



Advancing Health in America

2026

AMERICAN HOSPITAL ASSOCIATION

LEADERSHIP SUMMIT

JULY 12-14, 2026 • DENVER

WHERE HOSPITAL LEADERS TRANSFORM
THE FUTURE OF HEALTH CARE

CONFERENCE GUIDE

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The AHA Leadership Summit provides Continuing Education from various providers.



AMERICAN COLLEGE OF HEALTHCARE EXECUTIVES (ACHE)

By attending the 2026 AHA Leadership Summit, participants may earn up to **10 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 2026 AHA Leadership Summit qualifies for **10 AHA Certification Center continuing education credits** (CECs) toward CHC, CHFM, CHESP, CMRP, and CPHRM recertification.

HFMA CHFP AND FHFMA MAINTENANCE

The 2026 AHA Leadership Summit sessions are eligible as continuing education credits toward the Healthcare Financial Management Association (HFMA) certification maintenance requirements for active CHFP and Fellows when self-reported. The program or session(s) are approved by HFMA for certification maintenance. For more information about HFMA certification maintenance and to report activities as a CHFP or Fellow of HFMA: www.hfma.org/maintain.

8:00 AM – 6:30 PM **REGISTRATION**

Street Level, E Concourse

9:00 AM – 12:00 PM **HOSTED BUYER FORUM SESSION 1**

Room 201-203

Learn how AHA members can join the [Hosted Buyer Forum](#). *Pre-registration is required.*

1:00 PM – 2:15 PM **GENERAL SESSION**

Mile High Ballroom 1-2

Scaling Innovation: Leading Future-Ready Health Systems

Conference Welcome

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

Chair Remarks

Marc L. Boom, MD, *President and Chief Executive Officer, Houston Methodist, Houston; Chair, Board of Trustees, American Hospital Association*

Scaling Innovation: Leading Future-Ready Health Systems

MODERATOR: Joy A. Rhoden, MSW, MPH, *Senior Vice President and Executive Director, Division of Health Outcomes and Care Transformation, American Hospital Association*

PANELISTS:

Tina Freese Decker, MHA, MSIE, FACHE, *President and Chief Executive Officer, Corewell Health, Grand Rapids, Mich.; Immediate Past Chair, Board of Trustees, American Hospital Association*

Amy Perry, *President and Chief Executive Officer, Banner Health, Phoenix*

Michael Slubowski, FACHE, FACMPE, *President and Chief Executive, Trinity Health, Livonia, Mich.*

Erik G. Wexler, *President and Chief Executive Officer, Providence, Renton, Wash.*

As health systems face mounting pressures, the imperative to innovate at scale has never been greater. This session brings together leaders who are reimagining care delivery and operating models to build resilient, future-ready health systems.

Speakers will explore how to foster a culture of innovation that drives measurable improvements in health outcomes, leverage data and AI responsibly to support care transformation, and navigate the complexities of scaling solutions across diverse clinical and administrative environments. Hear how they're leading change, strengthening system performance and preparing their organizations for the next era of health care.

2:15 PM – 2:45 PM **REFRESHMENT BREAK**

Mile High Ballroom Prefunction

2:45 PM – 3:30 PM **CONCURRENT SESSIONS**

9 Minutes to Innovation: Rebuilding the Care Team for What Comes Next

Room 401-402

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

PANELISTS:

Heidi Beilis, MD, DABR, FACR, *Vice President and Chief Medical Officer, WellSpan Health, York, Pa.*

Michelle Hereford, MSHA, RN, FACHE, *Senior Vice President, System Chief Nurse Executive, University Hospitals Health System, Cleveland*

Erik Martin, DNP, RN, CENP, FAAN, FAONL, *Vice President, Chief Nursing Officer, Norton Children's Hospital and Norton Children's Medical Center, Louisville, Ky.*

Join hospital leaders for a rapid-fire session showcasing innovative approaches to strengthening the health care workforce. In nine minutes or less, each speaker will share a focused case study highlighting how organizations are redesigning care teams through new staffing models, AI-enabled workflows and relationship-centered approaches to improve sustainability, engagement and patient outcomes.

