



American Hospital  
Association™

*Advancing Health in America*

**2023**

AMERICAN HOSPITAL ASSOCIATION

# LEADERSHIP SUMMIT

JULY 16-18, 2023 • SEATTLE, WA

LEAD | CONNECT | TRANSFORM  
ACCELERATING THE FUTURE OF HEALTH CARE

**CONFERENCE GUIDE**



[leadershipsummit.aha.org](https://leadershipsummit.aha.org)

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(AS OF JULY 10, 2023)



## IMPORTANT ATTENDEE INFORMATION

Welcome to the 2023 AHA Leadership Summit. Please take a few minutes to review this conference guide, which contains the program agenda.



### CONFERENCE INFORMATION

You can also access the agenda, information on our Faculty, Sponsors, and Exhibitors, as well as session materials via our Conference Mobile App. Session materials can also be found online at: [leadershipsummit.aha.org/handouts](https://leadershipsummit.aha.org/handouts)

Questions on Mobile App? Please stop by the Mobile App Help Desk.



### WI-FI ACCESS

Complimentary Wi-Fi is available in the meeting space. Wi-Fi Network: **AHA\_Summit** Password: **23ahasummit**



### WE VALUE YOUR OPINION

As always, we welcome your assessment of the program content and format and greatly appreciate the time you take to provide feedback. The evaluation can be found at: [leadershipsummit.aha.org/eval](https://leadershipsummit.aha.org/eval)



### NETWORKING WITH YOUR PEERS

Make sure to visit with our Sponsors and Exhibitors in the Exhibit Hall to learn more about the resources they have to offer. Please visit page 28 to see the Exhibit Hall Schedule.



### QUESTIONS?

Please stop by the Conference Registration area outside the Exhibit Hall.

## CONTINUING EDUCATION CREDIT INFORMATION

**American College of Healthcare Executives (ACHE)** By attending the AHA Leadership Summit offered by the American Hospital Association, participants may earn up to 10.75 ACHE Qualified Education Hours toward initial certification or recertification of the Fellow of the American College of Healthcare Executives (FACHE) designation.

**AHA Certification Center** The AHA Leadership Summit qualifies for 10.75 AHA Certification Center continuing education credits (CECs) toward CHC, CHFM, CHESP, CMRP, and CPHRM recertification.

**Nursing Home Administrators** This conference may satisfy continuing education requirements for nursing home administrators, which vary from state to

state. Check with your state agency to determine eligibility.

**American Nurses Credentialing Center (ANCC); Accreditation Council for Pharmacy Education (ACPE); Accreditation Council for Continuing Medical Education (ACCME)** In support of improving patient care, the Duke University Health System Department of Clinical Education and Professional Development is accredited by the American Nurses Credentialing Center (ANCC), the Accreditation Council for Pharmacy Education (ACPE), and the Accreditation Council for Continuing Medical Education (ACCME), to provide continuing education for the health care team.

**Physician Credit:** Duke University Health System Department of Clinical Education and Professional Development designates this activity for a maximum of 11 AMA PRA Category 1 Credit(s)™. Physicians should claim only credit commensurate with the extent of their participation in the activity.

**Nurse Credit:** Duke University Health System Department of Clinical Education and Professional Development designates this activity for up to 11 credit hours for nurses. Nurses should claim only credit commensurate with the extent of their participation in this activity.



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## TABLE OF CONTENTS

Agenda:

Sunday, July 16 . . . . . **4**

Monday, July 17. . . . . **10**

Tuesday, July 18. . . . . **21**

Washington State  
Convention Center Map. . . **25**

Exhibit Hall Map. . . . . **26**

Exhibitor List . . . . . **27**

Exhibit Hall Schedule . . . **28**

Educational Posters . . . . **29**

Innovators Connection  
Podcast Schedule . . . . . **30**

Leadership Summit  
Mobile App . . . . . **31**

8:00 AM – 6:30 PM REGISTRATION | Atrium Foyer

10:30 AM – 12:45 PM PRE-CONFERENCE LUNCHEON WORKSHOPS

Pre-Conference Luncheon Workshop fee is \$200.

On-site registration is available at the Summit registration desk located in the Atrium Lobby on the 4th floor.

**The Quest for Quality: Achieving Quality Health Care & Advancing Health in Communities | Room 613-614**

MODERATOR: Thomas Burke, MD, *Former Professor, Department of Gynecological Oncology and Reproductive Medicine, University of Texas M.D. Anderson Cancer Center; Chair, AHA Quest for Quality Prize Committee*

Recovering from the devastation of the pandemic, hospitals and health systems are confronting unprecedented workforce and financial challenges. Through this difficult and disruptive time, the field has continued to advance exceptional-quality, safe, timely, effective, efficient, equitable patient- and family-centered (STEEP) and affordable care. The 2023 AHA Quest for Quality honorees represent the best of these efforts. This interactive workshop will expand your understanding of how to engage everyone in the hospital and health care system in quality improvement and develop a collaborative team-focused environment. This practical “how-to” session will give participants insights on applicable skills, tools and strategies to improve each organization’s unique quest for quality and develop partnerships within your community to improve health status.

**Rising to the Challenge: Radical Governance and Leadership for an Uncertain Future | Room 611-612**

Jamie Orlikoff, *President, Orlikoff & Associates, Inc., National Advisor on Governance and Leadership to the American Hospital Association, and health care governance expert*

The pace, scope and scale of the health care landscape is changing dramatically. For years, hospitals and health systems struggled with megatrends impacting their future — the aging population, approaching Medicare insolvency, predicted provider shortages, and the growing health care affordability crisis. The pandemic accelerated these trends and added others including skyrocketing labor costs, shaky supply chains, accelerated disruption of the hospital business model, workforce instability and significantly weakened finances. To meet these challenges, governance and leadership must rapidly change and prepare their organization to seize the opportunities and overcome the obstacles of a radically different health care model. This provocative workshop will examine the extreme best practices that boards and leadership must adopt to steer their organizations into the future.

**Doing Well by Doing Good: Cultivating Mission to Improve Margin and Performance | Room 608-609**

Jason Lesandrini, FACHE, *Assistant Vice President for Ethics, Advance Care Planning and Spiritual Health, Wellstar Health System, Marietta, Ga.*

Participants of this workshop will earn up to **2 ACHE Face-to-Face Education credits** for the program.

Health care leaders regularly find themselves in tough spots while confronted daily with complex value-laden decisions. Should they close a much needed but unprofitable clinic serving underrepresented patients? How should they balance their obligations to patient care with the safety of staff? Should they mandate flu or coronavirus vaccines? How do they balance the need to fulfill their mission while also maintaining the necessary sustainability to do so? Often the ethics component of a decision is not so obvious as those listed above, or we can be completely blind to it. And yet there remain very few programs that work with leaders to develop their ethical muscles and practice responding to ethical challenges they face regularly. This session will provide leaders with tools and resources to engage in ethical decision-making. In doing so, leaders will identify how unaddressed ethics issues impact their institutional commitments and bottom line.

12:45 – 1:00 PM BREAK | Lobby 6ABC

1:00 – 2:15 PM PLENARY SESSION: Accelerating the Future of Health Care | Ballrooms 6ABC

**Conference Welcome and Opening Remarks**

Rick Pollack, *President and Chief Executive Officer, American Hospital Association*



## Scenes from the Future: A 10- and 20-Year Forecast for Health Care

Amy Webb, *World-Renowned Futurist; Founder and Chief Executive Officer, Future Today Institute; Professor, Strategic Foresight, New York University Stern School of Business*

Technology continues to intersect with our lives in new, weird and wonderful ways. With tech's integration into our daily lives becoming second nature to so much of the world, we often overlook this intersection. And yet, emerging tech will play a key role in shaping the future of humanity. In this mind-bending session, world-renowned futurist Amy Webb takes audiences on a captivating journey as she provides a thought-provoking series of snapshots into the near and far future of business and society. Drawing from her work and research as founder and CEO of the Future Today Institute, she develops a set of optimistic, neutral and chaotic scenarios that describe health care's plausible scenes 10 and 20 years into the future.

**2:15 – 2:30 PM** **BREAK** | Lobby 6ABC

## **2:30 – 3:30 PM** **CONCURRENT SESSIONS**

TRANSFORMATION TRACK

### **Financial Stability: Operating Excellence in Turbulent Times | Room 618-620** **How to Thrive in a Disruptive Health Care World**

Nathan Kaufman, *Managing Director, Kaufman Strategic Advisors* and *Matterhorn Strategic Advisors*

Health care today faces unprecedented challenges. To be successful, leaders must focus on fundamentals like smart revenue growth, development of critical service lines, thoughtful expense management, asset rationalization and physician collaboration. Organizations with a culture focused on measurement, urgency and results will be the winners. Learn vital success strategies to succeed in the long term, how the nation's health system is likely to change over the next five years and where to focus resources now to get the best return. Gain practical insights based on decades of experience to improve your strategic planning and managed care contracting.

TRANSFORMATION TRACK

### **It's the People: Overcoming Workforce Challenges to Build Resilient, High-Performing Teams | Room 615-617** **Shaping the Future Health Care Workforce**

MODERATOR: Ronald C. Werft, *President and Chief Executive Officer, Cottage Health, Santa Barbara, Calif.; Chair, AHA Task Force on Workforce*

PANELISTS:

Russ Gronewold, *President and Chief Executive Officer, Bryan Health, Lincoln, Neb.*

Mary N. Mannix, FACHE, *President and Chief Executive Officer, Augusta Health, Fishersville, Va.*

Roxie C. Wells, MD, *Senior Vice President, Chief Physician Executive, Coastal Region, Novant Health, Coastal Market, N.C.*

Health care is fundamentally people caring for people. But what happens when demographics, a once-in-a-lifetime pandemic and a changing relationship with work challenge hospitals in ensuring a vital and robust workforce? Join this panel to hear from the AHA's Task Force on Workforce leaders on how they are addressing care transformation, supporting care model experimentation and engaging the next generation of health care team members.

TRANSFORMATION TRACK

### **Value-Based Today: Improving Outcomes, Managing Risk | Room 613-614** **Aligning Care and Payment Models to Improve Value**

MODERATOR: Julia Resnick, *Director, Strategic Initiatives, American Hospital Association*

PANELISTS:

Montez Carter, PharmD, FACHE, *President and Chief Executive Officer, Trinity Health of New England, Hartford, Conn.*

Stephen E. Markovich, MD, *President and Chief Executive Officer, OhioHealth, Columbus, Ohio*

Heather O'Sullivan, MS, RN, A-GNP, *President, Healthcare at Home, Mass General Brigham, Boston*

The health care field continues to move toward value-based care delivery models that improve outcomes, enhance the patient experience and reduce cost. Improving value is a health care systemwide challenge that will take aligning value-based care and payment models and innovating how care is delivered to better meet the needs of patients and communities. Fostering a culture of value encourages collaboration across the care continuum and taking action on the social determinants of health. Value-based care is truly a team sport. Everyone has a role to play to improve value — from senior leaders to administrators to providers. Join this session to learn what leading health systems are doing to make progress on the journey toward value by reducing total cost of care through more robust analytics and reporting and improved care coordination.



TRANSFORMATION TRACK **Patient Centricity: Driving Consumer Experience Through Digital Transformation | Room 611-612**

**Digital-based Patient Centricity That Drives the Organization’s Digital Transformation**

Sara Vaezy, *Chief Strategy and Digital Officer*, **Providence, Renton, Wash.**

With hospitals and health systems reeling financially from the pandemic, many are reorganizing or scaling back their digital transformation initiatives to cut costs. Providence has taken a different approach. It’s doubling down on its digital transformation to speed postpandemic recovery. Learn why this strategic approach is helping to achieve patient centricity, better outcomes and long-term financial stability and why these efforts support the development of new services that can guide users through and between episodes of care, resulting in lifetime engagement.

TRANSFORMATION TRACK **Ignite Transformation: Emerging Approaches to Health Care Strategy and Delivery | Room 608-609**

**Applying Systems Science to Patient Safety and Staff Efficacy to Address Clinician Burnout**

Suzy Kraemer, MD, *Chief Quality Officer and Vice President for Clinical Advancement and Patient Safety*, **Carilion Roanoke Memorial Hospital, Roanoke, Va.**

Laurie Wolf, PhD, *Director of Human Factors Implementation*, **Carilion Clinic, Roanoke, Va.**

The COVID-19 pandemic highlighted the significance of health care worker well-being and the relationships between employee burnout, patient safety and financial stability. In this session, Carilion quality experts describe their experience in developing an operational human factors team and the transition from reactive safety evaluations to more holistic and anticipatory systems. They will discuss specific examples of proactive human factors integration into hardware and software procurement, facility design, process and equipment innovations, and clinician efficiencies. Learn how to identify where human factors can be incorporated into work processes early enough to have the most impact and best return on investment. Participants will use a case study to practice hands-on, systems-thinking skills and implement a human factors evaluation to achieve sustainable solutions.

