

**TRI-CITY HEALTHCARE DISTRICT  
AGENDA FOR A SPECIAL MEETING  
OF THE BOARD OF DIRECTORS  
May 16, 2019 – 1:00 o'clock p.m.  
Assembly Room 3 - Eugene L. Geil Pavilion  
4002 Vista Way, Oceanside, CA 92056**

**The Board may take action on any of the items listed below, unless the item is specifically labeled "Informational Only"**

	<b>Agenda Item</b>	<b>Time Estimate</b>
1	Call to Order/Roll Call/Pledge of Allegiance	3 min.
2	Approval of Agenda	2 min.
3	Public Comments – Announcement Members of the public may address the Board regarding any item listed on the Board Agenda prior to Board action on the agenda item. Per Board Policy 018, members of the public may have three minutes, individually, to address the Board of Directors	
4	Oral Announcement of Items to be Discussed During Closed Session (Authority: Government Code Section 54957.7)	
5	Motion to go into Closed Session	
6	Closed Session	4 hours
	a. Reports Involving Trade Secrets (Authority: Health and Safety Code, Section 32106) Discussion Will Concern: Proposed new services or programs Date of Disclosure: Various	
	b. Conference with Legal Counsel – Potential Litigation (Authority: Government Code, Section 54956.9(d) 2 (1 Matter)	
	c. Hearings on Reports of the Hospital Medical Audit or Quality Assurance Committees (Authority: Health and Safety Code, Section 32155)	
7	Motion to go into Open Session	
8	Open Session	
9	Report from Chairperson on any action taken in Closed Session Authority: Government Code, Section 54957.1)	
10	Consideration of Board member attendance at 2019 AHA Leadership Summit – July 25-27, 2019 – Manchester Grand Hyatt, San Diego, CA	10 min.
10	Adjournment	

Dated: May 15, 2019

*Note: Any writings or documents provided to a majority of the members of Tri-City Healthcare District regarding any item on this Agenda will be made available for public inspection in the Administration Department located at 4002 Vista Way, Oceanside, CA 92056 during normal business hours.*

*Note: If you have a disability, please notify us at 760-940-3347 at least 48 hours prior to the meeting so that we may provide reasonable accommodations.*



2019 AHA LEADERSHIP  
**SUMMIT**

**JULY 25-27, 2019 | SAN DIEGO, CA**  
MANCHESTER GRAND HYATT

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**THE FUTURE OF HEALTH CARE**

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# 2019 LEADERSHIP SUMMIT SPONSORS

(AS OF MARCH 22, 2019)



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# THE 2019 LEADERSHIP SUMMIT

convenes the health care field's leading thinkers and doers – as well as those innovators who are shifting traditional business models to address transformational strategies and approaches for achieving financial sustainability while delivering greater value through operational excellence, creative partnerships, and redefined delivery models.



## LEAD

JOIN AUDIENCES FROM ACROSS HEALTH CARE and BEYOND

- **Senior hospital and health system leaders** will make meaningful connections with others in the expanding health care ecosystem to foster collaboration and innovation.
- **Clinical leaders** will strategize around solutions to community health challenges, as **trustees** expand their understanding of emerging governance models.
- **Next-generation health care leaders** will gain insights into the competencies required to lead complex organizations during uncertain times.
- **New market entrants, entrepreneurs and those companies investing** in the promising ideas, technologies and scientific discoveries that are changing the consumer experience and innovating care delivery will learn from peers and potential collaborators.



## CONNECT

**ENGAGE WITH COLLEAGUES** in a variety of new experiential educational opportunities that facilitate the sharing of insights and leading practices, and which accelerate the adoption of new approaches from top health systems and the broader health care field — and beyond. You shape your Summit experience by choosing how you do your best learning, make the strongest connections, and become inspired. Come prepared to share your expertise, and design solutions with your peers during three action-packed days.



## TRANSFORM

**DEVELOP THE WILL TO SUSTAIN TRANSFORMATION** in your organization, system and community in six critical focus areas:

- Achieving Affordability and Value through New Payment and Delivery Models
- Quality and Performance Improvement
- Advancing Health through Community Partnerships
- Transformational Leadership and Workforce Development
- Creating a Culture of Innovation
- Governance Excellence

# SCHEDULE OF EVENTS

## THURSDAY, JULY 25

7:00 AM-6:00 PM	Registration
7:30-9:45 AM	Workshops
10:00-11:00 AM	AHA Washington Update
11:00 AM-12:30 PM	Intensive
1:00-2:30 PM	Opening Keynote
2:30-2:45 PM	Break
2:45-4:00 PM	Transformational Talks
2:45-4:00 PM	Trustee Roundtable
2:45-5:15 PM	Intensive
4:15-5:30 PM	Educational Track Sessions
4:30-5:30 PM	Trustee Networking Reception
5:30-7:00 PM	<i>A Taste of California</i> Welcome Reception in the Exhibit Hall

## FRIDAY, JULY 26

6:30 AM	Rise and Shine 5K Fun Run/Walk
7:00 AM-6:00 PM	Registration
7:00-8:15 AM	Continental Breakfast in the Exhibit Hall
	Trustee Breakfast Session / Sunrise Sessions
8:30-9:45 AM	Keynote
9:45-10:15 AM	Break in the Exhibit Hall
10:15-11:15 AM	Roundtables and Ignite Sessions
10:15 AM-12:30 PM	Intensive
11:30 AM-12:30 PM	Educational Track Sessions
12:30-2:00 PM	Lunch in the Exhibit Hall / Trustee Lunch Session
2:00-3:15 PM	Keynote
3:15-3:45 PM	Break in the Exhibit Hall
3:45-4:45 PM	Trustee Roundtable
3:45-4:45 PM	Educational Track Sessions
3:45-5:30 PM	Intensive
6:30-8:30 PM	<i>Sunset Social</i> on the Hyatt Pool Deck

## SATURDAY, JULY 27

7:00-8:15 AM	Continental Breakfast
	Trustee Breakfast Session / Sunrise Sessions
7:00-9:30 AM	Intensive
8:30-9:30 AM	Educational Track Sessions
9:30-9:45 AM	Break
9:45-11:00 AM	Closing Keynote





## EDUCATIONAL FORMATS

**NEW** **PERSONALIZE YOUR LEARNING** through the Summit's diverse, solutions-driven educational formats:

- Four thought-provoking **KEYNOTES** anchor the Summit with attention to the key themes of leadership, connection, innovation and the future.
- **WORKSHOPS** offer a little something extra for the early-arriving attendee with a strong interest in quality, governance or strategy to kick off their Summit experience.
- **INTENSIVES** are designed for attendees who want to become fully immersed in a hot topic, explore new design-thinking methodologies, experiment with 21st century leadership competencies and team-based skills, or roll up their sleeves to actively collaborate with peers on innovative solutions to persistent challenges. Choose one and dive in!
- **TRANSFORMATIONAL TALKS** center on emerging topics and burning issues, featuring the perspectives of nontraditional stakeholders, including those companies and entrepreneurs that are disrupting the health care field.
- **EDUCATIONAL TRACKS** and **SUNRISE SESSIONS** offer rich content and in-depth case studies from leading hospitals and health systems organized around the critical priorities that drive the work of the AHA Center for Health Innovation.
- **ROUNDTABLE DISCUSSIONS** take their lead from you. Skilled facilitators will introduce hot topics and compelling issues in short presentations and encourage attendees to share experiences, challenges, and successes with active moderation to stimulate a robust conversation. Got something on your mind — here's your chance to contribute your expertise to the conversation!
- **IGNITES** are fast-paced sessions intended to spark conversation. We'll offer two IGNITES, each consisting of mini-presentations of 7 minutes each grouped around a general theme. After the presentations, join a discussion to delve into the ideas that most grabbed your attention.
- **POSTER DISPLAYS** bring rich content into the Exhibit Hall, providing practitioners with a venue in which to share their expertise, lessons learned, and proven approaches to tackling health care's toughest issues in one-on-one conversations with their peers.