Topic: Reimagined Care Team Models

Operationalizing Predictive and Agentic AI: Governance, Readiness and Responsible Scale Room 403-404MODERATOR: Alex Rozenbaum, *Regional Executive*, **American Hospital Association**

PANELISTS:

Rob Allen, *President and Chief Executive Officer*, **Intermountain Health, Salt Lake City**Daniel Barchi, *Senior Executive Vice President, Chief Information Officer*, **CommonSpirit Health, Chicago**Kasey Paulus, RN, MBA, CENP, *Executive Vice President and Chief Operating Officer*, **WellSpan Health, York, Pa.**

As health systems adopt more advanced AI capabilities, leaders face critical decisions about how and when to deploy and govern predictive and agentic technologies. This panel focuses on the operating models, decision frameworks and guardrails required to scale AI across clinical, operational and administrative environments responsibly.

The discussion will examine how organizations are establishing enterprise governance, defining appropriate levels of autonomy and distinguishing AI-assisted support from autonomous decision-making. Panelists will share perspectives on sequencing adoption, managing risk and building organizational readiness as predictive and agentic technologies mature. Attendees will gain insight into how disciplined leadership, clear accountability and intentional design enable health systems to harness advanced AI while maintaining trust, safety and long-term sustainability.

Topic: AI, Predictive and Agentic Technologies

Right Care, Right Now: System Strategies to Improve Access

Room 405-406

MODERATOR: Nancy Myers, PhD, *Vice President of Leadership and System Innovation*, **American Hospital Association**

PANELISTS:

Jen Alderfer, MHA, FACHE, CPPS, *President, Integrated Care Delivery and Growth*, **Lifepoint Health, Brentwood, Tenn.**Thomas Aloia, MD, MHCM, FACS, FACHE, *Executive Vice President, Chief Clinical Officer*, **Ascension, St. Louis**Shyam Odeti, MD, FAAFP, SFHM, *Chief Medical Officer*, **Carilion Clinic, Roanoke, Va.**

Hospitals and health systems are rethinking how to deliver the right care, right now — enhancing access in ways that are timely, affordable and what patients and communities need most. This session brings together senior leaders to explore systemwide strategies that streamline navigation, expand care in the most appropriate settings and reduce unnecessary utilization. Panelists will share how digital tools, operational redesign and innovative care models are improving access today while creating adaptable frameworks for the future, highlighting what's making a measurable impact and how patients are already beginning to experience more seamless and affordable care.

Topic: Care Pathways, Transitions and Coordination

Patient Experience That Endures: Care That Feels Human

Room 501-502

MODERATOR: Jen Porter, *Senior Vice President, Field Engagement*, **American Hospital Association**

PANELISTS:

Jennifer Bollinger, *Executive Vice President and Chief Consumer and Brand Officer*, **Sutter Health, Sacramento**Kevin Mahoney, *Chief Executive Officer*, **University of Pennsylvania Health System, Philadelphia**

As care delivery becomes more complex and distributed, patient experience is increasingly shaped by leadership decisions and operating models. Delivering consistent, trustworthy care requires more than isolated improvements — it demands intentional strategy and alignment across the enterprise.

This panel brings together senior health system leaders to discuss how patient experience is being embedded into organizational strategy and day-to-day operations. The conversation will explore how leaders set expectations, align clinical and operational teams and use digital capabilities to deliver reliable, respectful experiences across the full care journey. Panelists will share how they sustain experience improvements at scale, balance standardization with personalization and ensure patient experience remains a core driver of performance and trust.