**The Road to Health Equity: Lessons Learned from AHA’s Health Equity Roadmap | Room 606-607**

MODERATOR: Joy Lewis, *Senior Vice President, Health Equity Strategies*, **American Hospital Association**; *Executive Director*, **Institute for Diversity and Health Equity**

PANELISTS:

Rosalyn Carpenter, *Chief Diversity, Equity, Inclusion & Community Impact Officer*, **CommonSpirit Health, Chicago**

Celina Cunanan, MSN, APRN-CNM, *Chief Diversity, Equity & Belonging Officer*, **University Hospitals, Cleveland**

Erfan Karim, MPH, *Executive Director, ExpressCare*, **NYC Health+Hospitals, New York City**

Mark Lodes, MD, *Vice President and Chief Medical Officer, Population Health and Medical Education*, **Froedtert & Medical College of Wisconsin, Milwaukee**

The American Hospital Association vision is of a just society of healthy communities, where all individuals reach their highest potential for health. Through its Institute for Diversity and Health Equity (IFDHE), the AHA seeks to eliminate structural barriers that compromise diversity, equity and inclusion in hospitals and health care systems. In March 2022, IFDHE launched The Health Equity Roadmap, a national framework to help hospitals and health systems chart their own paths toward transformation — thus becoming more equitable and inclusive organizations.

In this moderated panel discussion, hospital and health system leaders explore best practices learned from their experience in taking the Road Map’s Health Equity Transformation Assessment. Learn how they’re making learnings from the assessment actionable in their day-to-day operations, as well as how they plan to advance along the continuum through Transformation Action Planners. Gain insights on how to launch health equity strategies tailored to your individual communities and patient populations, and how health equity can be a financial benefit and not a burden for hospitals and health systems.

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**3:30 – 3:45 PM BREAK | Lobby 6ABC**

## 3:45 – 4:45 PM CONCURRENT SESSIONS

TRANSFORMATION TRACK

### **Financial Stability: Operating Excellence in Turbulent Times | Room 618-620**

#### **Strategic Investing: Accelerating Innovation Through Diversification**

MODERATOR: James T. Olsen, *Founder and Managing Partner, Concord Health Partners*

PANELISTS:

Anuradhika Anuradhika, *System Vice President, Strategic Partnerships, Innovation, CommonSpirit Health, San Francisco*  
Ries Robinson, MD, *Chief Executive Officer, Graphite Health; Chief Innovation Advisor, Presbyterian Healthcare Services, Albuquerque*

For the past decade, health care has experienced explosive innovation, particularly in technology and tech-enabled health care services. Health organizations have been adopting innovative technologies to solve their most pressing challenges and to respond to demands for digital offerings from consumers. A small but growing number of these organizations have recognized that they can be more than just consumers of these innovations: they can also fund and shape them as investors. This interactive panel discussion will explore the role of strategic investment in innovation by health care organizations, an overview of private equity and other investment approaches in which hospitals and health systems are engaging, and lessons learned from organizations early to embrace the approach.

TRANSFORMATION TRACK

### **It's the People: Overcoming Workforce Challenges to Build Resilient, High-Performing Teams | Room 615-617**

#### **Reinvention to Build a Future-ready Health Care Workforce**

Kaveh Safavi, *Senior Managing Director, Accenture*

Daniel Derman, MD, *Chief Innovation Officer and Senior Vice President, Northwestern Medicine, Chicago*

The gap between supply and demand for care is growing too fast, and health systems must reinvent the nature of care delivery. A combination of human + machine can help increase efficiency for physicians, nurses and the non-clinical workforce so that they may meet the rising demand for care. Adopting such a model allows the organization to use technology to automate and optimize work, improves interoperability to reduce silos, and helps build agile teams that can work in connected environments. Learn how Accenture's "Net Better Off" framework, which quantifies human well-being across six dimensions, can be used to support the workforce, minimize attrition and even attract workers to the organization. Discover workforce strategies, innovative training tools to accelerate upskilling and new operating structures to support greater flexibility as health care continues to endure disruption.

TRANSFORMATION TRACK

### **Value-Based Today: Improving Outcomes, Managing Risk | Room 613-614**

#### **Adopt Proven Best Practices to Prevent Health Care Violence**

Paul Sarnese, *Safety and Security Consultant, Secured and Prepared Consulting LLC*

Statistics show that health care workers are four to five times more likely to be the victim of an aggravated assault than workers in other fields. Hospital emergency department workers are particularly vulnerable. This threat can impact employees' engagement as well as their sense of safety and well-being. The International Association for Healthcare Security and Safety recently developed and implemented a Healthcare Workplace Violence Prevention certification program to assist hospitals and health systems in addressing this issue. Participants will learn about the program, how to properly collect and analyze data, and employ best practices to prevent workplace violence.

TRANSFORMATION TRACK

### **Patient Centricity: Driving Consumer Experience Through Digital Transformation | Room 611-612**

#### **Create Lasting Patient Touchpoints in Your Digital Transformation**

Ajai Sehgal, *Chief Data and Analytics Officer, Mayo Clinic*

Prathibha Varkey, *President, Mayo Clinic Health System, Rochester, Minn.*

Technology is providing new ways to connect with patients — not only changing how we communicate, but also where we deliver their care. While these touchpoints provide convenience and greater access, they also can feel fragmented to the consumer. Learn how to understand the rapidly changing expectations and needs of patients to achieve consumer centricity and how to measure whether a digital solution is delivering for the end-user. The speakers will share strategies to create a more seamless, integrated experience for patients, aligning their digital and in-person engagement with care delivery. They'll also explain how to use data and insights from patients and other consumers to evolve technology platforms to meet their needs and create more personalized experiences.

TRANSFORMATION TRACK

**Ignite Transformation: Emerging Approaches to Health Care Strategy and Delivery | Room 608-609**

**Cyber-risk Impact and Preparedness**

MODERATOR: John Riggi, *National Advisor for Cybersecurity and Risk*, **American Hospital Association**

PANELISTS:

John Gaede, *Director of Information Services*, **Sky Lakes Medical Center, Klamath Falls, Ore.**

Karen S. Garvey, *Vice President, Safety & Clinical Risk Management*, **Parkland Hospital, Dallas**; *Member*, **ASHRM Advisory Board**

Health care continues to be a top target for cyberattacks. Now, more than ever, it is critical for hospitals and health systems to fortify their infrastructure to be resilient. Speakers will provide perspectives on how they have identified cyber-risk in their organizations, and what the impact has been across all functions including care delivery, best practices and cyber-risk mitigation challenges. The FBI representative will discuss current cyberthreat actors targeting health care, their methodologies, the impact of attacks, and U.S. government actions to disrupt and deter our cyber adversaries.

**Driving Innovation Through Culture | Room 606-607**

MODERATOR: Suzanna Hoppszallern, *Senior Editor*, **American Hospital Association**

PANELISTS:

Nancy Cibotti, MD, *Chief Innovation Officer BILH Primary Care*, **Beth Israel Lahey Health, Cambridge, Mass.**

David M. Dill, *Chairman and Chief Executive Officer*, **LifePoint Health, Brentwood, Tenn.**

Mary Beth Kingston, RN, PhD, *Executive Vice President, Chief Nursing Officer*, **Advocate Health, Charlotte, N.C.**

Theo Koury, MD, *President*, **Vituity**

Disruption in health care is forcing health leaders to rethink how their organizations engage with consumers and patients and build solutions to improve overall health, patient experience, care delivery and affordability. Innovation is a complex, systemwide endeavor that requires an organizational culture with crosscutting practices and processes to structure, organize and encourage it. Digital innovation and change is on hyper-speed, but it is also exacerbating the burnout rate and workforce shortages in health care. Find out how these health leaders are integrating the spark of innovation in their organizational culture while caring for patients each and every day. Learn how to apply the essentials to innovate successfully: the core pillars of a program, investments in staffing, technology and infrastructure and targets for quantifiable outcomes to help drive innovation and enhance care.

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**4:30 – 7:30 PM EXHIBIT HALL | Exhibit Hall 4A-B**

**4:45 – 6:00 PM STARTUP SHOWCASE AT THE INNOVATION HUB IN THE EXHIBIT HALL**

The need for innovation in health care has never been greater. The AHA Leadership Summit Startup Showcase will feature quick-fire presentations from six leading early stage companies that are developing novel solutions to address health care’s most complex and pressing challenges. The Showcase will support the innovation efforts of our members while giving entrepreneurs the opportunity to showcase their solutions and answer questions from our panel of health system leaders. Join us to learn more about these companies at the forefront of practical and tactical innovations for health systems and their partners.



Narmeen Azad, *Co-Founder*, **Altopax**

Altopax creates solutions to improve access to behavioral health care. Its novel virtual group therapy platform finally makes groups feel safe, confidential, and importantly, personalized. [altopax.com](http://altopax.com)



Monika Roots, MD, FAPA, *Co-Founder, President and Chief Medical Officer*, **Bend Health**

Bend Health empowers kids, teens, and families with the skills to build lifelong resilience. Its innovative model increases access, improves quality and reduces the cost of mental health care for families. [bendhealth.com](http://bendhealth.com)



Steven Reilly, *Co-founder and Chief Executive Officer*, **Mednition**

Founded in 2014 with a passion to help clinicians improve health care delivery and save lives, Mednition provides emergency nurses with KATE, a machine learning clinical decision support solution. [mednition.com](http://mednition.com)



Patricia Bradley, *Global Chief Commercial Officer*, **MindMaze**

MindMaze is a global pioneer in the development of AI-driven neurotechnology. Working at the intersection of neuroscience, biosensing, engineering, mixed reality and artificial intelligence, MindMaze enhances the recovery potential of patients with neurological diseases. [mindmaze.com](http://mindmaze.com)





Lehanne Doyle, *Vice President, Professional Services, Pieces*

Pieces applies generative AI technology to help health care providers make informed decisions more quickly, enabling them to help improve patient care and outcomes while reducing costs and manual effort, and alleviating resource pressures. [piecestech.com](https://www.piecestech.com)



Kishau Rogers, *Founder and Chief Executive Officer, Time Study*

Time Study's software collects time data in real-time for accurate and detailed reporting. Many of the top U.S. hospitals use its application to make remarkable improvements in workforce effectiveness, operational efficiency, financial performance and compliance. [timestudy.com](https://www.timestudy.com)

## 5:00 – 5:45 PM CONCURRENT SESSIONS

### **Enterprise Risk Management: The Path to Financial Sustainability | [Room 618-620](#)**

Michelle Hoppes, *President, Hoppes Risk Solutions, LLC*

Pamela Knecht, *President and Chief Executive Officer, ACCORD LIMITED*

Financial sustainability has become Priority 1 for health care organizations. Employing enterprise risk management (ERM) principles can help leaders meet this objective. Businesses outside health care have used ERM for strategic execution, outlining both risk appetite and tolerance to minimize unexpected events and to aid in overall performance. Organizations that reach mature levels of ERM have a 25% greater market valuation, according to a study published in the *Journal of Risk and Insurance*. This session will explain how to use ERM to actively identify, anticipate and address organizational risks and maximize opportunities for value creation. The speakers also will explore ERM-related governance practices and review questions boards should cover with their executive teams.

### **Preventing Suicides of Health Care Workers: Key Interventions for Hospital Leadership | [Room 615-617](#)**

Rebecca B. Chickey, MPH, *Senior Director, Behavioral Health, Clinical Affairs and Workforce, American Hospital Association*

Jordan A. Steiger, MPH, MA, LSW, *Senior Program Manager, Behavioral Health, Clinical Affairs and Workforce, American Hospital Association*

Arpan Waghray, MD, *Chief Executive Officer, Well Being Trust, Providence, Renton, Wash.*

The workforce is health care's most precious resource. Hospitals and health systems are committed to creating a culture of psychological safety and support and improving access to behavioral health screenings, referrals and treatment when the workforce needs it, but keeping up with best practices can be daunting. This session will take a deep dive into the three drivers of suicide: stigma, limited access to behavioral health resources and treatment, and job-related stressors; and 12 evidence-informed interventions leadership can take to better support the mental well-being of their workforce and reduce suicide risks. Providence Health leadership will share best practices implemented across the system, including challenges and barriers encountered during the rollout of interventions and their solutions. Learn about interventions implemented by hospitals and health systems participating in the 2023 AHA Health Care Worker Suicide Prevention Collaborative.

### **Meaningful Improvement of Care Quality: A Fireside Chat With The Joint Commission | [Room 613-614](#)**

Nancy Howell Agee, *President and Chief Executive Officer, Carilion Clinic, Roanoke, Va.*

Jonathan B. Perlin, MD, PhD, *President and Chief Executive Officer, The Joint Commission*

In this interactive fireside chat-style discussion, Jonathan Perlin, MD, PhD, president and CEO of The Joint Commission (TJC), joins Nancy Howell Agee, president and CEO, Carilion Clinic and a former member of TJC Board of Commissioners, to discuss the organization's overhaul of its standards earlier this year; efforts to improve the most commonly cited standards; potential upcoming changes for 2024; and its strategic focus on improving quality, health equity and workplace violence.

### **Solving the Public Health Crisis on Violence | [Room 611-612](#)**

MODERATOR: Mary Beth Kingston, RN, PhD, *Executive Vice President, Chief Nursing Officer, Advocate Health, Charlotte, N.C.*

PANELISTS:

Karen S. Garvey, *Vice President, Safety & Clinical Risk Management, Parkland Hospital, Dallas; Member, ASHRM Advisory Board*

Chethan Sathya, MD, MPH, *Director, Center for Gun Violence Prevention, Northwell Health, Lake Success, N.Y.*

Lynn Van Male, PhD, *Director, Workplace Violence Prevention Program, Veterans Health Administration*

AHA's Hospitals Against Violence initiative created a framework, "Building a Safe Workplace and Community," to guide hospital and health system leaders in violence-prevention efforts. Join us as experts in the field share insights on how to build out the four strategic pillars: culture of safety, violence intervention, trauma support and mitigating risk. Participants will learn strategies to build a safer, healing-centered environment and how to implement a comprehensive violence-prevention program and risk mitigation strategies.