# KEYNOTES



GENE KRANZ &  
CAPTAIN JIM LOVELL

## THURSDAY, JULY 25 | 1:00-2:30 PM

Fifty years ago in a shining example of technological ingenuity and innovation, Apollo 11 became the first manned mission to land on the moon. In honor of that achievement, which paved the way for lunar landings to follow, **CAPTAIN JIM LOVELL**, the legendary NASA commander who guided the Apollo 13 mission to safety, illustrates how extraordinary challenges produce new heights of leadership and innovation. **GENE KRANZ**, the leader of the "Tiger Team" of flight directors who brought the Apollo 13 spaceship safely back to Earth, shares strategies, solutions and inspiration to overcome business and life challenges and develop a "failure is not an option" mentality.

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BECHARA  
CHOUCAIR, MD

## FRIDAY, JULY 26 | 8:30-9:45 AM

**DR. BECHARA CHOUCAIR**'s career has been marked by a dedication to improving the health of communities. As SVP and chief community health officer, he oversees Kaiser Permanente's national community health efforts and philanthropic giving activities aimed at improving the health of its nearly 12 million members and the 65 million people within the communities it serves. Dr. Choucair served as commissioner of the Chicago Department of Public Health, where he and his team launched Healthy Chicago, the city's first comprehensive public health agenda, which has produced historic lows in childhood obesity rates and smoking rates, as well as significant increases in overall life expectancy.



BRENDA SCHMIDT

**BRENDA SCHMIDT**, founder and CEO of Solera Health, is a social entrepreneur focused on improving quality and lowering health care costs through community-integrated health care. Solera's technology platform connects patients, payers, and physicians with a curated network of community organizations and digital solution providers paid through medical claims. Brenda was recently recognized as the "Best Med-Tech CEO" by 2018 MedTech Breakthrough, which recognizes the top companies, technologies, and products in the global health and medical technology market, and named among 2018 Becker's Hospital Review "Female Health IT Leaders to Know."



LINDA BERNARDI

## FRIDAY, JULY 26 | 2:00-3:15 PM

**LINDA BERNARDI** is a bold believer in the positive impact that disruptive technologies such as blockchain, IoT and AI are having across the business spectrum. She shares her enthusiastic outlook on how companies from manufacturing and financing to health care can thrive in the IoT economy by merely shifting to a strategy of viewing disruption and inversion as opportunities. She is a former IBM chief innovation officer and Watson co-lead, as well author of *Provoke* and co-author of *The Inversion Factor*, a 2018 Axiom Business Book Award winner.



DAN HEATH

## SATURDAY, JULY 27 | 10:00-11:30 AM

Some experiences are vastly more memorable and meaningful than others. A moment of extraordinary service that a customer can't stop talking about. A moment of insight that helps a group of employees embrace a new vision. A moment of compassion that makes a patient's burden feel lighter. Everywhere you look, people are trying to craft memorable experiences. But these discussions have been dominated by a focus on fixing problems (what Dan Heath calls "filling pits"), rather than creating memorable experiences ("raising peaks"). Drawing from his latest book, *The Power of Moments*, best-selling author **DAN HEATH** reveals the four elements that create moments that spark delight, connection, and insight for the people you care about.



# WORKSHOPS

THURSDAY, JULY 25 | 7:30-9:45 AM

## #1

### **The Quest for Quality: Achieving Quality Health Care and Advancing Health in Communities**

Join the 2019 Quest for Quality honorees in an interactive workshop that will expand your understanding of how to engage everyone in the hospital/health system and partner with others to improve quality, safety and community health status. The discussion will include:

- Changing organizational culture to achieve AHA's five commitments of access, value, partnership, well-being and coordination.
  - Turning your board members, physicians and front-line staff into quality champions.
  - Developing partnerships within your community to improve health status.
  - Partnering with patients and families to deliver truly patient-centered care.
- 

## #2

### **Trends and Their Impact on Governance: Time for a New Model**

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

For years we have analyzed the impact of trends on hospitals and health systems. But what about the impact of these trends on the governance model itself? Profound societal, economic, and demographic challenges, in addition to the daunting and disruptive pressures of the health care environment, are stressing the traditional governance model. In this provocative workshop, Jamie Orlikoff identifies the trends challenging the traditional governance model, and outlines strategies to both sustain it as long as possible and to create new governance models.

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## #3

### **Strategic Agility: Embracing Future Uncertainty**

**Jim Austin**, Adjunct Senior Lecturer, Brown University

In today's VUCA world — Volatile, Uncertain, Complex and Ambiguous — flexibility is critical. As Jack Welch states, "Strategy is an approximate course of action that you frequently revisit and redefine, according to shifting market conditions." The concept of strategic agility is that iterative process Welch refers to — establishing a clear goal(s) and mid-points, while creating flexible strategic initiatives to accomplish the goal(s). In this workshop, attendees will be challenged to develop an "options" approach to their health care strategy, especially for longer-term, more speculative efforts (e.g., "value-based pricing"). Two key concepts will be articulated: the need to balance "core" operations with adaptive efforts; and constantly monitoring the health care environment to learn "faster than the competition." *(This session qualifies for 2.25 hours of ACHE Face-to-Face credit.)*





# INTENSIVE SESSIONS

**THURSDAY, JULY 25 | 11:00 AM-12:30 PM**

## **Setting the Stage: What Does a Culture of Value Look Like?**

**Robert Pendleton, MD**, Chief Medical Quality Officer, U Health, University of Utah and Professor of Medicine, University of Utah School of Medicine; **Amy Albo**, Publisher, University of Utah Health and Executive Editor, Algorithms for Innovation; and **Priya Bathija**, VP, The Value Initiative, AHA

Value does not happen by accident, and good intentions are not enough. Learn how University of Utah Health has developed a culture where value is a major focus for everyone in the organization. Hear real-world examples of how they have aligned, engaged, and managed a cultural transformation towards delivering patient-centered value. In addition, speakers will share provocative data from University of Utah Health and AHA's State of Value surveys which challenges how we think about (hint: it's more than money), address and improve value.