Topic: Care Pathways, Transitions and Coordination

2:45 PM – 4:45 PM **INTENSIVE SESSION**

Room 407

From Vision to Results: How Quest for Quality Honorees Advance Safer Care

MODERATOR: Abraham Segres, MHA, FACHE, *Vice President, Quality and Patient Safety, Virginia Hospital and Healthcare Association*; *Chair, AHA Quest for Quality Prize Committee*

PANELISTS:

Betty Chu, MD, *Senior Vice President and Chief Medical Officer, Advocate Health, Charlotte, N.C.*

Scott Isaacs, *Health Care Systems Services Director, Ralph H. Johnson VA Health Care System, Charleston, S.C.*

Randy Harmatz, *Senior Vice President and Chief Quality Officer, Nicklaus Children's Hospital, Miami*

Lori Pelletier, *Chief Quality and Patient Safety Officer, Connecticut Children's, Hartford, Conn.*

The AHA Quest for Quality Prize honors hospitals and health systems leading the way in quality, safety and community health. In this interactive session, honorees will share practical strategies for building a culture of excellence, engaging teams, using data and innovation, and achieving measurable improvements in care and outcomes. Attendees will participate in a brief exercise, interact with leaders and experts, receive feedback and coaching, and identify transferable ideas to bring back to their own organizations.

The AHA Quest for Quality Prize is sponsored by:



Topic: Leadership and Change Management

2:45 PM – 5:45 PM **HOSTED BUYER FORUM SESSION 2**

Room 201-203

Learn how AHA members can join the **Hosted Buyer Forum**. *Pre-registration is required.*

3:30 PM – 4:00 PM **REFRESHMENT BREAK**

Mile High Ballroom Prefunction

4:00 PM – 4:45 PM **CONCURRENT SESSIONS****Virtual Care in Practice: Transforming How Care Is Delivered**

Room 401-402

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

PANELISTS:

Meena Mallipeddi, *Co-founder and Chief Executive Officer, AmplifyMD*

Dave Newman, MD, *Chief Medical Officer of Virtual Care, Sanford Health, Fargo, N.D.*

Kenneth Sable, MD, FACEP, *President, Acute Care Division, Hackensack Meridian Health, Edison, N.J.*

William Sheahan, *Senior Vice President and Chief Innovation Officer, MedStar Health, Columbia, Md.*

Virtual care and telehealth are changing how hospitals and health systems deliver care across inpatient, outpatient and virtual settings. This panel brings together clinical, nursing and digital leaders who are integrating virtual care into everyday operations to expand access, support the workforce and improve continuity of care across diverse patient populations and geographies.

Panelists will share how virtual nursing, tele-hospitalist models, remote monitoring and digital access tools are being embedded into existing workflows and facilities, including legacy hospitals and rural settings. Attendees will gain practical insight into the governance, workforce and operational decisions required to make virtual care reliable and accountable, reduce administrative burden for front-line teams and apply these approaches to strengthen access, quality and sustainability within their own organizations.

Topic: Virtual Care and Telehealth

SPONSORED BY: 

Redesigning Care Delivery to Expand Capacity for the Future

Room 405-406

MODERATOR: Nerissa Legge, *Executive Director, Hospital Capacity Management Consortium, American Hospital Association*

PANELISTS:

Marjorie Bessel, MD, *Chief Clinical Officer, Banner Health, Phoenix*

Amy Engelhardt, DO, FHM, FACOI, *Chief Medical Officer, Henry Ford Hospital, Detroit*

Lisa Ishii, *Senior Vice President, Operations, Johns Hopkins Health System, Baltimore*

Gregg Miller, MD, *Chief Medical Officer, Vituity*

Capacity constraints continue to challenge hospitals and health systems as demand, workforce pressures and access needs evolve. This session examines how organizations are moving beyond short-term throughput fixes to redesign care delivery and operating models for long-term capacity management. The discussion focuses on

rethinking where care is delivered, how patients move across settings and how teams are structured to support more flexible, responsive care.

Panelists will share how health systems are adopting enterprise approaches that integrate inpatient, outpatient and post-acute care. The conversation highlights how new operating structures, care pathways and enabling technologies are helping reduce friction, improve transitions and expand effective capacity without relying on physical expansion.