**Strengthening Risk Communications & Mitigating Misinformation in Health Care Emergency Management**  
 | [Room 606-607](#)

Suzanne Bharati Hendery, APR, *Chief Marketing, Communications & Customer Officer, Renown Health, Reno, Nev.*  
 Alan Shoebridge, *Associate Vice President for National Communication, Providence, Portland, Ore.*; *President, SHSMD Board*

Health care leaders must be prepared for increasing threats to public safety. In emergency situations, informed decision-making relies on timely, accurate and coordinated communications. Modern media has created a pressing need to manage misinformation, especially in emergencies where accurate information can be lifesaving. Explore practical strategies and key considerations for health care C-suite leaders to enhance their organizations' ability to implement effective risk communications and mitigate misinformation during crises, with a focus on lessons learned from the COVID-19 pandemic and other recent emergencies. Learn how to strengthen your emergency management and improve public health outcomes.

**Women in Health Care Leadership: Why It Matters** | [Room 608-609](#)

MODERATOR: Roxie C. Wells, MD, *Senior Vice President, Chief Physician Executive, Coastal Region, Novant Health, Coastal Market, N.C.*

PANELISTS:

Jandel Allen-Davis, MD, *President & Chief Executive Officer, Craig Hospital, Englewood, Colo.*

Dana Weston Graves, *President, Sentara Princess Anne Hospital, Virginia Beach, Va.*

Women represent 76% of the U.S. health care workforce but less than 20% of leadership positions and only 4% of CEO positions. Join leaders from AHA member hospitals and health systems for a panel discussion on the impact of women leaders in the health care field. Panelists will offer unique perspectives on leadership, the challenges facing women in the C-suite, and why representation matters. They'll also describe how the intersection of race, ethnicity and gender impacts women's roles as leaders in health care.

**6:00 – 7:30 PM WELCOME RECEPTION IN THE EXHIBIT HALL** | [Exhibit Hall 4A-B](#)

Explore the bounty that the Pacific Northwest has to offer at the Welcome Reception, where attendees can sample local cuisine sourced from the region's expansive farmland and wild natural spaces.

**MONDAY, JULY 17**

**7:00 AM – 6:30 PM REGISTRATION** | [Atrium Foyer](#)

**7:00 – 8:30 AM BREAKFAST IN THE EXHIBIT HALL** | [Exhibit Hall 4A-B](#)

**7:15 – 8:15 AM CONCURRENT SESSIONS**

**Celebrating Innovation in Palliative and End-of-Life Care: 2023 AHA Circle of Life Awards** | [Room 613-614](#)

MODERATOR: Martha L. Twaddle, MD, FACP, FAAHPM, HMDC, *The Waud Family Medical Director, Palliative Medicine & Supportive Care, Northwestern Medicine – North Region; Clinical Professor of Medicine, Northwestern Feinberg School of Medicine; Chair, AHA Circle of Life Award Committee*

The pandemic and its aftermath have challenged palliative and end-of-life care providers to find safe, innovative ways to deliver compassionate, high-quality care where and when it's needed. The 2023 AHA Circle of Life Award honorees excel in these areas and represent replicable models for the field to adopt. Join your colleagues at this passionate and uplifting panel discussion among the honorees to learn about establishing and achieving quality standards across multiple regions, reaching rural areas, developing sustainable palliative care programs, partnering with payers, building a resilient workforce and educating caregivers.

## **Weathering the Storm: Major Headwinds in 2023 and Beyond | Room 611-612**

MODERATOR: Jeffery Adler, *Chief Executive Officer*, **iProtean**

PANELISTS:

Bill Gassen, *President and Chief Executive Officer*, **Sanford Health, Sioux Falls, S.D.**

Jamie Orlikoff, *President*, **Orlikoff & Associates, Inc.**, *National Advisor on Governance and Leadership to the American Hospital Association*, and *health care governance expert*

Judy Rich, RN, MSN, *President and Chief Executive Officer*, **TMC Health, Tucson, Ariz.**

As our country wrestles with economic challenges three years after the introduction of a pandemic that will leave us forever changed, hospital and health system leadership must stay apprised of the major headwinds facing our field now and in the future. Such headwinds include workforce challenges, disruption from external actors and mounting financial pressures, among others. This moderated panel will cover key insights and possible solutions to the various headwinds discussed.

## **Better Outcomes: Expanding Behavioral Health Integration Using 100% Virtual Care | Room 608-609**

Emmanuel Dizon, MD, *Physician Practice Lead*, **Henry Ford Health, Detroit**

Doree Ann Ventura-Espiritu, MD, *Medical Director of Behavioral Health Service Adult Outpatient Division*, **Henry Ford Health, Detroit**

Amanda May, LSW, *Collaborative Care Operations Direct*, **Henry Ford Health, Detroit**

Tiwalola Osunfisan, MD, FAPA, *Consultant Psychiatrist*, **Henry Ford Health, Detroit**

Although 23% of primary care visits are mental health related and primary care providers (PCPs) write over one-third of all behavioral health related prescriptions, 66% of PCPs report that they are unable to connect patients with behavioral health providers due to shortages. To address this access gap, Henry Ford Health quickly scaled a 100% virtual behavioral health integration (BHI) model to 32 primary care sites and over 185 PCPs in 24 months. BHI has produced positive patient satisfaction, high depression (81%) and anxiety (77%) remission rates, and physician and provider satisfaction, while also reducing physician burnout and avoiding unnecessary referrals to traditional behavioral health services. Presenters will outline the key resources and implementation processes used to scale an impactful new care delivery model, including billing for collaborative care, safety protocols and structured onboarding.

## **Creating a Smarter Health Experience: Hyper-personalization at Scale | Room 618-620**

MODERATOR: Lindsey Dunn Burgstahler, *Vice President, Programming and Intelligence*, **American Hospital Association**

PANELISTS:

J. Stephen Jones, MD, FACS, *President and Chief Executive Officer*, **Inova Health System, Fairfax, Va.**

Kevin Mahoney, *Chief Executive Officer*, **University of Pennsylvania Health System, Philadelphia**

Billy Parrish, *Chief Product Officer*, **Ensemble Health Partners**

The rise of digital health at scale raises the bar on consumer engagement and loyalty. In a digital health ecosystem, it's easier for consumers to find alternatives and switch to get what they want. Customer stickiness is key, and the depth of engagement will be built upon getting the health experience right in the moment and to systematically paying attention to what matters. Patients with better care experiences often have better health outcomes. Measuring and improving patient experience can reveal systemic problems that impact clinical quality, safety and efficiency. Examine how an intelligent health ecosystem can create a smarter health experience. Formulate strategies with these health leaders on how to improve the end-to-end health care experience for both consumers and clinicians by leveraging ecosystems, technology and data.

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## **Committing to Health and Community: The Case for Incorporating Environmental Sustainability Into Ongoing Priorities | Room 606-607**

MODERATOR: Mark Howell, *Director, Policy and Patient Safety*, **American Hospital Association**

PANELISTS:

Colin Cave, MD, *Director of External Affairs, Government Relations and Community Health*, **Northwest Permanente, Portland, Ore.**

Ali Santore, *Executive Vice President and Chief Advocacy and Social Responsibility Officer*, **Providence, Renton, Wash.**

Terri Scannell, *Principal Advisor, Sustainability and ESG*, **OhioHealth, Columbus, Ohio**

Richie Stever, *Vice President of Real Estate and Construction*, **University of Maryland Medical System, Baltimore**

As hospitals and health systems grapple with a myriad of priorities and significant challenges, there is increasing public and political pressure to add environmental sustainability to our work. In keeping with their missions, hospitals and health systems are seeking to be better stewards of the environment while addressing

financial pressures, staffing challenges and other priorities. Fortunately, there are significant opportunities to use environmental sustainability work to supplement and even enhance the work on these other priorities. For example, taking simple and immediate steps to reduce an organization's carbon footprint can lead to significant financial savings and committing to environmental sustainability can help attract, engage and retain workforce. This session will examine how environmental sustainability fits into a hospital's mission, provide specific examples of the benefits of using environmental stewardship to bolster already existing work and discuss innovative approaches to best incorporate environmental sustainability efforts into an organization's ongoing priorities.

**Becoming an Effective Advocate for Hospitals and Health Systems: How to Impact Public Policy**

| **Room 602-604**

Aimee Kuhlman, *Vice President, Advocacy and Grassroots*, **American Hospital Association**  
 Craig Plazure, *Vice President*, **Beekeeper Group**

The American Hospital Association influences the public policy environment for patients, communities and the health care field — and vocal advocates play an important part in moving these policy issues forward. Elected officials especially look to constituents who live in their district or state as they shape policy or make key decisions. This session will prepare advocates to generate the most impactful interactions with lawmakers. You will gain the knowledge and tools to make a difference through telling a compelling story, using facts and emotion to educate others, and forging local connections with legislators.

**Leveraging Human Factors and Technology-Based Training: Emerging Solutions to Enhance Nurse Workforces & Reduce Infections** | **Room 615-617**

Joel Mumma, PhD, *Research Director, Healthcare Human Factors Lab and Assistant Professor, Division of Infection Diseases*, **Emory University School of Medicine**  
 Lora Sparkman, RN, BSN, MHA, *Partner, Patient Safety and Quality Executive*, **Relias**

Join us for a captivating session on groundbreaking research and emerging solutions to leverage human factors and technology-based training to enhance nurse workforces and reduce healthcare-acquired infections (HAIs). In collaboration with the Centers for Disease Control and Prevention (CDC) as a Project Firstline partner, Emory University has spearheaded innovative efforts in infection prevention and control (IPC) training for nurses.

This session will provide an in-depth exploration of Emory University's research conducted in their human factor lab, where high-fidelity simulations were employed to study nurses' performance of everyday tasks that carry a high risk of pathogen contamination. Through these simulations, Emory University guided the development of a virtual reality (VR) assessment tool, which enables nurses to evaluate their IPC training performance. This session will discuss the CDC goals, Emory's research and emerging education solutions that can revolutionize IPC training for nurses.

SPONSORED BY: 

**8:15 – 8:30 AM** **BREAK** | **Lobby 6ABC**

**8:30 – 9:45 AM** **PLENARY SESSION: Building a Multicultural Coalition of the Willing: A Path for a New America** | **Ballrooms 6ABC**

Featuring introductory comments by John M. Hauptert, *President and Chief Executive Officer*, **Grady Health System, Atlanta**; *Chair*, **AHA Board of Trustees**

**Presentation of the Carolyn Boone Lewis Equity of Care Award**

Ruby Kirby, *Chief Executive Officer*, **Bolivar-Camden General Hospital, Bolivar, Tenn.**; *Chair*, **2023 AHA Equity of Care Award Committee**

The award recognizes outstanding efforts among hospitals and care systems to advance health equity.

**Presentation of the AHA Circle of Life Award**

Mary Beth Kingston, RN, PhD, *Executive Vice President, Chief Nursing Officer*, **Advocate Health, Charlotte, N.C.**

The award honors outstanding palliative and end-of-life programs.



## Building a “Multicultural Coalition of the Willing”: A Path for a New America

Wajahat Ali, Author of *Go Back to Where You Came From*, *New York Times* Op-Ed Contributor

Hate. Fear. Anger. Racism. Political polarization. Fake news. These are modern trends rooted in age-old anxiety — the fear of the “unknowable other.” America today is divided and confused, full of tremendous uncertainty. But Ali imagines an America remade: united over our shared values, not torn apart by racism or hate. Our country can achieve its pluralistic potential, he says. First, we’ll need to emerge from our partisan cocoons, reach across the aisle, and build lasting partnerships. We need to see religious and cultural difference as the ideas that can bring us together, not rip us apart. And we have to create what he calls a “Multicultural Coalition of the Willing”: a sort of Justice League of diverse Americans who can unite over commonalities. We can resist the forces of bigotry, Ali insists; and in this keynote, he imagines a way to achieve the American Dream for everyone.

9:45 – 10:00 AM **BREAK** | Lobby 6ABC

10:00 AM – 12:15 PM **INTENSIVE** | Room 602-604

### The Burnout of a Good Doctor

Benjamin Anderson, *Vice President, Rural Health and Hospitals*, **Colorado Hospital Association**

Betty Greer, *Chairman, Board of Trustees*, **Kearny County Hospital, Lankin, Kans.**

Todd Linden, *FACHE, Partner*, **Linden Consulting**

The burnout of dedicated physicians and advanced practice providers on the front lines of care delivery is a challenge all hospitals face. Pervasive provider shortages, exacerbated by the pandemic, have created unprecedented provider stress and burnout. Hospital, board and medical staff leaders will explore the individual and structural issues that contribute to burnout in a hospital setting in order to generate long-term solutions. Best practice sharing among participants, as well as from the presenters, will offer new ideas and solutions utilizing a Harvard case study authored by Erin Sullivan, PhD and Lauren Hughes, MD. Although the case study focused on a rural hospital setting, this session will apply to all hospital sizes. At the end of this session, participants will have specific tools and strategies to implement immediately after the conference.

To get the most out of this session, please prepare by reading [Rural Health Care Leadership Conundrum: The Burnout of a Good Doctor](#).