**THURSDAY, JULY 25 | 2:45-5:15 PM**

## **Moving Health Care from a Team of Experts to an Expert Team**

**Ross Ehrmantraut**, Clinical Director of Team Performance, WWAMI Institute for Simulation in Healthcare, UW Medicine; and **Chris Hund**, Director and **Jen Braun**, Senior Program Manager, AHA's Team Training Program

Medical errors are the third leading cause of death in the U.S., with 79 percent of errors caused by human-factor issues and failures in communication and leadership. Coming together as an expert team rather than a team of experts has been shown to improve communication, make leadership a shared experience, and provide team members with the situational awareness and mutual support they need to catch errors before they occur. Team training, specifically TeamSTEPPS®, can help you and your team work better together. Using low-tech simulation, this highly interactive Intensive will provide the essential principles and tools of TeamSTEPPS to help your organization become highly reliable.

**FRIDAY, JULY 26 | 10:15 AM-12:30 PM**

## **Thriving in Uncertainty: Applying Adaptive Leadership to Today's Health Care Ecosystem**

**Nadir Ahmad**, CEO, Dowling Street; **Jay Bhatt, DO**, SVP/CMO, AHA and President, HRET; and **Elisa Arespacochaga**, VP, Physician Alliance, AHA

The Adaptive Leadership program is based on the premise that leadership is not a person, but an activity that can be exercised by anyone, no matter their role. During this collaborative Intensive, participants will apply a people-focused approach to leadership

development grounded in inclusion and honoring diverse perspectives. This session introduces practical tools that mobilize team members to tackle tough problems and thrive in times of uncertainty. You will learn to identify challenges in social systems and solve challenges of various complexities iteratively using adaptive leadership tools.

**FRIDAY, JULY 26 | 3:45-5:30 PM**

## **Stemming the Tide: Hospital Improvements Impacting the Opioid Epidemic**

**Hannah Snyder, MD**, Principal Investigator, SHOUT and Assistant Professor, Department of Family & Community Medicine, UCSF at Zuckerberg San Francisco General; **Andrew Herring, MD**, Director, Emergency Services, Highland Hospital; **Rebecca B. Chickey, MPH**, Director, Field Engagement, Section for Psychiatric and Substance Abuse Services, AHA; and **Elisa Arespacochaga**, VP, Physician Alliance, AHA

According to the CDC, more than 47,500 people died from an opioid-related overdose in 2017. Across the country, hospitals are looking internally to make changes to help combat this epidemic. Join us to hear how one panelist was able to implement a surgical redesign that improved pain management and reduced opioid use, while another panelist implemented Medication Assisted Treatment in the emergency department. Learn about the key success factors and barriers they had to overcome. Participants will brainstorm ways they can start to modify internal processes in their own organizations to improve care and stem the tide of the opioid epidemic.

**SATURDAY, JULY 27 | 7:00-9:30 AM**

## **Regular or Extra Crispy: Lessons from the Field in Addressing Burnout**

**Tom Jenike, MD**, SVP & Chief Human Experience Officer, Novant Health; **Kristi Roe**, VP, Organizational Resiliency, Novant Health; **Michael Privitera, MD, MS**, Professor of Psychiatry, Director, Medical Faculty and Clinician Wellness Program, University of Rochester Medical Center; and **Elisa Arespacochaga**, VP, Physician Alliance, AHA

Research tells us that 51 percent of physicians report symptoms of burnout. In today's distracted world we are bouncing from one activity to the next and pushing our abilities to the limit. How is it that some emerge from this relentless pace with more energy and drive, while others are burned out? Gain a national perspective on the landscape, implications and drivers of burnout, and learn how organizations are refocusing on purpose and connecting to community to improve health care delivery and support their teams. Participate in an interactive exercise to identify practical and actionable strategies to address burnout and drive systemic change in your organizations.

# TRANSFORMATIONAL TALKS

THURSDAY, JULY 25 | 10:00-11:00 AM

## AHA Washington Update

Join American Hospital Association leaders for a discussion on the latest from Capitol Hill, the 2020 elections and what it all means for hospitals and health systems.

THURSDAY, JULY 25 | 2:45-4:00 PM



## Leadership Summit Startup Competition

The AHA Center for Health Innovation, in partnership with the Furthur Fund, hosts the inaugural Leadership Summit Startup Competition. Our objective is to identify and share innovative solutions that actually solve the challenges that hospitals face on a daily basis. We'll feature those that most closely align with the overarching needs of the field, can be implemented in an expeditious and non-disruptive manner, and have an ROI/impact that is easy to quantify and measure in the Startup Competition. Summit attendees will vote to select the winner!

## Fireside Chat on the Latest Developments Driving the Transformation of Care

Futurist **Ian Morrison** conducts a wide-ranging conversation with leaders from the companies that may just have the inside track on health care disruption. Learn how these organizations are leveraging emerging opportunities — in partnerships with health systems and alone! — in response to consumer demand for convenience, the growth of personalized technologies, and novel approaches for engaging patients as partners.

## Cybersecurity Industry Experts Panel: Exploring the HHS 405d Task Force and AHA's Counter Economic Espionage Strategy (CEES)

**Stephen Dunkle**, Chief Information Security Officer, Geisinger Health System; **John Riggi**, Senior Advisor, Cybersecurity and Risk Advisory Services, AHA; and **Julie Anne Chua**, Branch Chief for Risk Management, Department of Health and Human Services

Learn more about the voluntary, consensus-based, health industry cybersecurity practices (HICP). We will discuss the details of the HICP and how a 150-member industry driven task force, created under the CISA legislation Section 405(d) and facilitated by the Department of Health and Human Services, identified five cyber threats to health care and the 10 practices to help mitigate them. Explore how these practices can help defend against the increasing threat of economic espionage and theft of intellectual property related to medical research and innovation. The panel, along with an expert from the FBI, will discuss this emerging threat.

## Equity of Care: Essential to Improved Quality and Lower Costs

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 AHA 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.

## Achieving Improved Employee Wellbeing and Reduced Health Care Costs

**Michael Roizen, MD**, Chief Wellness Officer, Cleveland Clinic; **Charlotte Perkins**, Chief Development Officer, UVA Health; and **Kate Wolin, ScD, FACS**, Chief Science Officer, Interactive Health. Moderated by **Stephanie McCutcheon**, Chief Executive Officer, Health Employer Exchange

Tailored for those with the ability to lead a culture of health and influence organization-wide initiatives to improve wellness, this panel tackles the issue of why addressing employee health care costs is an imperative for American industry, providing case study examples from leading health systems and a workplace wellness provider of the impact of a concerted focus on wellness. We'll explore a proven Value-Based Care Model that can be replicated and scaled to reverse and prevent chronic disease, increase employee satisfaction and productivity, and reduce costs. This innovative approach, which trains patient advocates and health coaches to partner with primary care providers, emphasizes both physical and mental health, as employees dealing with stress, anxiety, and depression are more likely to experience chronic illness and difficulty achieving health goals.