Topic: Capacity Management and Patient Throughput



Reimagining the Health Care Workforce: Building Pathways for the Next Generation

Room 501-502

MODERATOR: Suzanna Hoppszallern, *Senior Editor, Data and Research*, **American Hospital Association**

PANELISTS:

Nakesha Lopez, *Senior Executive Vice President, Chief People and Culture Officer*, **Advocate Health, Charlotte, N.C.**

Lynn Peoples, PhD, RN, *Co-Founder and Chief Executive Officer*, **TruMONT**

Bryan Sisk, *Senior Vice President and Chief Nursing Officer*, **Memorial Hermann Health System, Houston**

Michelle Watson, MSN, RN, CENP, *Chief Nurse Executive, Senior Vice President, Clinical Operations*, **Lifepoint Health, Brentwood, Tenn.**

Health care organizations can no longer depend on short-term fixes to address persistent workforce shortages. This panel will examine how strategic, long-range investment in education, mentorship, technology and career development can reshape the workforce pipeline and improve retention across care settings. Successful initiatives include high school-to-health care pathways and state-supported apprenticeship programs that expand access to health care careers and work-based learning. This panel will share proven strategies for building strong early-career foundations through nurse residency, training and apprenticeship programs. It will highlight how redesigned care team models and emerging technologies can reduce burnout, enhance clinical capacity and create flexible, appealing career pathways. Attendees will gain a system-level view of how leading organizations are reimagining workforce development to support high-quality patient care and ensure long-term organizational sustainability.

Topic: Reimagined Care Team Models



Leading Change in Uncertain Times: A Peer Mastermind Experience

Room 403-404

Jennifer Parello, *Director, Content*, **American Hospital Association**

Redesigning care delivery and operating models requires leaders to navigate complexity, resistance and sustained pressure. In this interactive mastermind session, join a small group of fellow hospital and health system leaders to work through real-world challenges you are actively facing.

There are no presentations and no panels. Instead, participants engage in a structured, peer-driven format where two leaders per table share a current change initiative and receive focused input from colleagues. Through candid discussion and shared experience, attendees gain practical perspective on building alignment, sustaining momentum and leading through uncertainty. Participants will leave with at least one concrete next step and meaningful connections with peers across their organizations who are navigating similar challenges.

Topic: Leadership and Change Management

4:45 PM – 6:30 PM WELCOME RECEPTION IN THE INNOVATION HUB

Join us in the Innovation Hub to connect, collaborate and engage with your peers over refreshments and hors d'oeuvres. The networking reception provides a unique opportunity to forge new connections and strengthen existing ones. Whether you're looking to share insights, seek advice or explore potential partnerships, the Innovation Hub is the place to be. Connect with colleagues who share your commitment to shaping the future of health care.



Next Generation Leaders Fellowship Poster Displays

Innovation Hub

Excellence is in the field! Stop by during the Welcome Reception to speak with leading organizations sharing their expertise and lessons learned.

5:00 PM – 6:00 PM INNOVATION HUB MAIN STAGE**Innovation Showcase: Executive Insights on Redesigning Care and Operating Models**

MODERATOR: Paul Johnson, *Senior Education and Conference Specialist*, **American Hospital Association**

PRESENTERS:

Brett Cannon, MD, JD, FACEP, *Chief Legal Officer and Divisional President*, **ApolloMD**

Mike Pitt, MD, *Co-founder and Chief Executive Officer*, **Q-rounds**

Lynette Scherer, MD, *Chief Executive Officer*, **SAMGI**

Cameron Thomason, *Vice President, Acute Care Services & Visiun® Hospitals and Health Systems*, **Labcorp**

These fast-paced, TED-style Highlight Talks feature a series of concise 10-minute presentations focused on what hospital and health system executives need to know as they redesign care delivery and operating models. Each session highlights cutting-edge solutions and real-world approaches that leaders can apply to improve performance, strengthen care delivery and support long-term sustainability.