10:00 – 11:00 AM **CONCURRENT SESSIONS**

TRANSFORMATION TRACK

**Financial Stability: Operating Excellence in Turbulent Times** | Room 618-620

### The Emerging Role of Physician Leadership in Supply Chain: Where Quality and Value Intersect

Jimmy Chung, MD, *Chief Medical Officer*, **Advantus Health Partners, Bon Secours Mercy Health, Cincinnati**

Clinical Integration (CI) in supply chain includes efforts to merge two previously siloed entities within health care provider organizations: clinical care and resource management. This session will discuss the emerging role of physician leadership in supply chain management in positions such as “medical director of supply chain.” Learn from a survey of 24 large integrated delivery networks about how they developed physician leadership positions during the pandemic and later formalized them into key supply chain roles to lead critical CI strategies toward optimizing the value of health care and improving the patient experience. Examine examples of CI workflows and physician leadership job descriptions you may choose to use at your own organization.

TRANSFORMATION TRACK

**It’s the People: Overcoming Workforce Challenges to Build Resilient, High-Performing Teams** | Room 615-617

### Build Resilient Teams through Safety, Experience and Engagement Rounds

Jessica Nassar, *Senior Manager of Quality Improvement*, **North Shore University Hospital, Manhasset, N.Y.**

Andrea Restifo, RN, MPA, *Associate Executive Director*, **North Shore University Hospital, Manhasset, N.Y.**

A decade ago, North Shore University Hospital (part of Northwell Health) developed a leadership rounding process known as SEE (Safety, Experience and Engagement). This program provides real-time interdepartmental best-practice sharing across the 750-plus-bed facility to promote continuous process improvement. The personalized forum approach enables leaders to share organizational messages and initiatives with more than 6,000 front-line team members, allowing for open dialogue and bidirectional communication. SEE rounding leaders meet with a core planning team quarterly to debrief and provide feedback to meet organizational needs. Participants will learn how to create a similar program and a method for real-time escalation of key issues driven by leader and team member communication.



## TRANSFORMATION TRACK

**Value-Based Today: Improving Outcomes, Managing Risk | Room 613-614****The Road to Value-Based Care: Innovative Strategies for Evolving From a Fee-For-Service Model**

Feby Abraham, *Executive Vice President, Chief Strategy Officer*, **Memorial Hermann Health System, Houston**  
 Erin Asprey, *Executive Vice President, Chief Operating Officer*, **Memorial Hermann Health System, Houston**  
 David Callender, MD, *President and Chief Executive Officer*, **Memorial Hermann Health System, Houston**  
 Alec King, *Chief Financial Officer*, **Memorial Hermann Health System, Houston**

Memorial Hermann Health System strongly believes that transitioning to value-based care is the right thing for its patients. To achieve value, it is committed to improving both access and affordability to its communities and has created an ambitious strategic plan to increase risk-based reimbursements tied to total cost of care, experience and outcomes. Members of Memorial Hermann's executive leadership team, moderated by their president and CEO, will share the new strategies, innovations and partnerships they have employed on their journey to value-based care. These include growing the system's health plan, developing high-performing physician networks, building and scaling health care services that include alternative sites of care, operating a high-efficiency and high-reliability acute care footprint, and investing in and accelerating its digital transformation to perform in value.

## TRANSFORMATION TRACK

**Patient Centricity: Driving Consumer Experience Through Digital Transformation | Room 611-612****Empowering Consumers: A Call to Action**

James Douglas, DO, *Regional Medical Information Officer*, **Northern Light Health, Brewer, Maine**  
 Lori Dunivan, *Vice President and Regional Nursing Informatics Officer*, **Northern Light Health, Brewer, Maine**  
 April Giard, *Senior Vice President and Chief Digital Officer*, **Northern Light Health, Brewer, Maine**  
 Michael Ross, MD, *Chief Medical Information Officer*, **Northern Light Health, Brewer, Maine**

After successfully weathering the pandemic's initial phase, Northern Light Health CEO Tim Dentry challenged his organization to increase patient access to care. The request fundamentally would change the way patients interact with the health system. The team leveraged available patient technology and created an 18-month road map to implement solutions. The plan included elements of patient self-scheduling, on-demand telehealth, e-consults to improve access to subspecialists and more. Team members will explain the cultural, organizational and process changes undertaken to optimize digital tools and how they created a user-friendly consumer experience.

## TRANSFORMATION TRACK

**Ignite Transformation: Emerging Approaches to Health Care Strategy and Delivery | Room 608-609****Climate Change and Health Equity: The Health System's Role in Climate Resilience Planning and Programs**

Sheetal Khedkar Rao, MD, *Climate and Health Science Policy Fellow*, **University of Colorado School of Medicine; Health Care Without Harm**

Alexis Lee, *Director of Environmental & Social Sustainability*, **University of Utah Health, Salt Lake City**  
 Smitha Warriar, MD, *Chief Surgical Operations Officer, Medical Director of Environmental & Social Sustainability*, **University of Utah Health, Salt Lake City**

The economic and health inequities of climate change are experienced in greater proportions by people of color, the poor, and those with disabilities and underlying health conditions. In response to environmental health inequities and the climate crisis, many health systems are developing climate resilience plans and implementing projects in their communities. University of Utah Health's leaders will discuss their experience in creating a new equity-centered Climate Change Action Plan and methods of engagement and lessons learned from conducting equity-centered sessions with staff, patients and community members. Because communities impacted by climate injustice are most often left out of urban planning and zoning decisions, you'll hear examples of how health care can play a role in climate justice and health equity by elevating community voices and leading multisectoral collaboration. Speakers will also introduce valuable tools for risk mitigation: the EJSscreen, an environmental justice screening and mapping tool, the CDC Heat & Health tracker, and the American forests tree equity score.

**Getting Creative: Innovative Solutions to Fill the Nursing Capacity Gap | Room 606-607**

Susan Pasley, RN, *Vice President of Clinical Solutions*, **CareRev**  
 Hannah Patch, *Manager, Integrated Flex Staffing Resources*, **Community Health System, Franklin, Tenn.**

Nursing shortages have already had a profound impact on hospitals, costing them billions of dollars in additional labor costs and lost revenue and creating further strain and burnout for existing hospital staff. Current and projected nursing shortages are pushing health systems to adapt and innovate in order to retain and build up the nursing workforce. Flexible technology-enabled solutions are needed to activate local talent — retirees, part-timers, travelers, out-of-work nurses, and nurses who are looking to make some extra cash. Leading

health systems will demonstrate the benefits of flexible staffing models and how to effectively use technology to quickly fill staffing gaps with local talent and keep up with patient demand. Participants will be able to develop a plan to incorporate technology-enabled tools to build flexible staffing workflows.

SPONSORED BY: 

**11:00 – 11:15 AM BREAK | Lobby 6ABC**

**11:15 AM – 12:15 PM CONCURRENT SESSIONS**

TRANSFORMATION TRACK **Financial Stability: Operating Excellence in Turbulent Times | Room 618-620**

**2022-2023 Health Care Ratings Outlook**

Suzie Desai, *Senior Director, S&P Global Ratings*

Hospitals and health system are facing significant headwinds, impacting both their operating statements, and increasingly, their balance sheets. In this session, leaders from S&P will share their perspective on health care's driving forces, the impact on ratings, and how hospitals and health systems can best position their organization with ratings agencies.

TRANSFORMATION TRACK **It's the People: Overcoming Workforce Challenges to Build Resilient, High-Performing Teams | Room 615-617**  
**Diversifying the Health Care Workforce: A Move to the Creation of Health Equity**

Scott Carswell, *System Senior Vice President of Market Strategy and Development, CommonSpirit Health, Chicago*  
Veronica Mallet, MD, *Senior Vice President and Chief Administrative Officer, More in Common Alliance, CommonSpirit Health, Chicago*

Nanette Mickiewicz, MD, *President, Dignity Health, Dominican Hospital, Santa Cruz, Calif.*

Erica Sutton, MD, *Senior Associate Dean Academic Affairs, Morehouse School of Medicine*

Joseph Adrian Tyndall, MD, *Executive Vice President Health Affairs and Dean, Morehouse School of Medicine*

In December 2020, the Morehouse School of Medicine (one of four historically Black medical schools and one of America's leading educators of primary care physicians) and CommonSpirit Health entered a radical collaboration called the More in Common Alliance, forming a 10-year partnership focused on the goal of diversifying the health care workforce and moving towards the creation of health equity. This transformational partnership is supported by a \$115 million investment by Common Spirit to address the underlying causes of health inequities including the lack of representation among care providers. Together, the two organizations will collaborate to expand undergraduate and graduate medical education and train the next generation of culturally competent health clinicians and researchers. Learn more about the creation, purpose and goals of the Alliance; how the Alliance will measure its effectiveness in serving marginalized and vulnerable communities; and concrete actions your organization can take to adopt a similar model.

TRANSFORMATION TRACK **Value-Based Today: Improving Outcomes, Managing Risk | Room 613-614**

**Diagnostic Excellence: A Pathway to Deliver Higher-Value Care, Reduce Errors and Achieve Better Outcomes**

Trish Anderson, CPHQ, BSN, *Senior Director of Safety & Quality, Washington State Hospital Association*

Andrea Bradford, PhD, *Associate Professor, Baylor College of Medicine*

Hardeep Singh, MD, MPH, *Professor of Medicine, Center for Innovations in Quality, Baylor College of Medicine*

Diagnostic errors can be predictable events with readily identifiable contributing factors, many of which are driven by how we think or the external environment. The potential to improve diagnosis and reduce patient harm by identifying and learning from diagnostic errors is substantial. A recently released Agency for Healthcare Research and Quality resource, Measure Dx, guides quality and safety professionals, in partnership with clinicians, to detect, analyze and learn from diagnostic safety events as part of a continuous learning and feedback cycle. The speakers will explain this new measure and small groups of participants will use Measure Dx in low-fidelity simulations to learn how to match appropriate tools to support diagnostic discovery and intervention tasks.

## TRANSFORMATION TRACK

**Patient Centricity: Driving Consumer Experience Through Digital Transformation | Room 611-612****The Digitally Enabled Personal Health Journey**MODERATOR: Kristin Pearson, *Vice President*, **American Hospital Association**

PANELISTS:

Sameer Badlani, MD, FACP, *Executive Vice President and Chief Digital Officer*, **Fairview Health Services, Minneapolis**Eve Cunningham, MD, *Group Vice President, Chief of Virtual Care and Digital Health*, **Providence, Renton, Wash.**Sunil Dadlani, *Executive Vice President, Chief Information and Digital Officer*, **Atlantic Health System, Morristown, N.J.**

Patients increasingly want and expect health care to be delivered with the same convenient, consumer-friendly digital capabilities they've become accustomed to in other aspects of their lives. Patients also wanted to engage with their providers online quickly and conveniently. Leading health systems will share how they've applied innovative solutions to well-known health care pain points across the end-to-end patient health journey to build trust-based and enduring consumer relationships. The speakers will examine how applied technologies can transform care with a goal of improving the cross-continuum care experience and explore future challenges in the integration of artificial intelligence and machine learning technology into clinical workflows.

## TRANSFORMATION TRACK

**Ignite Transformation: Emerging Approaches to Health Care Strategy and Delivery | Room 608-609****Primary Care Disruption — Insider Perspectives From Nontraditional Players**MODERATOR: Jennifer Parello, *Director, Content*, **American Hospital Association**

PANELISTS:

Kevin Ban, MD, *Executive Vice President and Global Chief Medical Officer*, **Walgreens Boots Alliance, Inc.**Chris Pass, *President of Market Performance Partnerships*, **Optum**Albert Wu, MD, *Chief Medical Officer*, **Dollar General**

Primary care services offered by retailers, payer-owned providers and advanced primary care disruptors are gaining traction. A Bain & Company 2022 study found that primary care models from nontraditional players have the potential to deliver more efficient care, improve outcomes and lower costs, and could capture as much as one-third of the U.S. primary care market by 2030. Nevertheless, the U.S. is expected to be short 45,000 physicians by that same year. This is expected to lead to the growth of new models of care, including risk-bearing, population-specific programs. Discover what some of the field's key transformational companies in this space envision, what partnerships they are pursuing and how they will be working with provider organizations going forward.

**Streamlining Health Care: Reducing the Administrative Burden in Hospitals and Health Care Systems | Room 606-607**MODERATOR: Terrance Cunningham, *Director, Administrative Simplification Policy*, **American Hospital Association**

PANELISTS:

Craig Allan Ahrens, *Co-founder*, **Center for Health Workforce Innovation and Technology**; *Strategic Advisor*, **ShiftMed**Kurt A. Barwis, FACHE, *President and Chief Executive Officer*, **Bristol Health, Bristol, Conn.**Milan Patel, MD, *Senior Medical Director*, **CHRISTUS St. Frances Cabrini Hospital, Alexandria, La.**

Join us for an enlightening session on how hospitals can effectively reduce the administrative burden and optimize operations. In this session, we will delve into the various administrative challenges faced by hospitals today and explore innovative strategies to streamline processes, improve efficiency, and enhance patient care. We'll discuss training staff on efficient EHR utilization, collaborating with payers to reduce administrative hurdles and simplifying complex billing and coding processing to improve reimbursement rates.