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## EDUCATIONAL TRACKS

**ALIGNED WITH THE AHA CENTER FOR HEALTH INNOVATION'S KEY PRIORITIES** for transforming health care, the Summit's educational program is organized around six critical focus areas:



**ACHIEVING AFFORDABILITY AND  
VALUE THROUGH NEW PAYMENT  
AND DELIVERY MODELS**



**QUALITY AND PERFORMANCE  
IMPROVEMENT**



**ADVANCING HEALTH THROUGH  
COMMUNITY PARTNERSHIPS**



**TRANSFORMATIONAL  
LEADERSHIP AND WORKFORCE  
DEVELOPMENT**



**CREATING A CULTURE  
OF INNOVATION**



**GOVERNANCE EXCELLENCE**



## EDUCATIONAL TRACK

# ACHIEVING AFFORDABILITY AND VALUE THROUGH NEW PAYMENT AND DELIVERY MODELS

**THURSDAY, JULY 25 | 4:15-5:15 PM**

### **The 10x Better Health Care Experience**

**Sara Vaezy**, Chief Digital Strategy Officer, Providence St. Joseph Health

In the face of new market entrants and unprecedented change, using digital to grow the health system is a key way to ensure future success. Digital becomes the front door for the health system to bring in new customers. Providence St. Joseph Health has developed a same-day, low-acuity transactional platform that secures high-value consumer relationships and solves consumer access and convenience challenges by attracting, matching and scheduling consumer demand and clinical availability in real-time across multiple service lines. Learn how this platform provides an end-to-end solution that brings together the complete consumer acquisition and engagement experience, demonstrating tremendous benefits in terms of digital reach, customer retention, and patient and provider satisfaction.

**FRIDAY, JULY 26 | 11:30 AM-12:30 PM**

### **Connecting the Dots: Value, Health Equity and the Social Determinants of Health**

Hospitals and health care systems across the country are striving to provide high-quality, person-centered care at a great value. One way they are doing this is by addressing the social determinants of health to reduce and eliminate disparities that result in health inequities. In this session you'll hear **Dr. Alisahah Cole**, chief community impact officer with Atrium Health and other health system leaders share innovative approaches they have used to address social determinants in their communities and the real results they have experienced, including how these programs have lowered health care costs, improved health outcomes and enhanced the patient experience.

**FRIDAY, JULY 26 | 3:45-4:45 PM**

### **The Next Frontier: Direct to Employer Contracting**

Join us for this session featuring Embold Health's CEO **Dr. Daniel Stein** and health system leaders to explore the current landscape of direct to employer contracting models. You'll learn about what is working, what challenges are inherent in these models, and how success is being measured.

**SATURDAY, JULY 27 | 8:30-9:30 AM**

### **Global Budgets: Could it Work for You?**

**Joshua Sharfstein, MD**, Vice Dean for Public Health Practice and Community Engagement and Director, Johns Hopkins Bloomberg School of Public Health, Bloomberg American Health Initiative; **Tammy Anderer**, Acting President, Geisinger - Jersey Shore Hospital; and **Janice Walters**, Chief Operating Officer Consultant, Pennsylvania Department of Health, Rural Health Redesign Office

This session will be geared to hospital and health system leaders that are considering whether a global budget model in their states would be conducive to moving toward value and improving patient care. The session will focus on the initial stages of determining whether a global budget model will work for particular hospitals and health systems and how leaders can think through the care delivery transformation and payment arrangements they would need to establish to implement a global budget. Attendees will hear from Pennsylvania leaders that recently launched a global budget and from CMMI on what it looks for in a global budget proposal, as well as other experts in the field.







EDUCATIONAL TRACK

## QUALITY AND PERFORMANCE IMPROVEMENT

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**THURSDAY, JULY 25 | 4:15-5:15 PM**

### **Performance Improvement in Safety-Net Hospitals: New Research Results and Implementation Strategies**

**Rachelle Schultz, EdD**, President/CEO, Winona Health; **William Huen, MD, MS, MPH**, Associate CMO, Medical Director of Quality Management and Kaizen Promotion Office, Zuckerberg San Francisco General Hospital and Trauma Center, Associate Clinical Professor, UCSF Department of Medicine; and **Jay Bhatt, DO**, SVP/CMO, AHA and President, HRET

Safety-net hospitals and health systems are organizationally and structurally diverse, but united by their commitment to provide care regardless of insurance status or ability to pay. This commitment is a source of stability for communities, but for health systems it contributes to narrow margins and unique challenges. These hospitals can achieve efficiency and quality by using performance improvement (PI) approaches and tools. Using a mixed-methods approach, AHA and its collaborators assessed the national PI landscape at safety-net hospitals. We'll share key findings and actionable strategies for starting or elevating a PI journey at a safety-net hospital, as well as perspectives from hospital leaders who have successfully navigated their systems' PI journeys.

**FRIDAY, JULY 26 | 11:30 AM-12:30 PM**

### **Organizational Leadership Contributions to Patient Harm: Overcoming a Taboo Topic During Root Cause Analyses of Patient Safety Events**

**Bruce Gewertz, MD**, Chair and Distinguished Professor, Department of Surgery, VP, Interventional Services and Vice Dean, Academic Affairs, Cedars-Sinai Medical Center; **Scott Shappell, PhD**, Professor and Chair, Department of Human Factors and Behavioral Neurobiology, Embry-Riddle Aeronautical University; and **Tara Cohen, PhD**, Research Scientist, Cedars-Sinai Medical Center

Providing safe, high-quality and affordable patient care requires a well-designed and resilient delivery system. When adverse events occur, it is imperative that root cause analyses (RCA) effectively identify failures in the system that may have contributed to the incident, so that recurrence can be avoided. Like any other variables within a system, leadership and other organizational factors can play a major contributing role in patient harm events. In this session, experts will discuss the elements involved in identifying and solving issues associated with supervisory and organizational failures. Learn why RCA teams are reluctant to explore these issues and how this hinders the identification of opportunities for effective change, as well as proactive methods for changing the culture so that organizational factors are explored and embraced to improve patient safety.

**FRIDAY, JULY 26 | 3:45-4:45 PM**

### **Keys to Successful Partnerships for Integration of Acute and Post-acute Services**

**Zenobia Brown, MD, MPH**, Medical Director, Northwell Health Solutions; **Glenda Mack, PT, MSPT, MBA, CLT, COO**, RehabCare; and **Nancy Myers, PhD**, VP, Leadership and System Innovation, AHA Center for Health Innovation, AHA

Join a panel of experts from the acute and post-acute settings to hear about keys to successful clinical partnerships, current leading practices, and common challenges. This session will include insights from key leaders, and an interactive dialogue with attendees around how to implement and evaluate partnerships for care.

**SATURDAY, JULY 27 | 8:30-9:30 AM**

### **Creating a Culture of Safety: An Organizational Transformation**

**Kim Hollon, FACHE**, President and Chief Executive Officer, Signature Healthcare

When it comes to the cultural change needed to better address patient safety especially in areas where there is no direct supervision of clinicians, factors such as preoccupation with failure, making the invisible visible, robust process improvement, common language and tools, social proof, grounded in passion, constant attention and energy can determine a hospital's success. Learn how Signature Healthcare put principles of social influence into action to assure widespread adoption of the hospital's new patient safety protocols and understand how to review the patient safety standards and practices in your own hospital, while establishing criteria for improvement.



## EDUCATIONAL TRACK

# ADVANCING HEALTH THROUGH COMMUNITY PARTNERSHIPS

**THURSDAY, JULY 25 | 4:15-5:15 PM**

### **South Jersey Health System Leaders Collaborating to Improve Access to Behavioral Health**

**Russell Micoli**, VP, Ambulatory Services, Jefferson Health New Jersey and **Mary Ditri**, DHA, Director of Professional Practice, New Jersey Hospital Association

The current behavioral health system is not fully meeting the needs of patients in New Jersey, where more than 240,000 adults live with a severe mental illness and a growing number of adults require treatment for substance use disorder. To address these challenges, five health systems have joined together to invest in data integration, stakeholder engagement, and innovative service delivery models with the goal of shifting the system toward patient-centered care. Learn about the origins of the South Jersey Behavioral Health Innovation Collaborative, how it operates, what it has achieved, and what challenges it has faced.