Hosted on the Innovation Hub Main Stage, the Innovation Showcase is designed for senior leaders seeking practical insight into how organizations are using new technologies, innovative care models and operational strategies to address today's most pressing challenges. Attendees will gain a clearer understanding of emerging solutions, how they are being implemented in health systems today and what to consider when evaluating similar approaches within their own organizations.

**Apollo MD**

ApolloMD is a private, physician-led practice management organization partnering with hospitals and health systems nationwide to provide integrated multispecialty services, including emergency medicine, hospital medicine, anesthesia and revenue cycle management. For more than 40 years, ApolloMD has focused on delivering clinical excellence and operational innovation to enhance patient care while supporting the professional growth and wellness of its clinicians.

**Labcorp**

Labcorp is a global leader in comprehensive laboratory services, helping clinicians, health systems, researchers and patients make confident decisions across the continuum of care. Through advanced diagnostics and drug development capabilities, Labcorp delivers timely insights that support improved outcomes, operational efficiency and innovation in healthcare. With a workforce of more than 60,000 employees serving clients in over 100 countries, the company performs more than 600 million tests annually and has supported the development of the majority of newly approved therapies in recent years.

**Q-rounds**

Q-rounds is a fully EHR-intergrated virtual rounding queue that sends real-time updates to nurses, interpreters, consultants and patient families for when to expect the doctors for rounds, and gives families who can't be there in person the opportunity to RSVP to join rounds remotely with one click. Systems that have implemented Q-rounds have seen 3-4-fold increases in nurse and family participation in rounds and have made the best practice of multidisciplinary, family-centered rounds achievable.

**SAMGI**

Surgical services are the clinical and financial backbone of the hospital, yet many systems struggle with inconsistent coverage, operational inefficiencies and misaligned physician relationships. These challenges not only impact day-to-day operations but also limit growth, access and overall financial performance. This presentation explores how adding a surgicalist model can transform a hospital's surgical service line into a predictable, high-performing engine through strategic alignment, operational optimization and data-driven quality improvement.

7:00 AM – 5:30 PM **REGISTRATION**

Street Level, E Concourse

7:00 AM – 8:15 AM **CONTINENTAL BREAKFAST IN THE INNOVATION HUB**

8:15 AM – 8:45 AM **INNOVATION HUB MAIN STAGE**

Redesigning Pregnancy Care: Team-Based Model for Better Maternal Outcomes

Julia Resnick, *Senior Director, Strategic Initiatives and Health Outcomes, American Hospital Association*

Kardie Tobb, DO, MS, CPE, FACC, FASPC, FACOI, *Medical Director, Women’s Heart Health & Cardio-Obstetrics Clinic, Clinical Integration Officer, Cone Health, Greensboro, N.C.*

Maternal outcomes in the United States remain a persistent challenge, highlighting the need for innovative approaches to care delivery that reduce disparities in health outcomes. This session explores how health systems can redesign pregnancy care through a coordinated, team-based model that begins before conception and extends through the postpartum period.

During this session, speakers will examine how hospitals can identify high-risk patients earlier, better align multidisciplinary teams, and integrate prevention and ongoing support throughout the pregnancy continuum. Attendees will leave with practical strategies for implementing collaborative care models that improve outcomes and better meet the needs of mothers and babies in their community.

Topic: Reimagined Care Team Models

8:15 AM – 9:00 AM **CONCURRENT SESSIONS**

Redesigning Behavioral Health for Better Outcomes

Room 401-402

MODERATOR: Rebecca B. Chickey, MPH, *Vice President, Behavioral Health, Trustee Services, Clinical Affairs and Workforce, American Hospital Association*

PANELISTS:

Eric Alcera, MD, DFAPA, DFAACAP, *President, Behavioral Health Service Line, Inova Health, Fairfax, Va.*

Micah Krempasky, MD, *Chief Medical Officer, WakeMed Health & Hospitals, Raleigh, N.C.*

Robert Trestman, PhD, MD, *Senior Vice President, Chair of Psychiatry and Behavioral Medicine, Carilion Clinic, Roanoke, Va.*

As health systems pursue whole-person care, behavioral health remains fragmented, creating challenges for patients, families and care teams. This session explores how moving behavioral health from the margins to the center of care delivery can improve outcomes, access and operational performance across the system.