SPONSORED BY: **ShiftMed****Precision Care at Population-Scale for Clinical Transformation | Room 605-610**Michael LeBeau, MD, *System Vice President, Chief of Health Services Operations*, **Sanford Health, Sioux Falls, S.D.**Craig Newman, *Senior Vice President Health Systems*, **Helix**Kyle Skiermont, PharmD, *Vice President of Pharmacy and Therapeutics*, **Nebraska Medicine, Omaha, Neb.**

Being able to properly stratify the major health care risks that threaten communities and individuals is critical in the pursuit of more targeted and efficient care. But providers only see a fraction of a patient's genetic risk with current models. Traditional approaches to genetic screening limit access, and genomics programs have historically missed and excluded diverse populations from both clinical and research applications. Leading health systems are working to solve this by offering population-scale genomic screening programs. By

broadening access, digitizing genetic information and accelerating genomic research, health systems are improving care, addressing health inequities and engaging patients. The promise of genomic-led medicine is exciting, but in the current economic climate, programs must have a clear path to financial resilience. Hear from health system leaders about why their organizations are implementing population-scale genomics and the lessons they've learned thus far.

SPONSORED BY: 

**12:15 – 2:00 PM LUNCH IN THE EXHIBIT HALL | Hall 4A-B**

**2:00 – 3:30 PM PLENARY SESSION: Health Care Delivery Transformation | Ballrooms 6ABC**

Featuring introductory comments from Joanne M. Conroy, MD, *Chief Executive Officer and President, Dartmouth Health, Lebanon, N.H.*; *Chair-Elect, AHA Board of Trustees*

#### **Presentation of the AHA Quest for Quality Prize**

Mary Ann Fuchs, DNP, RN, NEA-BC, *Executive Advisor to the Chancellor and CEO, Duke University Health System, Durham, N.C.*; *Clinical Associate Professor, Duke University School of Medicine*; *Member, AHA Board of Trustees*; *Chair, AHA Hospitals Against Violence Advisory Group*; *Member, AHA Quest for Quality Prize Committee*

The award recognizes health care leadership and innovation in improving quality and advancing health in communities.

#### **Future-Forward: Health Care Transformation**

MODERATOR: Ian Morrison, *Author, Consultant and Futurist*

PANELISTS:

Janice E. Nevin, MD, MPH, *President and Chief Executive Officer, ChristianaCare, Wilmington, Del.*

Warner L. Thomas, *President and Chief Executive Officer, Sutter Health, Sacramento, Calif.*

Terika Richardson, MPH, FACHE, *Chief Operating Officer, Ardent Health Services, Nashville*

Uncover the future of health care at our plenary session on health care transformation, led by esteemed health care futurist Ian Morrison. Gain valuable insights into delivery system transformation, the shift toward value-based care, disruptors in our field, and the influence of artificial intelligence. Prepare to be inspired and enlightened as we explore the dynamic changes shaping health care delivery. Stay ahead of the curve and join us for this exceptional opportunity to embrace the future of health care.

#### **AHA Town Hall: Washington Update**

MODERATOR: A.B. Stoddard, *Associate Editor and Columnist, RealClearPolitics*

PANELISTS:

Chad Golder, *Senior Vice President, Deputy General Counsel, American Hospital Association*

Stacey Hughes, *Executive Vice President, Government Relations and Public Policy, American Hospital Association*

Ashley Thompson, *Senior Vice President, Public Policy Analysis and Development, American Hospital Association*

Join the AHA for a discussion on the latest activity taking place on Capitol Hill. Moderated by RealClearPolitics Associate Editor and Columnist A.B. Stoddard, this session will focus on the health care policies Congress is considering, the Biden administration's priorities and the current political landscape as we head into the 2024 presidential election cycle.

**3:30 – 4:00 PM AFTERNOON REFRESHMENT BREAK IN THE EXHIBIT HALL | Hall 4A-B**

**3:30 – 5:30 PM AHA HOSTED BUYER FORUM | Room 4C2**

(By invitation only)



**4:00 – 4:30 PM CONCURRENT SESSIONS**

TRANSFORMATION TRACK **Patient Centricity: Driving Consumer Experience Through Digital Transformation | Room 606-607**

**Meet the Disrupters: A Fireside Chat with General Catalyst**

Doug Shaw, *Senior Vice President, American Hospital Association*  
 Daryl Tol, *Head of Health Assurance Ecosystem, General Catalyst*

Venture capital firm General Catalyst has launched strategic collaborations with health systems to expand value-based care, reduce total cost of care, improve patient experiences and achieve health equity. These collaborations create a strategy-first relationship with special access to the insight and expertise of General Catalyst and its Health Assurance Network, a group of health tech innovation companies in General Catalyst's investment portfolio that include Transcarent, Aidoc, Sprinter Health, Commure and Cadence, among others.

Daryl Tol leads General Catalyst's Health Assurance Ecosystem. Formerly the CEO of Advent Health's Central Florida Division, he will share how the ecosystem offers multiple levers for health systems to reduce friction, cost and inefficiency, and to accelerate innovation, collaboration and effectiveness of care. Daryl will share some of the learnings and successes of early collaborations nearing their first year of operation.

**4:00 – 5:00 PM CONCURRENT SESSIONS**

TRANSFORMATION TRACK **Financial Stability: Operating Excellence in Turbulent Times | Room 618-620**

**The Future of Rural Health Care: Innovation, Financial Stability and Community Engagement**

Bethany Adams, FACHE, *Director, National Rural Health Resource Center*  
 Steve Pautler, DPS, MHA, BSN, FACHE, *Chief Executive Officer, Ste. Genevieve County Memorial Hospital, Ste. Genevieve, Mo.*  
 MaryEllen Pratt, *Chief Executive Officer, St. James Parish Hospital, Lutcher, La.*  
 Suzanne Snyder, *Public Health Analyst, Hospital State Division, Federal Office of Rural Health Policy, Health Resources & Services Administration*

Rural hospitals are many times overlooked in the health care field but are critical to the health and well-being of communities. Rural areas have fewer resources and access to health care and are more likely than their urban counterparts to suffer from chronic conditions. Rural communities need a comprehensive approach that addresses multiple aspects of health care delivery. Through engagement in the Delta Region Community Health Systems Development Program, hospitals in the Mississippi Delta have succeeded in not only improving their financial and operational efficiencies but have also enhanced their coordination of care to strengthen their local health care delivery system. This session will help decision-makers better understand rural hospital financial performance and the linkage between finances, community engagement and service delivery.

TRANSFORMATION TRACK **It's the People: Overcoming Workforce Challenges to Build Resilient, High-Performing Teams | Room 615-617**  
**Executing a Transformational Strategic Plan for Your Workforce**

Jeffrey DiLisi, MD, *President and Chief Executive Officer, Roper St. Francis Healthcare, Charlotte, S.C.*  
 Melanie Stith, *Chief Administrative Officer, Roper St. Francis Healthcare, Charlotte, S.C.*

The partnership between health care CEOs and their human resource leaders is more important than ever. To a great extent, this relationship will determine organizational success when enacting transformational change to address workforce challenges. A well-crafted strategic plan will encompass talent recruitment, acquisition and retention, training and development, workforce resiliency and other issues. Learn key workforce strategies and tactics employed by this organization during a time of extreme challenges in the field to achieve success in implementing its strategic plan.

TRANSFORMATION TRACK **Value-Based Today: Improving Outcomes, Managing Risk | Room 613-614**

**Social and Emotional Care During Pregnancy and Beyond**

MODERATOR: Julia Resnick, *Director, Strategic Initiatives, American Hospital Association*

PANELISTS:

Stacy Garrett-Ray, MD, MPH, *Senior Vice President and Chief Community Impact Officer, Ascension Healthcare, St. Louis*  
 Laura M. La Porte, LCSW, *Clinical Research Manager, Perinatal Depression Program, NorthShore University HealthSystem, Evanston, Ill.*

Social and emotional factors play a significant role during a woman's pregnancy and postpartum journey. According to the CDC, mental health is a leading cause of pregnancy-related deaths in the U.S. Yet, many women lack access to available and affordable mental health services or fear/avoid seeking treatment.



Socio-economic factors also create barriers to care, contributing further to poor maternal outcomes and disparities. Hospitals are recognizing these factors as opportunities to improve quality of care and ensure their patients' values and needs are met during pregnancy and after birth. In this session, explore how Ascension and NorthShore University HealthSystem are addressing social and emotional needs to improve the quality of women's health care experiences.

#### TRANSFORMATION TRACK

### **Ignite Transformation: Emerging Approaches to Health Care Strategy and Delivery | Room 608-609**

#### **Healthy Aging: Creating Age-Friendly Health Systems**

MODERATOR: Marie Cleary-Fishman, *Vice President for Clinical Quality*, **American Hospital Association**

PANELISTS:

Kevin Biese, MD, *Associate Professor of Emergency Medicine and Internal Medicine, Vice-Chair of Academic Affairs, and Director of the Division of Geriatrics Emergency Medicine*, **University of North Carolina (UNC) at Chapel Hill School of Medicine**; *Vice-Chair of the Board*, **UNC Health Care Senior Alliance**

Brynn Bowman, MPA, *Chief Executive Officer*, **Center to Advance Palliative Care**

Jane Carmody, DNP, MBA, RN, FAAN, *Senior Program Officer*, **The John A. Hartford Foundation**

The nation's population older than 65 is projected to reach 83.7 million by the year 2050, an increase from 21% of the population in 2012 to more than 39% in 2050. Age-Friendly Health Systems is an initiative of The John A. Hartford Foundation and the Institute for Healthcare Improvement in partnership with the American Hospital Association and the Catholic Health Association of the United States. The 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. By focusing on four key areas — what matters, medications, mobility and mentation — we aim to improve patient care, safety and outcomes; increase patient and family engagement in care; and reduce length of stay and readmissions. This session will provide participants with support to begin the journey to becoming Age-Friendly Health Systems.

### **Interactive Governance Clinic | Room 611-612**

Jamie Orlikoff, *President*, **Orlikoff & Associates, Inc.**, *National Advisor on Governance and Leadership to the American Hospital Association*, and *health care governance expert*

In the perennially popular session for Trustees, bring your most challenging and immediate governance issues to one of the nation's preeminent health care governance experts. Jamie Orlikoff will field your questions — from the hands-on practical to the big-picture theoretical, and also invite attendees present from around the country to comment and add their perspectives and recommendations. You'll gain practical solutions and proactive ideas for improving governance performance. This session will be very interactive, and no issue is off the table, so come prepared to talk, to question and be challenged!

## **4:00 – 5:30 PM CONCURRENT SESSIONS**

### **Leading Through Crisis: On the Other Side of the George Floyd Civil Unrest | Room 602-604**

MODERATOR: Leon D. Caldwell, PhD, *Senior Director, Health Equity Strategies and Innovation*, **Institute for Diversity and Health Equity, American Hospital Association**

PANELISTS:

James Burroughs, *Senior Vice President, Government and Community Relations, Chief Equity and Inclusion Officer*, **Children's Minnesota, Minneapolis**

Marc Gorelick, MD, *President and Chief Executive Officer*, **Children's Minnesota, Minneapolis**

Jacqueline Thomas-Hall, *Vice President, Chief Diversity, Equity and Inclusion Officer*, **Allina Health, Minneapolis**

Mark Welton, MD, *Executive Vice President, Chief Medical Officer*, **M Health Fairview, Minneapolis**

Minneapolis has often been referred to as Ground Zero for this generation's social justice movement. The murder of George Floyd at the hands of law enforcement led to a national outcry for racial justice, equity and the need to re-examine harmful policies and practices. It was also a defining moment for hospital and health system leaders across the country to reflect on their leadership efforts to advance health equity. In this session, attendees will watch a 35-minute screening of a roundtable discussion featuring Minneapolis hospital leaders as they share how the summer of 2020 shaped the future of their work, and how that moment in time impacted their organization. The American Hospital Association and health care leaders will lead a discussion on how to mobilize resources to address social injustice in the communities they serve.

**4:30 – 5:00 PM CONCURRENT SESSIONS**

TRANSFORMATION TRACK

**Patient Centricity: Driving Consumer Experience Through Digital Transformation | Room 606-607**  
**Meet the Disrupters: A Fireside Chat with Amazon**

Lindsey Dunn Burgstahler, *Vice President, Programming and Intelligence*, **American Hospital Association**  
Bill Kopitke, *General Manager, Head of Health Care*, **Amazon Business**

Whether it's delivering lower-cost, consumer-friendly primary care more efficiently or leveraging data and analytics to strengthen the supply chain and product procurement, Amazon is reshaping the health care landscape. How is the online retail giant assimilating and integrating its many health care launches, acquisitions and partnerships? Learn how Amazon is helping hospitals be more resilient with their purchasing and supply chain management strategies, leverage tools and technologies that enable greater efficiencies and prevent disruption to hospital operations and patient care. Join us for this thought-provoking discussion with the lead for strategy, development of customer products and solutions, and go-to-market execution for health care at Amazon.

**5:00 PM – MULTIPLE AFFILIATE RECEPTIONS**

**Trustee Networking Reception | Room 2B**

**5:00 – 6:00 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.

**AHAPAC's 45th Birthday Celebration | Sheraton Grand Seattle: Room Willow A**

**5:00 – 6:30 PM**

Join AHAPAC as we celebrate 45 years of supporting the hospital field through political advocacy. Contact Laura Werner at [lwerner@aha.org](mailto:lwerner@aha.org) for more information on this invitation-only event.