**FRIDAY, JULY 26 | 11:30 AM-12:30 PM**

### **If Only We Were Warned: Identifying Seriously Ill Patients at Risk of Poor Outcomes and Excess Utilization**

**Daniel Hoefer**, MD, CMO, Outpatient Palliative Care, Sharp HealthCare; **Diane Meier**, MD, Director, Center to Advance Palliative Care and Professor of Geriatrics and Palliative Medicine and Gaisman Professor of Medical Ethics, Icahn School of Medicine at Mount Sinai, and **Rab Razzak**, MD, Clinical Director for Palliative Care, University Hospitals–Cleveland Medical Center

While we know that the top 5 percent of patients drive 50 percent of health care spending, what's less well-known is that there are clear, evidence-based predictors of poor outcomes and avoidable utilization in the geriatric and seriously ill patient populations that should be used to trigger an extra layer of support. This session will describe the identifiers of high-need, high-risk patients, along with the associated likelihoods of post-operative complications, long lengths of stay, nursing home placement, and mortality. Learn to operationalize "trigger programs" for specialty palliative care consultations to address the needs of these high-risk patients, ensure meaningful patient engagement, and reduce avoidable utilization while improving on value-based performance measures.

**FRIDAY, JULY 26 | 3:45-4:45 PM**

### **Transforming Care through Age-Friendly Health Systems**

**Kedar Mate**, MD, Chief Innovation and Education Officer, IHI; **Marie Cleary-Fishman**, VP, Clinical Quality, HRET; **Leslie Pelton**, Senior Director, IHI; **Terry Fulmer**, PhD, RN, FAAN, President, The John A. Hartford Foundation; and **Jay Bhatt**, DO, SVP/CMO, AHA and President, HRET

The Age-Friendly Health Systems initiative is designed to meet the needs of older adults, looking beyond acute events, engaging the whole community, and achieving better health for older adults. The goal of the initiative is to develop an Age-Friendly Health Systems model and rapidly spread the model to 20 percent of U.S. hospitals and health systems by 2020. By focusing on four key elements of an age-friendly health system — what matters, medications, mentation and mobility (the "4Ms") — we aim to improve patient care, safety and outcomes; improve patient and family engagement in care; and reduce length of stay and readmissions.

**SATURDAY, JULY 27 | 8:30-9:30 AM**

### **Health Ecosystem Leadership: Developing the Mindset and Skill Set to Cultivate Partnerships that Drive Value and Transform Population Health**

**Julie Miller-Phipps**, President, Southern California Region, Kaiser Foundation Health Plan, Inc. and Hospitals; **Mathew Guy**, President, Accelerated Transformation Associates; **Donna Mills**, Executive Director, Central Oregon Health Council; **Robert Sachs**, Talent Advisor/Advisory Board Chair, Sachs Talent Advisors and The Leadership Development Group, and **Tracy Duberman**, PhD, President, The Leadership Development Group

Achieving the audacious goal of improving health outcomes while improving affordability requires leaders from diverse industry sectors to form strategic partnerships across the health ecosystem that can advance innovative solutions. Learn how adopting an "ecosystem" mindset can improve population health, value, and affordability, and become familiar with tools and models that can support system-wide cross sector collaboration. You'll understand the capabilities required to lead with this new mindset and gain strategies for applying these capabilities within one's own organization and across sectors to create greater value for consumers by balancing and leveraging expectations, needs, and contributions across sectors.



## EDUCATIONAL TRACK

# TRANSFORMATIONAL LEADERSHIP AND WORKFORCE DEVELOPMENT

**THURSDAY, JULY 25 | 4:15-5:15 PM**

### **Next Generation Succession 2.0: Leverage Succession to Accelerate Leadership Capacity**

**Lawrence McEvoy, II, MD**, CEO and Founder, Epidemic Leadership; **Kevin Mosser, MD**, Strategic Partner, SixSEED Partners; and **Joy Goldman RN, MS, PCC**, Founding Partner, SixSEED Partners

Succession planning is essential as organizations seek to stabilize leadership acumen across inevitable transitions and as leadership depth must evolve in response to increasing complexity in the field. And yet, many organizations do not engage in strategically effective succession planning, and those that do too often take a “who’s next in what box” approach. Succession 2.0 tracks one organization’s thoughtful “portfolio approach” to deepening leadership capacity across a multitude of positions as a way to stabilize and broaden executive leadership before, during, and after transition. The risks of “Succession 1.0” are delineated, the value of new approaches are reviewed, and critical “Do’s and Don’ts” are drawn against the practical experience of an organization in the midst of a leadership transition.

**FRIDAY, JULY 26 | 11:30 AM-12:30 PM**

### **Creating a Culture of Change that Eats Strategy for Breakfast: Engaging Millennials through Innovative Leadership Opportunities**

**Karen Harris**, Chief Nursing & Operations Executive, Henry Ford Health System and **Tracy Kramer**, Director, Strategic & Business Planning, Performance Improvement, Henry Ford Health System

Learn how embracing a culture of change can become your driving force to success and how leveraging nontraditional leadership opportunities, especially with millennials, can create that culture. Henry Ford Health System utilized an innovative approach to performance improvement, the 100-day workout, which consists of a theme-driven 100-day performance goal. Cross-functional teams are created with a nontraditional leadership structure that encourages future leaders with the opportunity to showcase their skills. Explore how completing 100-day workouts with implementation of 3,688 changes has enabled Henry Ford West Bloomfield Hospital to turn around operations from a -3.1% margin in 2013 to a +5.7% margin in 2018.

**FRIDAY, JULY 26 | 3:45-4:45 PM**

### **The Case for Disrupting People in Health Care**

**Kamal Jethwani, MD**, Senior Director, Partners HealthCare Pivot Labs; **Sunita Patolia, PhD**, Program Manager, Business Development, Partners HealthCare Pivot Labs; and **Amanda Centi, PhD**, Research Program Manager, Partners HealthCare Pivot Labs

In today’s environment, we need leaders who can grasp the complexity of innovating in a culture steeped in hierarchy while managing the delicate needs and desires of myriad stakeholders with different incentives and priorities. Merely replicating the product-based innovation model from the consumer tech industry — without building the appropriate cultural foundation — often results in failed attempts to drag health care into the 21st century. Learn how Partners HealthCare’s Connected Health Innovation Fellowship program creates a culture where leaders understand how to implement change at the grassroots level, and front-line clinicians drive innovation. This approach of disrupting people creates health systems that are ripe for new radical collaborations and eager to adopt novel approaches to provide high-quality care to their populations.