Drawing on lessons from ambulatory redesign, community-based collaborative models and system-level integration efforts, the discussion will examine practical approaches for integrating behavioral health with other service lines. Attendees will learn how leadership alignment, digital innovation and AI-enabled analytics can support more coordinated care, expand access and improve patient experience. The session will highlight actionable steps health systems can take to position integrated behavioral health as a core component of modern care delivery.

Topic: Care Pathways, Transitions and Coordination

Redesigning Primary Care: Building Access, Trust and Long-Term Value

Room 403-404

MODERATOR: Susan Doherty, MA, LNHA, *Vice President, Field Engagement, Rural Health and Regional Executive Team, American Hospital Association*

PANELISTS:

Brent Davis, *Chief Executive Officer, Primary Health Division, AdventHealth, Orlando*

Raj Mohan, *Senior Vice President, Chief Marketing and Digital Experience Officer, Ascension, St. Louis*

Mark Sparta, FACHE, *Chief Operating Officer, Hackensack Meridian Health, Edison, N.J.*

Primary care sits at the center of health system performance. Yet, many organizations are rethinking where and how it is delivered to meet rising consumer expectations, workforce pressures and economic constraints. This panel brings together health system leaders who are redesigning primary care through new site-of-care strategies, digital and virtual integration and consumer-centered design to improve access and continuity.

Panelists will share real-world examples of how primary care is being used as a foundation for affordability, trust and long-term health by meeting people where they are, simplifying navigation and strengthening longitudinal

relationships. Attendees will gain practical insight into designing primary care models that improve access, align with patient needs and support sustainable value across the system.

Topic: Primary Care Design

Applying AI at Scale: Predictive and Agentic Technologies in Practice

Room 405-406

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

PANELISTS:

Ashis Barad, MD, *Chief Transformation and Digital Technology Officer, Hospital for Special Surgery, New York*

Bart Daugherty, *Vice President, Clinical Technology & Systems, Lifepoint Health, Brentwood, Tenn.*

Geoffrey G. Martin, *President, Magical*

Sanjay Singh, MD, FAAN, FANA, *Chief Clinical Executive and Executive Vice President, Allina Health, Minneapolis*

Health systems are moving beyond experimentation with artificial intelligence to deploying predictive and agentic technologies that actively shape care delivery and operations. This panel brings together clinical, data and digital leaders who are applying AI to improve decision-making, automate workflows and extend care beyond traditional settings while maintaining trust, governance and clinical accountability.

Panelists will share how predictive analytics and agentic tools are being integrated into real-world clinical and operational environments to improve access, accelerate diagnosis, optimize patient flow and support the workforce. Attendees will gain practical insight into how these technologies can be operationalized safely and at scale, how to align AI investments with strategic priorities and how to move from fragmented use cases to coordinated, systemwide impact.

Topic: AI, Predictive and Agentic Technologies

SPONSORED BY: **Magical**

Hospital at Home: Scaling Care Beyond the Walls

Room 501-502

MODERATOR: Sean Barry, *Regional Executive, American Hospital Association*

PANELISTS:

John Couris, *President and Chief Executive Officer, Tampa General Hospital, Tampa, Fla.*

Jacklyn Keene, DNP, MHI, RN-BC, *Nursing Leader, Hospital at Home, The Ohio State University Wexner Medical Center, Columbus, Ohio*

Ronald Place, MD, *Lieutenant General, U.S. Army, retired; Regional President and Chief Executive Officer, Avera McKennan Hospital and University Health Center, Sioux Falls, S.D.*

Hospital-at-home programs are moving from demonstrations to core components of systemwide care delivery strategies. This panel brings together health system leaders who have built and scaled hospital-at-home and home-based care models to deliver hospital-level services outside traditional inpatient settings while maintaining quality and safety.