**AHA Associate and Sponsor Reception | Atrium Lobby – 4th Floor**

**5:30 – 6:30 PM**

(By invitation only)

**6:30 – 8:30 PM SUMMIT SOIREE AT THE SEATTLE ART MUSEUM**

1300 FIRST AVE, SEATTLE, WA 98101

Join your colleagues for an evening of refreshments and entertainment while taking in the exquisite art collections and stunning venue at the Seattle Art Museum. Guest tickets are available for attendees who would like to bring family or friends.

Buses will run continuously between the Seattle Convention Center and the Seattle Art Museum between 6:30 PM and 8:30 PM. The shuttle buses will depart the Seattle Convention Center from Level 1 at the Convention Place entrance. The Seattle Art Museum is located a half-mile from the Seattle Convention Center. To walk to the Seattle Art Museum, take Union Street to 1st Avenue. Turn left on 1st Avenue. The last intersection before the destination is Union Street. Attire for the Summit Soiree is business casual. Please bring your conference name badge or guest ticket for entry to the event.

SPONSORED BY: **hlth.**

7:00 – 10:00 AM REGISTRATION | Atrium Foyer

7:00 – 8:30 AM CONTINENTAL BREAKFAST | Lobby 6ABC

7:15 – 8:15 AM CONCURRENT SESSIONS

**Private Equity in Health Care Services Today and Tomorrow: What to Expect** | Room 611-612

Paul Keckley, *Editor, The Keckley Reports*

Private equity sponsors invested \$90 billion in health care services in 2022 and have \$1 trillion of dry powder (cash reserves) to invest in their existing and expanded health services portfolios. Additionally, conditions are unusually ripe for their follow-on and entry placements. What are their targets? What are their exit strategies? What is their view of hospitals? Join this session to learn how private equity activity will change the services delivery marketplace in 2024 and 2025.

**Successfully Integrating Community Mental Health Care Services and Integrated Health Care Systems** | Room 608-609

Charles Clark, *President and Chief Executive Officer, Parkview Behavioral Health Institute, Fort Wayne, Ind.*  
Stephen Merz, *MHSA, FACHE, Chief Operating Officer, Sheppard Pratt Solutions, Sheppard Pratt, Baltimore*

Nationally, health systems are pressed to find ways to help address burgeoning needs for behavioral health care services — a 2022 study notes that an additional 109 million Americans have enhanced needs for behavioral health care services compared to pre-pandemic levels. Hospitals and health systems are recognizing they cannot meet all these needs alone and need to partner with community agencies and other social service agencies. Parkview Health successfully manages the integration of an acute care, community health care system and Park Center, a community-services agency. Its leadership will examine cultural alignment, achievable improvements and the benefits of the integration effort. The Sheppard Pratt Solutions COO will draw on profiled studies of integration best practices and offer practical insights and tools on how to build stronger behavioral health care services in the community.

**Achieving the Quadruple Aim: Collaborating in Patient and Workforce Safety** | Room 613-614

Robert Valdez, *Director, Agency for Healthcare Research and Quality, U.S. Department of Health and Human Services*

With support from the Agency for Healthcare Research and Quality (AHRQ), HHS recommitted to patient safety and driving towards zero-harm health care last fall. Learn more about how AHRQ is helping launch a public-private learning-to-action collaboration: The National Action Alliance to Advance Patient Safety and AHRQ tools and information that will help you improve patient safety in your health care system. The Alliance will be open to all and built with attention to patient engagement, equity, workforce safety, culture and learning.

**Cybersecurity Threats Impacting Patient Care, Safety and Hospital Operations** | Room 618-620

Troy Ament, *Chief Information Security Officer Healthcare, Fortinet*

Ransomware attacks on health systems can have a significant impact on patient care and the patient experience. Patients have experienced significant disruptions to patient care and safety including rescheduled surgeries, increased patient wait times, delayed COVID-19 test results and challenges filling prescription medications. This discussion will highlight the impact of ransomware attacks on patient care and provide health care executives with a guide to understanding how their organization is positioned to protect against emerging ransomware threats.

SPONSORED BY: **FORTINET**

**Pitfalls and Best Practices: Lowering Your Staffing Agency Spend | Room 606-607**

Joseph Heilman, *System Manager, Agency Staff Office, Adventist Health, Roseville, Calif.*  
 Melissa Hosey, MSN, RN, NP-C, *System Director Clinical Workforce, Adventist Health, Roseville, Calif.*  
 Jacalyn Liebowitz, RN, DNP, *System Chief Nursing Officer, Adventist Health, Roseville, Calif.*  
 Mary Grace Powers, *Managing Director, BlueSky Synergy*  
 Timothy Teague, *President, BlueSky Synergy*

Nationwide, hospitals and health care systems are facing a staffing crisis. Tasked with the daunting challenge of attaining safe nurse staffing levels while simultaneously optimizing costs, health care leaders are turning to the staffing industry for solutions. As the rate of nurses and caregivers forgoing full-time roles for traveling positions soars, recruiting and retaining talent has become increasingly difficult. Factors such as exorbitant staffing rates, worsening nurse shortage projections and negative impacts to workforce culture are converging, making challenges even more complex. With these factors looming, health care providers must turn to the staffing industry for solutions. By leveraging technology, health care providers will be empowered to stop turning to the staffing industry and start turning to themselves to solve the contract labor crisis. Learn about the root cause of the crisis; anticipated future market trends; and technology-led, revolutionary solutions.

SPONSORED BY:  **BlueSky®**

**7:15 – 8:45 AM INTENSIVE**

**Environmental Sustainability Begins with Trustees: What to Know, How to Get Started and Why It Matters | Room 4C2**

Kara Brooks, *Senior Associate Director of Sustainability, American Society of Health Care Engineering, American Hospital Association*  
 Jill Hoggard Green, PhD, RN, *President and Chief Executive Officer, The Queens Health System, Honolulu*  
 Mark Howell, *Director, Policy and Patient Safety, American Hospital Association*  
 Sue Ellen Wagner, *Vice President of Trustee Services, American Hospital Association*

Growing concerns around intensifying extreme weather events, health care resiliency, the rising costs of fuel and the unintended public health impacts of climate change are shining a spotlight on the importance of improving environmental sustainability. In keeping with their missions, hospitals and health systems are searching for ways to be better stewards of resources and to promote public health by reducing their impact on the environment. Currently, the health care sector alone represents 8.5% of U.S. carbon emissions, and there is increasing public and political pressure to reduce emissions and become more environmentally sustainable. As a result, more and more hospitals and health systems are engaging in efforts to understand their environmental impact and guide actions to increase operational efficiencies and decrease their carbon footprint.

At the foundation of this work are Boards of Trustees, which serve as the launch point for organizational decision-making on critical issues. In this session, trustees will learn about beginning the sustainability conversation within their organization, leadership and goal-setting recommendations, and the interplay between environmental sustainability and ongoing priorities.

**7:15 – 9:30 AM INTENSIVE**

TRANSFORMATION TRACK

**It's the People: Overcoming Workforce Challenges to Build Resilient, High-Performing Teams | Room 602-604**  
**How to Equip Leaders to Address Clinicians in Critical Conversations About Behavior**

Cynthia Baldwin, MS, RN, CPHRM, *Senior Associate, Vanderbilt University Medical Center, Nashville*  
 Gerald Hickson, *Joseph C. Ross Chair of Medical Education and Administration, Vanderbilt University Medical Center, Nashville*  
 Lynette Lissin, MD, *Medical Director, Quality Care, Palo Alto Foundation Medical Group, Sutter Health, Palo Alto, Calif.*

Clinicians who exhibit unprofessional behaviors undermine the best attempts to create a safe and reliable health system. They also can have a negative impact on patients, co-workers, operations and outcomes. Costs associated with failing to address disrespectful/unprofessional behaviors are substantial but can be mitigated with leadership commitment and a plan supported by a well-developed infrastructure. For 25-plus years, the Vanderbilt Center for Patient and Professional Advocacy has partnered with hospitals and health systems in the U.S. (250-plus sites with more than 100,000 physicians) to conduct research and train professionals to develop tools and define processes to identify, intervene and support the 2.5% to 4% of the professional workforce who model disrespect. Participants will discuss, network and gain experience in resolving difficult situations.

**8:15 – 8:30 AM BREAK | Lobby 6ABC**

## 8:30 – 9:30 AM CONCURRENT SESSIONS

TRANSFORMATION TRACK

### It's the People: Overcoming Workforce Challenges to Build Resilient, High-Performing Teams | Room 615-617

#### Operationalizing Well-Being: Experiences from Chief Wellness Officers

MODERATOR: Elisa Arespacochaga, *Vice President, Clinical Affairs and Workforce*, **American Hospital Association**

PANELISTS:

Nigel Girgrah, MD, *Chief Wellness Officer and Medical Director, Liver Transplantation*, **Ochsner Health, New Orleans**

Amanda Nichols, MSN, NP-C, *Clinical Manager, Team Lead*, **Aya Healthcare**

Kristine Olson, MD, MSc, *Chief Wellness Officer*, **Yale New Haven Hospital, New Haven, Conn.**; *Director*, **Work-life Well-being Analytics**

Stefanie Simmons, MD, FACEP, *Chief Medical Officer*, **Dr. Lorna Breen Heroes' Foundation**; *Vice President of Patient and Clinician Engagement*, **Envision Physician Services**

Join this session to hear from chief wellness officers about how they are operationalizing well-being programs across their institutions and implementing many of the recommendations of the National Academies of Medicine National Plan.

SPONSORED BY:



### The Leading Edge of Population Health: People, Process, Technology | Room 611-612

MODERATOR: Nancy A. Myers, PhD, *Vice President, Leadership & System Innovation*, **American Hospital Association**

PANELISTS:

Kevin Field, *Senior Vice President of Growth & Partnerships*, **Bamboo Health**

Robert Fields, MD, MHA, *Executive Vice President & Chief Clinical Officer*, **Beth Israel Lahey Health, Cambridge, Mass.**

Michael Myint, MD, *Chief Population Health Officer*, **UW Medicine, Seattle**

Airica Steed, *President & Chief Executive Officer*, **MetroHealth, Cleveland**

Hospitals and health systems that are continuing to drive better health and advance equity for their patient populations through innovative care model design and workforce innovations, powered by artificial intelligence, data and technology. This panel of health care leaders will provide an inside look at how their organizations are leading by design and delivering better outcomes for their patients and communities.

SPONSORED BY:



### Success Stories from Top Hospital and Health System Innovation Centers | Room 608-609

MODERATOR: Chris DeRienzo, MD, *Senior Vice President and Chief Physician Executive*, **American Hospital Association**

PANELISTS:

Patricia Henwood, MD, *Executive Vice President, Chief Quality Officer*, **Jefferson Health, Philadelphia**

Kevin Mahoney, *Chief Executive Officer*, **University of Pennsylvania Health System, Philadelphia**

Michael Schlosser, MD, *Senior Vice President, Care Transformation and Innovation*, **HCA Healthcare, Nashville**

Three of the most-recognized hospital and health system innovation centers from across the country present their biggest innovation "win," how they got there and what they learned along the way.

### Turning the Corner: What's Next for Health Care? | Room 606-607

Ian Morrison, *Author, Consultant and Futurist*

The Biden Administration continues to deal with the ravages of the pandemic as it focuses its top health priorities on COVID recovery, restoration of the Affordable Care Act and addressing health inequity. A changing health care marketplace includes the push for more widespread reimbursement reform, changes in coverage, growth in transparency and accountability, and the relentless quest for value in health care driven by dissatisfied patients and purchasers. In an uncertain environment, health care organizations are undergoing horizontal and vertical integration, and face disruption from new market entrants, digital disruptors, and Big Tech and Big Retail. Learn about the political, economic and strategic context of change in health care, the possible scenarios we face and how the various actors are preparing for the future. Explore the leadership challenges and opportunities that lie ahead, and gain strategic insights on how organizations and individuals can flourish in the future.

### Engaging with Startups for Impact | Room 618-620



MODERATOR: Joy Lewis, *Senior Vice President, Health Equity Strategies, American Hospital Association*; *Executive Director, Institute for Diversity and Health Equity*

PANELISTS:

Tuoyo Louis, *Co-founder & Managing Partner, Seae Ventures*

Maria Velissaris, *Founding Partner, SteelSky Ventures*

Marcus Whitney, *Founding Partner, Jumpstart Health Investors*; *Managing Partner, Jumpstart Nova*

During this moderated discussion, hear from investment fund leaders focused on improving health care access, quality and affordability. Seae Ventures is an investment firm specializing in early-stage health care technology and services companies founded by diverse entrepreneurs. SteelSky Ventures is a female-led venture capital firm focused on companies working to improve health outcomes for women. Jumpstart Nova invests exclusively in Black-founded and -led health care companies focused on communities facing disparities in health outcomes. Join us to hear how hospitals and health systems can best engage with the startup community to accelerate innovation and reduce health disparities.

**The Behavioral Health Crisis Won't Change — Unless We Do | Room 613-614**

Erin Booker, LPC, *Chief Biopsychosocial Officer, ChristianaCare, Wilmington, Del.*

Abby Burns, *Expert Partner, Advisory Board*

Darby Sullivan, *Director of Health Equity Research, Advisory Board*

Unmet behavioral health needs are pushing the health care system to a breaking point, but current responses often focus on addressing the downstream impacts of dysfunction and fail to address the structural drivers underlying it. This has major implications for health equity, since all too often, these solutions disproportionately serve patients who are affluent, low-acuity and predominantly white. Without a radical shift in approach, health care leaders risk backsliding on progress toward behavioral health and health equity goals, having negative business implications across sectors. During this discussion, learn steps leaders must take to meaningfully and equitably improve our behavioral health care system.