**SATURDAY, JULY 27 | 8:30-9:30 AM**

### **Bringing Innovation to Physician Leadership: A Health Care System’s Journey to Excellence**

**Catherine Santarsiero, MSN, APRN**, Leadership Organization Development Specialist, Hartford HealthCare and **Clara Riley, MS**, Director, Leadership Organization Development, Hartford HealthCare

Historically, physicians have moved into leadership positions based on their clinical skill set — a combination of technical and evaluative skills that equip them to deliver high quality care. However, they often lack the skills to motivate and mobilize their colleagues to work as an effective unit. This session explores an innovative program that provides physicians with evidenced-based leadership development training to improve interpersonal relationships, teamwork and collaboration — resulting in improved outcomes, reduced medical errors, and an enhanced patient experience. Learn how this highly visible work supports the values and vision of the organization.



EDUCATIONAL TRACK

## CREATING A CULTURE OF INNOVATION

**THURSDAY, JULY 25 | 4:15-5:15 PM**

### **Founders and Funders: The Voices of Health Care Disruption**

Across industries, progress is made possible through big thinking, strategic investment, and a core belief in the power of technology. This session will bring together a collection of innovators and dealmakers who are leveraging new models of disruption to drive the field of health care forward, responding to consumer demand for convenience, personalization, and patient engagement. Join us as an elite group of visionary Fortune 500 executives; top VC, PE, and philanthropic investors; and game-changing entrepreneurs take the stage to examine novel solutions and unexpected strategies that are leveraging tech, talent, and capital to drive health care innovation.

**FRIDAY, JULY 26 | 11:30 AM-12:30 PM**

### **Keys to Long-Term Health Care Sustainability: Making Transformation a Way of Life**

**Carter Dredge**, Chief Transformation Officer, SSM Health

Hospitals and health systems are facing competition from all sides of the health care spectrum, including disruption from large nontraditional players like Amazon and Walmart, consistent industry consolidation, and smaller entrepreneurs that are picking off some of the low-hanging fruit. At SSM, the idea of transformation comes down to fundamentally defining and investing in strong and clearly articulated business models that meet the needs of particular patient groups. The urgency is not just to be on par with other health systems, but rather to be on par with leading consumer businesses in their attention to convenience and simplicity. You'll learn how at SSM it's a matter of smart tradeoffs, because it's not possible to do everything for everyone!

**FRIDAY, JULY 26 | 3:45-4:45 PM**

### **The World Isn't Waiting for Us**

**Will Behrmann**, Assistant Vice President, Business Development, Innovation Engine, Atrium Health

Traditional health care business models are being disrupted by new entrants coming from multiple angles. There is no shortage of extremely well-capitalized primary care disruptors making care more accessible, affordable and attractive to consumers. Established health systems have an essential strategic choice to make in what may seem like a time to hunker down and protect the fort. The courageous choice is to take a necessary risk and invest in multiple alternative primary care "bets" to maintain relevance in the primary care arena. Learn about the unique challenges Atrium faced as it journeyed to provide a new care model within an existing system, embracing a bold culture of innovation.

**SATURDAY, JULY 27 | 8:30-9:30 AM**

### **Creating a Culture of Engagement: Activating and Supporting Patient and Practitioner Entrepreneurs**

**Chris Waugh**, Chief Design & Innovation Officer, Sutter Health; **Joan Zoltanski, MD, MBA**, Chief Experience Officer, University Hospitals Health System; **Todd Dunn**, Director of Innovation, Intermountain Healthcare Transformation Lab; and **Eric Stone**, CEO, Velano Vascular and National Trustee Crohn's and Colitis Foundation

The rising tide of consumerism has led to an increased urgency to design experiences, services, and technologies that cater to the wide range of patient needs and expectations. From new equipment to room amenities to medical bills to practice standards, who better to design these advances than the people most familiar with them? A generation of patient and practitioner entrepreneurs is challenging the status quo for even the most basic and long-standing health care experiences. We'll unpack the latest trends in patient-centered care advances, evaluating how pioneering systems can nurture entrepreneurs and use these advances to improve patient experience, increase efficiencies, and realize a competitive advantage.





## EDUCATIONAL TRACK GOVERNANCE EXCELLENCE

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**THURSDAY, JULY 25 | 2:45-4:00 PM | TRUSTEE ROUNDTABLE**

### **Advancing Community Health Improvement: The Board's Role**

**Carolyn Scanlan**, Trustee, Penn Medicine Lancaster General Health

Join this facilitated discussion to 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 26 | 7:00-8:15 AM | TRUSTEE BREAKFAST SESSION**

### **Engaging Boards in Disruptive Innovation**

**Jean Ahn, MHA, FACHE**, SVP and Chief Strategy Officer, Baystate Health and **Robert Bacon**, President, Elm Electrical, Inc., and Vice Chair, Board of Trustees, Baystate Health

The health care marketplace is threatened with disruption by a variety of novel competitors. Boards need to understand the threats posed by these market disruptors and craft specific strategies to ensure continued fulfillment of the mission. As a means of engaging its board around the sudden profusion of disruptive competitors, Baystate Health extended simulation-based learning into the realm of strategy allowing for robust, interactive board education, and the opportunity to take advantage of trustee expertise gained from other industries that have dealt with nontraditional disruptive competition.

**FRIDAY, JULY 26 | 10:15-11:15 AM | TRUSTEE ROUNDTABLE**

### **The Board and CEO Relationship — What Could Be More Important?**

**Bill Menner**, Board Chair, Unity Point-Grinnell Regional Medical Center and member of the AHA Committee on Governance and **Todd Linden**, President, Linden Consulting

In today's ever changing landscape, keeping patients, employees and the medical staff all satisfied can be a tall order that creates tension between administration and the board. For exceptional organizational performance, the board and CEO relationship must be optimized through trust, transparency, understanding and a thoughtful game plan. Learn strategies for building strong board and CEO relationships including topics such as creating effective board meeting agendas, tackling CEO evaluations, and maintaining excellent medical staff relationships.

**FRIDAY, JULY 26 | 12:30-1:45 PM | TRUSTEE LUNCH**

### **Whole Person Care — Hitting the Quadruple Aim**

**Ira Byock, MD**, Founder & Chief Medical Officer, Institute for Human Caring

Whole person caring goes beyond the Triple Aim of enhancing quality and patient experience, improving population health, and reducing costs, and seeks to achieve the Quadruple Aim of improving the job satisfaction and well-being of health care providers. In this inspiring presentation for trustees and senior executives, Dr. Byock connects the necessary dots of financial stewardship, innovation, patient and provider well-being, and organizational mission, offering a strategic roadmap for how leaders can get disparate stakeholders to buy into the clinical, ethical and fiscal benefits of whole person care.

**FRIDAY, JULY 26 | 3:45-4:45 PM | TRUSTEE ROUNDTABLE**

### **Interactive Governance Clinic**

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

Bring your thorniest governance issues to one of the nation's preeminent health care governance experts. You'll gain practical solutions and proactive ideas for improving governance performance. No issue is off the table, so come prepared to talk, to question and be challenged!

**SATURDAY, JULY 27 | 7:00-8:15 AM | TRUSTEE BREAKFAST SESSION**

### **Making Your Board a Model of Governance Excellence**

**Lyn Jenks**, Governance Consultant, Munson Healthcare

Hospitals and health systems have made efficient operations, high quality and standardization of internal processes major elements of success — but what most of us have neglected to do is spend adequate time fully integrating these initiatives at the very top of the organization. Munson Healthcare studied what makes boards great, implementing an assertive program to build a benchmark model for system and local hospital governance. Learn how to boost board engagement in high-level decision making, improve overall satisfaction of board members, and standardize and improve board recruitment, on-boarding, orientation and education, and more!



