explore how we can create the necessary trusted relationships and competencies within the health care team and between providers and patients through digital health, redefined workflows and positions and emerging care models that enable health systems to flex as needed to prepare for future outbreaks.

**ROUNDTABLE NETWORKING EVENT**

Join us for informal conversation with other attendees around hot topics in health care strategy and leadership. Meet others who share your interests and roles, and talk about what you’ve learned throughout the program.
- NAVIGATING A -
NEW REALITY
Health Care Leaders Confront the Future
A Virtual Conference on COVID-19
From Recovery to Rebuilding

DAY 3
September 16 Agenda
DAY 3 AGENDA • WEDNESDAY, SEPT. 16

**KEYNOTE**

*The Future of Virtual Health: Hospital at Home*

Scott C. Rissmiller, MD, Executive Vice President and Chief Physician Executive, Atrium Health and Jhaymee Tynan, Assistant Vice President, Integration, Atrium Health

Understand how Atrium Health implemented virtual health technologies to create an “At Home” hospital to free up beds for the sickest of coronavirus patients while providing 24-hour comprehensive care. Explore the implications for these and related technologies for the future of care delivery.

Sponsored by

**CONCURRENT SESSIONS**

**PLANNING NEW MODELS FOR THE FUTURE**

*The Secret behind Organizational Change: The Story behind UNC Health’s Culture Revolution—What One Statewide System Did to Engage Thousands in Unprecedented Transformation*

Amy Higgins, Chief Transformation & Experience Officer, UNC Health; Lisa Schiller, Chief Communications & Marketing Officer, UNC Health; Kalen Stanton, Managing Director, Health Transformation, Root Inc.

Change is hard and rarely sticks (especially at larger organizations) unless you rethink how to do it. UNC Health defied the odds. Comprised of many entities and healthcare facilities, and with 33,000+ healthcare professionals working in locations across North Carolina, it embarked on a massive transformation journey to bring its mission to life: improve the quality of health, life, and wellbeing across the state by redefining what it means to be NC’s health system. This session explores the untraditional methods used to get thousands of people on board with a new strategy and operating model through a single, unified culture.

Sponsored by
10:40-11:20 am CT

CONCURRENT SESSIONS

PLANNING NEW MODELS FOR THE FUTURE

How Consumerism is Driving New Business Models in Health Care

Jeffrey Kraut, Executive Vice President Strategy & Analytics, Northwell Health

Consumer insight data is causing us to think differently about the customer experience and implications on care delivery, facility plans, financial models, workforce and more. Explore what consumer thinking is telling us about how strategic and business unit plans must evolve, and the new metrics we must consider to achieve growth.

11:30 am-12:10 pm CT

CONCURRENT SESSIONS

PLANNING NEW MODELS FOR THE FUTURE

Helping Hospital Facilities Operate Efficiently While Managing Risk

David Lockhart, CHFM, CEM, FASHE, Support Services Administrator, Roseville Medical Center, Kaiser Permanente; Gary Walker, PE, CHFM, Executive Director, Facilities, Infrastructure and Safety, Stanford Health Care; and Nicholas Jize, Owner/Partner at JMS Software

Moderated by Chad Beebe, AIA, CHFM, CFPS, CBO, FASHE, Deputy Executive Director, ASHE

Health care systems may think that facility changes made to support COVID-19 must continue to stay in place to prepare for new surges of patients. For example, during COVID-19 early phases, many hospitals converted areas of their facility to negative air pressure locations and converted non-patient spaces for patient care. Maintaining these changes on a more permanent basis can carry financial and risk implications and may be inefficient from an energy perspective. Join this session to learn more about asset management – using facilities the best way possible in the most efficient way possible while avoiding risk. Creative solutions for protecting building assets will be shared.

Sponsored by COFFEY communications

Sponsored by RYAN
CONCURRENT SESSIONS

11:30 am-12:10 pm CT

THE PATIENT EXPERIENCE

Connecting the Data Dots: Transforming Experience by Understanding Relationships between HCAHPS and Brand Metrics

Greg Feirn, CEO, LCMC Health; Christine Albert, SVP, Marketing and Communications, LCMC Health and Justin Wartell, Managing Principal, Monigle

As more care is done digitally, providers need to learn how to do it well. Hospitals and health systems must set up the infrastructure to support it so that physicians and caregivers have access to digital information for the patient, as well as the systems to escalate care effectively and efficiently. This session will explore how we can create the necessary trusted relationships and competencies within the health care team and between providers and patients through digital health, redefined workflows and positions and emerging care models that enable health systems to flex as needed to prepare for future outbreaks.

12:15-12:45 pm CT

EXHIBIT TIME

12:15-12:45 pm CT

12:50-1:30 pm CT CONCURRENT SESSIONS

THE PATIENT EXPERIENCE

Digital Front Door - Building an Ideal Digital Consumer Experience

Liz Dean, Executive Director of Strategy and Business Development, Riverwood Health Center and Amy Schroeder, Chief Strategy Officer, Lexington Regional Health Center

Digital front doors can strengthen competitive position, attract and engage customers, and provide critical access to care. A sound digital strategy is critical for driving results, but it can be challenging to know how to prioritize digital initiatives for the greatest impact, especially given limited resources. Hear how two critical access hospitals – one in central Nebraska and another in Minnesota’s north woods, moved quickly to assess their organization’s digital readiness, identify priorities and launch a strategy for success – all at lightning speed – at a time when the pandemic called for greater digital engagement.
CONCURRENT SESSIONS

CLINICAL CARE INNOVATIONS

Telehealth beyond Convenience Care: Applications for Behavioral Health, Primary Care and Provider Networks

Paul J. Wood, Chief External Affairs Officer, Cohen Veterans Network; Deborah Hollenstein, Vice President of Strategic Marketing, Vanderbilt University Medical Center; and Nikki Moll, Senior Vice President, Marketing & Communications, Baylor Scott & White Health.

Moderated by Tom Hileman, President, Hileman Group

Telehealth today is already emerging as an integral aspect of delivery in every corner of healthcare, including both patient and physician engagement. Its technology may have been perceived early on as useful primarily in convenient low-acuity care and reaching more remote, rural populations. Explore how three different facets of healthcare are applying telehealth to their particular settings and achieving new impact: nonprofit behavioral health, provider networks and direct patient care. Panelists will engage the emerging trends and how the practice and technology of telehealth are changing the healthcare industry across the board.

THE PATIENT EXPERIENCE

Improving Patient Outcomes and Care Plan Adherence outside Traditional Provider Settings at Virtua Health

Ryan Younger, Vice President of Marketing, Virtua Health and Rich Phillips, CEO, Customer Evolution

COVID has powerfully illustrated the need for health systems to interact with patients and effectively manage care beyond traditional settings. While most health systems leverage journey “mapping” to identify experience and engagement improvement opportunities, Virtua has raised the bar by embracing journey “management” as a key differentiation strategy. Journey “management” delivers timely, condition-specific activities and information which foster patient self-management and improved care plan adherence. Health systems gain rich insights into care paths and gaps, enabling timely and streamlined outreach to “at risk” patients. Learn how Virtua is applying journey management techniques long-proven outside of healthcare to change the game.
Thank You!

aha.org    |    shsmd.org    |   aha.org/center