SPONSORED BY:  **Advisory Board**

**9:30 – 9:45 AM BREAK | Lobby 6ABC**

**9:45 – 11:00 AM PLENARY SESSION: Understanding Risk & Mastering the Unknown | Ballrooms 6ABC**

Featuring introductory comments by M. Michelle Hood, *Executive Vice President and Chief Operating Officer, American Hospital Association*

**Understanding Risk & Mastering the Unknown**

Stanley McChrystal, *Former Commander of U.S. and International Forces in Afghanistan, Best-Selling Author of Risk: A User's Guide, Team of Teams, and My Share of the Task; Co-Founder, McChrystal Group*

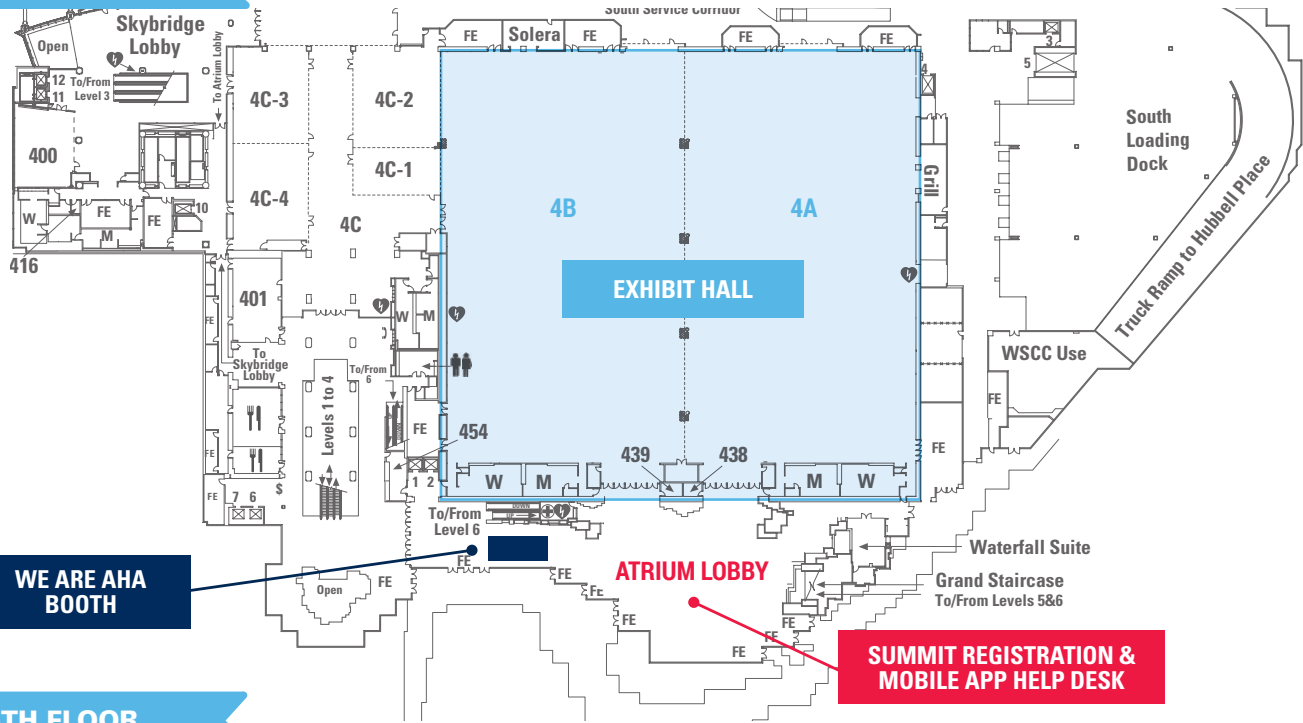
Retired four-star general Stan McChrystal has lived a life associated with the deadly risks of combat. From his first day at West Point, to his years in Afghanistan, to his efforts helping business leaders navigate a global pandemic, McChrystal has seen how individuals and organizations fail to mitigate risk. Why? Because they focus on the probability of something happening instead of the interface by which it can be managed.

In this talk, adapted from his book, *Risk: A User's Guide*, McChrystal offers an entirely new way to understand risk and master the unknown — focused not on odds, but on a readiness to respond — and shares his battle-tested system for detecting and responding to risk. Using real-life examples from his military experiences and the business world, he illustrates the 10 dimensions of control that organizations can use to maintain healthy Risk Immune Systems and identify, analyze and exert mastery over any type of risk they might face. With McChrystal's hard-won guidance, groups will walk away with practical exercises to improve preparedness and resistance to build a strong defense against what we know — and what we don't.

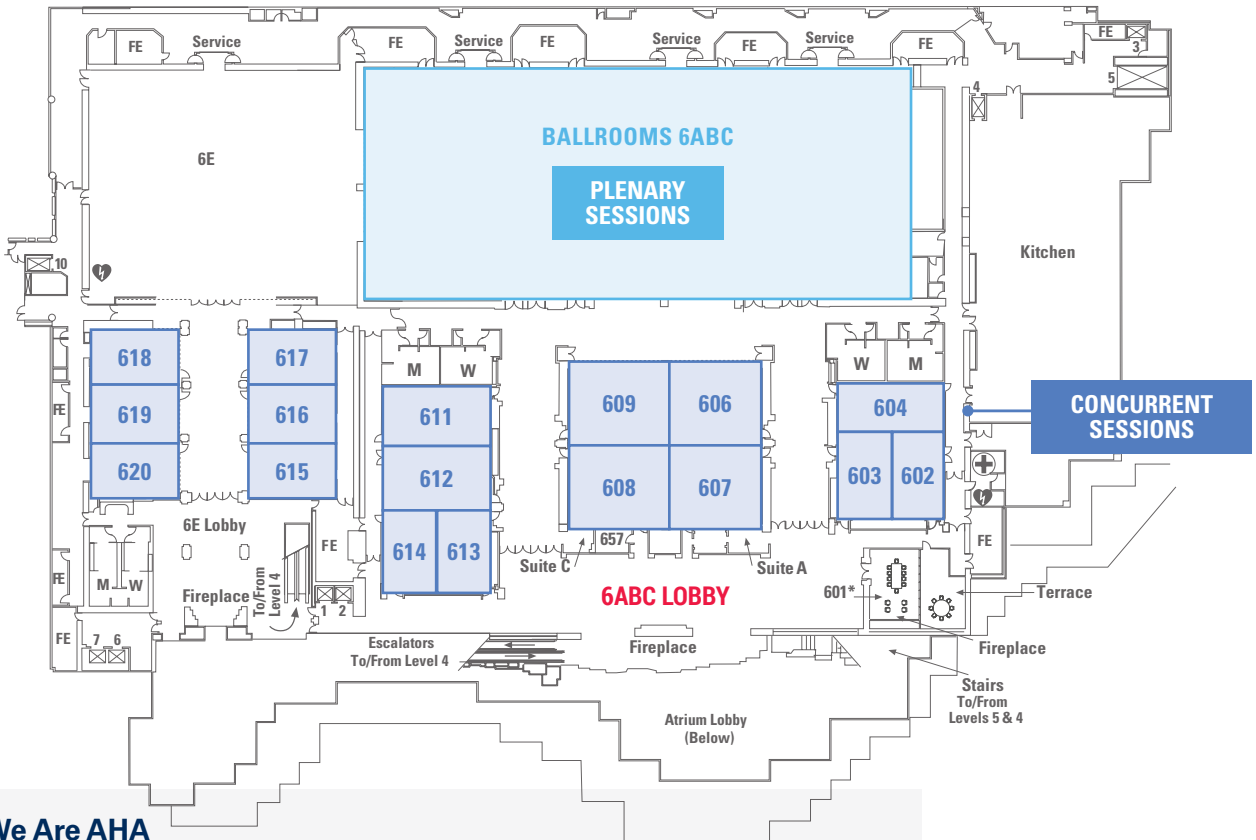


# WASHINGTON STATE CONVENTION CENTER MAP

## 4TH FLOOR



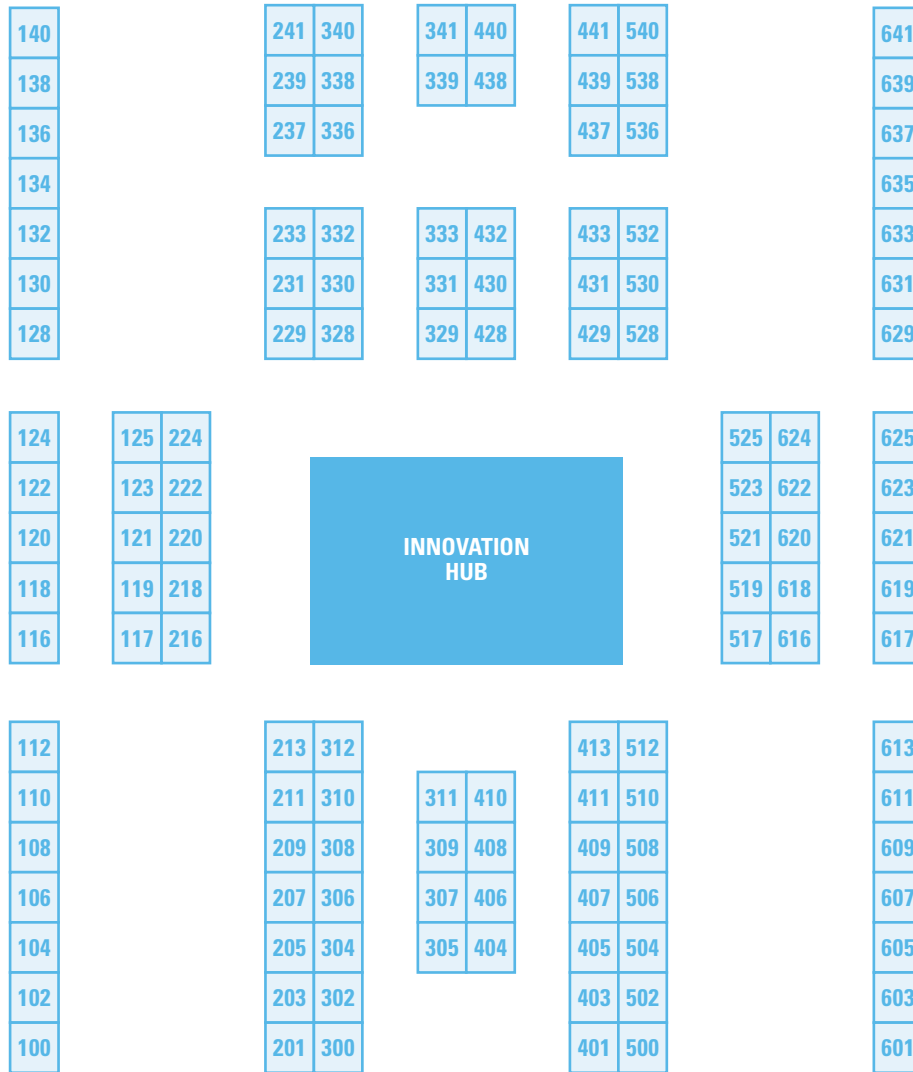
## 6TH FLOOR



### We Are AHA

Stop by the AHA booth to learn how the Association is working hard for you. We have updates on our latest advocacy priorities, initiatives to advance health equity, special programs for members and information on ways to get involved.

# EXHIBIT HALL MAP

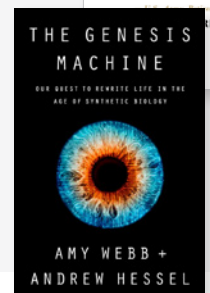
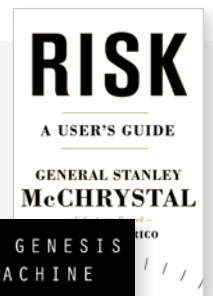


## ENTRANCE

### Join the AHA Book Club!

Smart health care executives know you should never stop learning. Sharpen your knowledge by joining the AHA Book Club!