# ROUNDTABLES

**FRIDAY, JULY 26 | 10:15-11:15 AM**

## **#1 Disruption in Action: The Innovators Roundtable**

A variety of groundbreaking advancements in science and technology are driving industry leaders to rethink the future of health care. To spur ideation around all-things innovation, this interactive session explores how innovation can enhance outcomes around the safety, affordability, and effectiveness of health care solutions. Through a guided framework, participants will comfortably share their own challenges, successes, and experiences, expecting candid and open feedback from their peers, and driving towards the shared outcome of developing new thinking and building deep relationships that will shape the future of health care.

## **#2 Inside KP: Scaling Clinical Innovations across a Multihospital System**

**Janet Liang**, President, Kaiser Permanente Northern California

For those leading change across multiple medical centers, this roundtable will provide invaluable insights on how Kaiser Permanente Northern California scales clinical innovations across its 21 hospitals. Kaiser Permanente is the nation's largest integrated non-for-profit health care system utilizing vertical integration and operational excellence methods to create a highly reliable culture. This session will explore its management model and practices. Come discuss how these approaches might have applications for your organization's own work.

## **#3 Moving the Needle on Interoperability**

Hospitals and health systems have made progress in sharing information to improve care and engage patients but it is still too hard and expensive to connect all of the relevant data as useful information. Leaders from the Office of the National Coordinator for Health Information Technology and the Centers for Medicare & Medicaid will engage in conversation about how public and private sector efforts can move the needle on interoperability.

## **#4 How Innovation and Risk-Taking Affect the Creditworthiness of Health Care Organizations: A Credit Rating Agency's Perspective**

**Elizabeth Bachelder**, Associate Director, S&P Global Ratings and **Suzie Desai**, Director and Lead Analyst, S&P Global Ratings

The nature of health care is profoundly changing, and to keep pace, health care organizations need to do more than the normal blocking, tackling, and cost containment. However, strategies to remain viable are often expensive and contribute to declining inpatient volumes, which drive operating margin pressure. Given this dichotomy, how does a rating agency evaluate the credit implications of an organization's innovative and risk-taking strategies? This session will provide a survey of how S&P Global incorporates these types of strategies into its credit reviews. Come share your own experiences with innovation and risk-taking in the health care space and engage in discussion about the credit impact of these activities.

## **#5 Integrating Behavioral and Physical Health**

**Harsh Trivedi, MD**, President and CEO, Sheppard Pratt Health System and **John Chessare, MD, MPH**, President and CEO, GBMC HealthCare

An innovative partnership between Sheppard Pratt and GBMC helps people get timely access to mental health providers. There are now full-time behavioral health specialists in nine of GBMC's 10 primary care practices, along with visiting Sheppard Pratt psychiatrists and substance use counselors. Primary care doctors ask all patients a few simple questions to find out if they might be living with undiagnosed depression or anxiety. If so, the patient can immediately talk with one of the mental health professionals in the office. Come discuss how your organization can collaborate to remove the stigma of seeking help and make it easy for patients to get access to mental health professionals.

## **#6 Better Together — Driving Community Health Improvement through Effective Partnerships**

**Emily Yu**, Executive Director, The BUILD Health Challenge; **Jennifer Kiss**, VP, Programs, St. Francis Foundation; **Jason Lacsamana, MPH**, Senior Program Officer, St. Joseph Health Community Partnership Fund; and **Nancy Myers, PhD**, VP, Leadership and System Innovation, AHA Center for Health Innovation, AHA

Learn what AHA has found in its study of leading practices for developing targeted and effective community assessment and improvement partnerships, and gain advice from health systems that have moved the needle in tandem with their local public and community health colleagues.



# IGNITES

FRIDAY, JULY 26 | 10:15-11:15 AM

## #1

### IGNITE AROUND CLINICAL IMPROVEMENT INNOVATIONS

#### **Tackling Emergency Department Recidivism, Unnecessary Hospital Admissions, and Readmissions**

**Dawn Moeller, MHA, BSN, RN, CEN**, Clinical Manager for Emergency and Trauma Services, Advocate Good Shepherd Hospital

#### **Improving the Value, Quality and Safety of ICU Care — The ICU Liberation Campaign and the ABCDEF Bundle**

**Juliana Barr, MD**, Associate Professor of Anesthesiology, Perioperative, and Pain Medicine, and Staff Anesthesiologist and Intensivist, Stanford University School of Medicine, Department of Anesthesiology and Perioperative Pain Medicine, and the VA Palo Alto Health Care System

#### **Accelerated Improvements in Maternity Care: Partnership Strategies to Reduce Maternal Mortality and Morbidity**

**Elliott Main, MD**, Medical Director, California Maternal Quality Care Collaborative

## #2

### IGNITE AROUND TECH AND DATA INNOVATIONS

#### **Technology and Behavioral Health — Improving Access to Care**

**Michelle Blackmore, PhD**, Project Director for Behavioral Health Integration, Montefiore Medical Center's Care Management Organization

#### **How a Small Community Hospital Deployed AI to Reduce Costs and Enhance Patient Outcomes**

**Michael Sanders, MD**, VP and CMIO, Flagler Hospital

#### **The Use of Care Collaboration Tools and Data to Improve Utilization and Outcomes**

**Darcie Robran-Marquez, MD, MPA, CPE**, Executive Medical Director and VP of Population Health, Presbyterian Healthcare Services

# SUNRISE SESSIONS

FRIDAY, JULY 26 & SATURDAY, JULY 27 | 7:00-8:15 AM



## Getting to “Yes” — Lessons from 2019 Circle of Life Honorees

Palliative and end-of-life care services often face two interrelated challenges — to meet the complex needs of patients and families and to demonstrate their value to health care organizations, other health care professionals, and payers. And no two will approach these challenges in exactly the same way because so much depends on the culture of the organization and the community. Discover how Circle of Life Award honorees have identified community and organizational needs and developed programs and services aligned with institutional and community cultures, gaining the support that ensures sustainability and growth.



## Caring for Communities: 2019 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... it can be hard to know where to begin. AHA NOVA Award winners start with a collaborative targeted approach in identifying needs, working with other providers and community leaders and measuring results. Learn how these national leaders in community health improvement took on these challenges and gain advice on how your institution can take the next steps.



## The 5 Secrets of Innovation

**Kurt Baumberger**, CEO and Master Coach, Innovation 90

What do Design Thinking, Iterative Prototyping, Agile Development, Storytelling and Overcoming Objectives have in common? These are the five secrets to innovation success. Put these in your toolkit and you’ll be better equipped to understand what people really want and need, to make quantum leaps by continuously learning and experimenting, to skillfully combine rational argument with emotional appeal, and to anticipate the response of the Devil’s Advocate. Bring a problem to this session and walk out knowing how to use the five secrets to get buy-in on your idea.