Visit the exhibitors in the Exhibit Hall to collect a Book Club sticker and learn what they're doing to transform health care. After you've collected 20 stickers, visit the Book Club table in The Innovation Hub to tell us what you've learned. **The first 100 attendees to visit the table will pick up a free book from a keynote speaker!**



## EXHIBITORS

<b>COMPANY</b>	<b>BOOTH NUMBER</b>	<b>COMPANY</b>	<b>BOOTH NUMBER</b>	<b>COMPANY</b>	<b>BOOTH NUMBER</b>
AAPC	623	Evolv Technology	117	Nasium Training	233
Accel EQ	620	Executive Leadership in Health Care	231	National Quality Forum	506
Access TeleCare	120	Expedient VMS	622	Navvis Healthcare	611
Accordant	102	EZ-ERC	125	Neuro Rehab VR	239
Accreditation Commission for Health Care	119	Favorite Healthcare Staffing	121	Nuance	124
Accushield	631	Flatiron Health	222	OneAmerica Retirement Services	431
Adaptive Workforce Solutions	341	FleetNurse	237	OneOme	134
Adtalem (Strategic Workforce Solutions) SWFS	241	Flutter	616	Paycom	405
Advisory Board	307	Fortinet, Inc.	201	PharmD On Demand	624
AIDA Healthcare	108	Gallagher	432	Pieces Tech	504
Ambe Healthcare Staffing	203	Geriatric Accreditation and Surgery Verification Programs	637	Preftech	512
American Association of Nurse Anesthesiology (AANA)	128	Global K9 Protection Group, LLC	625	PRS Global	523
AMN Healthcare	404	Graham-Pelton	116	Psychiatric Medical Care	403
Aon	302	Hallmark Health Care Solutions	429	Qorvo	437
ApolloMD	229	Happiest Baby, Inc.	310	Qure Healthcare	619
Aya Healthcare	401	Healogics, Inc.	336	rater8	312
Baby-Friendly USA	332	Helix	309	Relias	220
Bamboo Health	224	ImageFirst	641	Remedy Medical Properties, Inc.	406
Bell Textron	540	Inovalon	211	Ricoh Document Scanners	132
Bluesky Medical	517	Intellify Talent Solutions/ Cross Country	408	RTG Medical	633
BluSky Restoration Contractors, LLC	205	International Association of Forensic Nurses	441	SambaCare	605
BMJ	340	Interpreting Works	328	ShiftMed	428
Carecentrix	330	Iodine Software	306	SLT Medical	528
CareRev	410	Iris Telehealth	130	Stability Healthcare	438
Center to Advance Palliative Care	333	Jorie Healthcare Partners	110	Strategic Education, Inc./ Capella University	519
Chartswap	329	Juno Health, a division of DSS, Inc.	521	Strategic Tax Planning	607
Celo Health	411	Laboredge, LLC	216	Suki AI Inc.	500
Claimocity	100	Keep Financial	439	Supply Chain Solutions Developed by Mayo Clinic	122
Claroty	304	LeanTaaS	525	Tesco Specialty Vehicles, LLC	339
Clinician Nexus	305	Learn To Live	433	Tetherview	104
Clipboard Health	510	Loyal Health	311	The Joint Commission	331
Coker Group	213	Main Street Health	508	Topcon Healthcare	502
Commure	308	Marvel Medical Staffing	112	VISTA Staffing Solutions	413
Concord Technologies	538	MedCerts	639	VITAL WorkLife	629
Cura4U (American Telephysicians)	601	Medstaff National Medical Staffing	532	VitalTech	218
Cyrano Video	136	Midmark RTLS	430	Wismettac Foods, Inc.	635
Dialyze Direct	536	Moss Adams LLP	617	WorkUp Health, Inc.	338
Emeritus	530			Zero Suicide Institute at Education Development Center	603
Eternal Word Television Network	123			ZOLL Data Systems	618
				Zones	106



## EXHIBIT HALL SCHEDULE

### SUNDAY, JULY 16

4:45 – 6:00 PM

#### **AHA Leadership Summit Startup Showcase**

The need for innovation in health care has never been greater. The AHA Leadership Summit Startup Showcase will feature quick-fire presentations from leading early stage companies that are developing novel solutions to address health care's most complex and pressing challenges. The Showcase will support the innovation efforts of our members while giving entrepreneurs the opportunity to showcase their solutions and answer questions from our panel of health system leaders. Join us to learn more about these companies at the forefront of practical and tactical innovations for health systems and their partners.

6:00 – 7:30 PM

#### **Welcome Reception in the Exhibit Hall**

Explore the bounty that the Pacific Northwest has to offer at the Welcome Reception, where attendees can sample local cuisine sourced from the region's expansive farmland and wild natural spaces.

#### **Innovators Connection Podcast Recordings in The Innovation Hub**

### MONDAY, JULY 17

7:00 – 8:30 AM

#### **Continental Breakfast in the Exhibit Hall**

#### **Innovators Connection Podcast Recordings in The Innovation Hub**

12:15 – 2:00 PM

#### **Lunch in the Exhibit Hall**

#### **Innovators Connection Podcast Recordings in The Innovation Hub**

3:30 – 4:00 PM

#### **Break in the Exhibit Hall**

#### **Innovators Connection Podcast Recordings in The Innovation Hub**



## EDUCATIONAL POSTER DISPLAYS



Educational poster displays bring rich content into the Exhibit Hall, providing practitioners and leaders in the field 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. **Special poster display presentations will take place during the Welcome Reception on Sunday, July 16.**

### **Creating a Healthy Work Environment and Improving Nurse Retention**

Marian Altman, *Clinical Practice Specialist*, **American Association of Critical Care Nurses**

### **Innovative and Cost-Effective Strategies for Improving Acute Care for the Elderly**

Melissa McCraw, *Management Associate*, **Atrium Health Cabarrus**

Asha Rodriguez, *Facility Executive*, **Atrium Health Cabarrus**

### **Baylor Scott and White Health and Wellness Center Model for Reducing Chronic Health Disparities in Underserved Communities in South Dallas, Texas**

Andrea Harris, PhD, RD, LD, *Director of Programs*, **Baylor Scott and White Health and Wellness Center**

### **FirstTouch: Bridging the Gap from ER to PCP**

Stephen Kapa, *Physician Assistant*, **FirstHealth of the Carolinas**

### **Promoting Prostate Cancer Screening Equity: Findings From a Quality Improvement Education Initiative Implemented in Three Primary Care Sites**

Roxanne Leiba Lawrence, *Vice President Primary Care and Community Medicine*, **Luminis Health**

### **Hospital-Based Certified Nurse Aid Training Program Improves Health Care Staffing Crisis**

Marsha Deckman, *Director, Clinical Professional Development*, **Mather Hospital Northwell Health**

### **Implementing Duress Alarm Badges Using BluFi™ Technology at a Large Academic Hospital**

Timothy Wallerich, RN, MBA/HCM, *Registered Nurse*, **Mayo Clinic**

### **REMEDI – REimagining Medical Oversight Through Digital Innovation at Mayo Clinic**

Desiree Ahrens, *Senior Project Manager*, **Mayo Clinic**

### **Leveraging Data to Improve Transitioning Complex Patients Across the Care Continuum**

Amber Kavan, *Quality & Performance Improvement Advisor*, **Nebraska Hospital Association**

### **Expanded Wound Nurse Program to Reduce Hospital-Acquired Pressure Injuries**

Sheila Wade, *Performance and Operations Manager*, **Northwestern Memorial Hospital**

### **The Importance of Leveraging “On-the-Ground” Observations**

Luke Dettlo, *Process Improvement Manager Associate*, **Northshore - Edward-Elmhurst Health (NS-EEH)**

### **Compassion at Scale: Achieving Health Equity Through Storytelling**

Michael Drummond, *Chief Communications Officer*, **Providence**

### **Using Change to Drive More Change: Reducing Waste in Peer Review Process in Light of Workforce Challenges**

Amber Phung, *Clinical Quality Improvement Specialist*, **UCLA Health**

### **Multi-modality Solution to Multi-staffing Challenges**

Saba Hansen, *Senior Imaging Manager*, **University of Texas Medical Branch**

### **Instituting an Ambulatory Oncology Rapid Response Team for Emergent Situations**

Karen Donato, BSN, RN, OCN, **University Hospitals Cleveland Medical Center Seidman Cancer Center**

### **Health Care System's Internal Staffing Agency Design and Implementation**

Paola Buitrago, *Assistant Vice President*, **Wellstar Health System**

### **International Nurse Program: Moving From Pilot to Best Practices**

Nichole Johnson, MSN, RN, CCRN, NE-BC, *Director*, **Wellstar Health System**

### **Fika: A Swedish Tradition for Stress Reduction and Resilience**

Miranda Robb, *Lean Transformation Director*, **Yukon-Kuskokwim Health Corporation**

### **No Improvement Is Too Small for Transformative Change**

Koko Mikami, *Transformation Consultant*, **NorthShore – Edward Elmhurst Health**





## INNOVATORS CONNECTION PODCASTS

Visit The Innovation Hub to hear industry leaders sharing new knowledge, fresh ideas, and creative solutions.

**SUNDAY, JULY 16**

**7:10 – 7:30 PM**

### Enhancing Virtual Care for Behavioral Health Services

Andy Flanagan, *Chief Executive Officer, Iris Telehealth*

PRESENTED BY:  **iris telehealth**

**MONDAY, JULY 17**

**12:20 – 12:40 PM**

### Creating a Balanced Workforce Within a Balanced Budget

John Rothwell, *SVP Sales, Enterprise and Strategic Solutions, AMN Healthcare*

PRESENTED BY:  **AMN<sup>®</sup> Healthcare**

**12:50 – 1:10 PM**

### Investing in an Enhanced Patient Experience

John E. Schmidt, *Executive Director, MDVIP*

PRESENTED BY:  **MDVIP**



View Mobile App for descriptions and additional scheduling information.

Visit [www.aha.org/advancing-health-podcast](http://www.aha.org/advancing-health-podcast) to listen to current and previous podcasts.



# AHA LEADERSHIP SUMMIT MOBILE APP

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- View session handouts.
- Connect with attendees, corporate sponsors and exhibitors.
- View Convention Center and Exhibit Hall maps.



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- 1** Connect to your device's App Store or Google Play and search for **"AHA Meetings & Events"** and download.
- 2** Select **"2023 AHA Leadership Summit"** under **"Events."**
- 3** Enter your first name, last name and email address. Please use the email address associated with your registration.
- 4** An automated email or text with a verification code will be sent. Enter this code into the event app to access content.





American Hospital  
Association™

Advancing Health in America



## MARK YOUR CALENDARS

Make plans to join your fellow  
hospital and health system leaders in 2024.

### RURAL HEALTH CARE LEADERSHIP CONFERENCE

**FEBRUARY 11-14**  
ORLANDO, FL

Join top practitioners and thinkers to share strategies and resources for accelerating the shift to a more integrated and sustainable rural health system.

[ruralconference.aha.org](https://ruralconference.aha.org)

### AHA ANNUAL MEMBERSHIP MEETING

**APRIL 14-16**  
WASHINGTON, D.C.

Be a part of the discussion focusing on advocacy, regulatory, and legislative issues affecting our nation's patients, hospitals, and communities.

[annualmeeting.aha.org](https://annualmeeting.aha.org)

### ACCELERATING HEALTH EQUITY CONFERENCE

**MAY 7-9**  
KANSAS CITY, MO

Dive into strategic hospital-community partnerships, health care innovation, and diversity, equity and inclusion efforts presented by leading hospitals and health systems.

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### AHA LEADERSHIP SUMMIT

**JULY 21-23**  
SAN DIEGO, CA

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AHA Events

AMERICAN HOSPITAL ASSOCIATION  
**LEADERSHIP  
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2023  
AMERICAN HOSPITAL ASSOCIATION  
**LEADERSHIP  
SUMMIT**

JULY 16-18, 2023 • SEATTLE, WA

LEAD | CONNECT | TRANSFORM



**Registration is now open!**

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## AHA Leadership Summit - July 16-18, 2023

The AHA Leadership Summit brings together senior health care executives, clinicians and experts in the field presenting innovative approaches for delivering better care and greater value, ensuring financial stability, addressing workforce challenges and improving the health care consumer experience through operational excellence, creative partnerships and redefined delivery models.

[Register Now!](#)

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## Accelerating the Future of Health Care

Join a diverse community of strategic and visionary leaders who represent excellence in the field as they boldly transform their organizations.



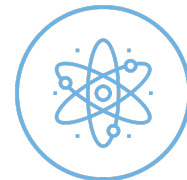
### Lead

Senior hospital and health system leaders and



### Connect

Learn with colleagues in a variety of educational



### Transform

Find inspiration and applicable strategies to

**Clinicians** will make meaningful connections with others in the expanding health care ecosystem to foster collaboration and innovation.

**Trustees** will enhance their understanding of emerging issues in governance and learn to apply new models and practices.

**Next generation health care leaders** will gain insights into the competencies required to lead complex organizations for resilience and transformation.

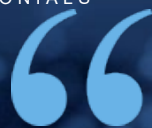
opportunities that facilitate the sharing of insights and leading practices. You'll hear from innovators investing in the promising ideas, technologies and scientific discoveries that are changing the consumer experience and reimagining care delivery.

sustain transformation in your organization, system and community in these critical focus areas:

- **Financial Stability:**  
*Operating Excellence in Turbulent Times*
- **It's the People:**  
*Overcoming Workforce Challenges to Build Resilient, High-Performing Teams*
- **Value-Based Today:**  
*Improving Outcomes, Managing Risk*
- **Patient Centricity:**  
*Driving Consumer Experience Through Digital Transformation*
- **Emerging Approaches to Health Care Strategy and Delivery**
- **Elevating Health Equity and Eliminating Disparities**
- **Improving Access to Behavioral Health Services Through Integration, Community Partnerships, and Reduction of Stigma**
- **Achieving Governance Excellence**



TESTIMONIALS



The Summit included an  
relevant topics to  
presentations by lead  
country. It provided a c  
on where we are in healt  
practices and insights t  
institu

● ○ ○ ○  
- Vernee Belcher, MD, FACP, Hospitalist, Duke  
Regional Hospital, Assistant Professor of Medicine,  
Duke University School of Medicine

## Sponsors



## Connect with Hospital and Health Systems Leaders

A variety of sponsorship opportunities offer both broad exposure and targeted connections with senior health care executives.

Participation by the business community in the Leadership Summit is reserved for Summit sponsors, exhibitors and AHA Associates.

Learn how your organization can align with hospital and health system leaders as they meet to reimagine the future.

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