## Accelerated Business Planning: Nimble Approaches to Compete in a Consumer-Driven Environment

**Holly Sullivan**, Senior Director, Marketing Strategy, Spectrum Health, **Jennifer Weiss Wilkerson**, VP and Chief Strategy Officer, Sheppard Pratt Health System, and **Diane Weber, RN, MHA**, Executive Director, Society for Health Care Strategy & Market Development

In an increasingly competitive environment with more focus on consumerism and value, health care organizations must develop integrated programs and services that are accessible, convenient and affordable. Many times, these programs will take these organizations beyond their core operating space into adjacent as well as new white space opportunities. Explore how organizations identify, evaluate and operationalize new business opportunities that leverage key partnerships and diversify revenue to grow their health care ecosystem. Take a deep dive into assessing your organization’s readiness for the cultural competencies and critical skills necessary for leading these game-changing strategies.



## Setting up for Success in a Value-Based Market

**Patrick Young**, President, Population Health, Hackensack Meridian Health

The health care landscape is changing rapidly as insurers look to implement a value-based contracting methodology, affecting every level of care from the hospital to the physician and the patient. Learn how this leader in value based care, having already succeeded in several Medicare initiatives, has partnered with physicians and post-acute providers to create multi-specialty teams and deploy evidence-based methods. We’ll talk through a pragmatic implementation strategy from developing a blueprint for a bundled payment contract to identifying what services to bundle.





## CONNECTIONS

**IN THE MIDDLE OF LARGE, HIGH-ENERGY EVENTS** like the Leadership Summit, it's the small, personal connections that you'll remember. We've expanded our networking activities to provide more opportunities to make these valuable connections.

### EXHIBIT HALL

Our Exhibit Hall connects attendees with over 80 exhibitors offering solutions-based products and services geared toward health care leaders. It's a place where attendees can discover new technologies, explore a variety of services, visit AHA Book Club participants, and connect with colleagues.



#### **NEW MEET UP**

Our dedicated area in the Exhibit Hall for book signings with keynote speakers Dan Heath and Linda Bernardi and 1:1 conversations with the Startup Competition finalists and Innovation Challenge Award winners. Have your photo taken by a professional in our Head Shot Studio, and much more!

### INNOVATION HUB

Relax in comfortable lounge seating and recharge your batteries (and your phone!) as you listen to the freshest ideas in health care. Located in the heart of the action in the Exhibit Hall and presented by the AHA Center for Health Innovation, the Innovation Hub features:



#### **THE INNOVATORS CONNECTION**

Grab key takeaways from industry executives as they debut innovative products and creative solutions focused on transformation.



#### **NEW STARTUP COMPETITION**

Choose the winner! Finalists will present their practical, tactical innovations that align with these focus areas: affordability, high-value health care, population health, performance improvement and new care delivery models.



#### **AHA DATA DEMOS**

Test drive our new data visualization and reporting tools and learn how AHA Data can work for your organization.



## RECEPTIONS & SPECIAL EVENTS



### TRUSTEE RECEPTION

**THURSDAY, JULY 25 | 4:30-5:30 PM**

Meet with other hospital and health system trustees and board members, discuss the day's activities, and enjoy refreshments and light hors d'oeuvres.



### A TASTE OF CALIFORNIA WELCOME RECEPTION

**THURSDAY, JULY 25 | 5:30-7:00 PM**

From the vintners of the Northern coast to the taco joints of SoCal, explore the bounty that California has to offer at the Welcome Reception, where attendees can taste wines from throughout the state and sample iconic California cuisine. This is the perfect way to end the first day of Summit — renew relationships, network with colleagues, and visit with Sponsors and Exhibitors.



### RISE AND SHINE 5K FUN RUN/WALK

**FRIDAY, JULY 26 | 6:30 AM**

Rise and shine with a 5K Fun Run/Walk, led by AHA leadership. The course, along the Embarcadero Marina, will start and finish on the boardwalk behind the Manchester Grand Hyatt. There is no fee to participate. Pre-registration is encouraged.

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### SUNSET SOCIAL

**FRIDAY, JULY 26 | 6:30-8:30 PM**

**MANCHESTER GRAND HYATT — 4TH FLOOR POOL DECK**

Join your colleagues for an al fresco evening of refreshments and entertainment while taking in the spectacular panoramic views of the San Diego Bay at sunset. Guest tickets are available for attendees who would like to bring family or friends.

## POSTER DISPLAYS



### EDUCATIONAL POSTER DISPLAYS

Excellence is in the field. Stop by during Exhibit Hall hours to speak with leading organizations presenting proven strategies on the Summit's key content areas of affordability and value, quality and performance improvement, community health, innovation, and transformational leadership. Interested in sharing your own work through a poster display? Visit the Summit website for information.

## 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](mailto:lwoodburn@aha.org) to learn more.



## CONTINUING EDUCATION CREDIT

Health Forum is approved by the following organizations to award up to 18.0 continuing education credits for the 2019 Leadership Summit.

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



### HOTEL AND TRAVEL

#### SUMMIT HOTEL

Manchester Grand Hyatt  
1 Market Place  
San Diego, CA 92101

#### HOTEL RESERVATIONS

**Rate:** \$285 for a single/double room.

**Cut-off date:** June 14, 2019

**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 DETAILS

#### 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](mailto:summitregistration@aha.org) no later than June 28, 2019. Cancellations made after June 28 are not eligible for a refund.

#### ACCOMMODATIONS

AHA complies with the Americans with Disabilities Act and will attempt to provide a reasonable accommodation for an attendee with disability who requests accommodation. Contact [clang@aha.org](mailto:clang@aha.org) at least 21 days in advance of the program to specify your accommodation.

#### REGISTRATION ASSISTANCE

Email [summitregistration@aha.org](mailto:summitregistration@aha.org)

#### GENERAL QUESTIONS

Email [lwoodburn@aha.org](mailto:lwoodburn@aha.org)



## REGISTRATION

Registration for the AHA Leadership Summit includes admission to educational and networking activities, and official meal functions. If you are unsure as to whether your organization is an AHA member, please contact AHA Field Engagement at 312-422-3000.

EARLY BIRD  
BY MAY 20

REGULAR RATE  
AFTER MAY 20

### HEALTH CARE PROVIDER ORGANIZATIONS, ACADEMIC INSTITUTIONS, GOVERNMENT ENTITIES, NON-PROFIT ASSOCIATIONS

AHA Institutional Member	\$949	\$1,049
Non-Member	\$1,195	\$1,295
American Hospital Association Regional Policy Board, Committee on Governance, Governing Council Members	\$750	\$750

### BUSINESSES THAT PROVIDE SERVICES OR PRODUCTS

AHA Associate Member	\$1,100	\$1,200
Non-Member	\$1,450	\$1,550

### OTHER REGISTRATION OPTIONS

Workshop	\$200
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Sunset Social Guest Ticket	\$60
One ticket included with each Summit registration, additional guest tickets available for purchase	

Rise and Shine 5K Fun Run/Walk	\$0
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#### Fourth Team Member — FREE

Register three people at a non-discounted rate from the same organization for the Summit and the fourth registration is complimentary. This discount will be applied automatically via online registration.

TO REGISTER FOR THE LEADERSHIP SUMMIT, VISIT:  
[www.aha.org/leadershipsummit](http://www.aha.org/leadershipsummit)