Panelists will discuss the clinical, operational and financial foundations required to implement hospital-at-home at scale, including patient selection, workforce models, technology enablement, payer alignment and integration across the care continuum. Attendees will gain practical insight into how hospital-at-home programs can expand capacity, improve patient experience, support value-based care and create alternatives to brick-and-mortar growth.

Topic: Hospital at Home

9:00 AM– 9:15 AM REFRESHMENT BREAK IN THE INNOVATION HUB

9:15 AM - 10:45 AM GENERAL SESSION

Mile High Ballroom 1-2

From Challenge to Action: Transforming and Innovating Care

Introductory comments by Marc L. Boom, MD, *President and Chief Executive Officer, Houston Methodist; Chair, Board of Trustees, American Hospital Association*

AHA Awards Presentation

Presented by Marc L. Boom, MD, *President and Chief Executive Officer, Houston Methodist; Chair, Board of Trustees, American Hospital Association*

Presentation of the AHA Quest for Quality Prize

The AHA Quest for Quality Prize honors hospitals and health systems committed to leadership and innovation in improving quality and advancing health.

Presentation of the Circle of Life Award

AHA Circle of Life Award honors innovative palliative and end-of-life care programs that exemplify best-in-care models for the field, fostering learning and spreading best practices.

Presentation of the Foster G. McGaw Prize

The Foster G. McGaw Prize recognizes hospitals and health systems that have distinguished themselves through efforts to improve the health and well-being of everyone in their communities.

AHA Town Hall: Navigating the 2026 Political Landscape

MODERATOR: John Ashbrook, *Founding Partner, Cavalry*

PANELISTS:

Chad Golder, *General Counsel, American Hospital Association*

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

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

Join the AHA for a timely discussion on the political, policy and regulatory forces shaping health care in Washington. This session will explore the Trump administration's health care agenda, congressional priorities and the legal and regulatory developments driving today's policy debates. The conversation will examine how the approaching midterm elections could reshape the health care landscape and what it means for hospitals, health systems and the communities they serve.

10:45 AM – 11:15 AM REFRESHMENT BREAK IN THE INNOVATION HUB**11:00 AM – 11:30 AM INNOVATION HUB MAIN STAGE****Redesigning Care for an Aging Population: A Scalable Model to Improve Quality and Financial Sustainability**

MODERATOR: Marie Cleary-Fishman, *Senior Advisor, Health Research & Educational Trust, American Hospital Association*

PANELISTS:

Diane Wintz, MD, FACS, *Medical Director of Generational Health and Chief of Trauma, Sharp Memorial Hospital, San Diego*

Kelly Wright, *Nurse Manager, Sharp Memorial Hospital, San Diego*

This session explores how redesigning care for older adults can improve outcomes and strengthen operational sustainability. Speakers will share how the Generational Health model aligns care planning with the needs of aging patients while driving meaningful culture change across multidisciplinary teams.

Participants will learn how clinicians assess geriatric vulnerabilities such as function, cognition, nutrition and social needs and implement mitigation strategies early in the care journey. The discussion will highlight how aligning care goals with patients within the first 24 hours of hospitalization can reduce length of stay, improve resource use and lower costs. Attendees will gain practical insights into how hospitals and health systems can apply age-friendly principles and operational tools to redesign care delivery for older adults, improving quality, performance and financial sustainability.

Topic: Care Pathways, Transitions and Coordination

11:15 AM – 12:00 PM CONCURRENT SESSIONS**9 Minutes to Innovation: Redesigning Work to Strengthen the Workforce**

Room 401-402

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

PANELISTS:

Mark Eastburg, PhD, *President and Chief Executive Officer, Pine Rest Christian Mental Health Services, Grand Rapids, Mich.*

Scott Ellner, DO, FACS, *Chief Physician Executive, INTEGRIS Health, Oklahoma City*

Tri Tang, MHA, FACHE, *Hospital President, Advocate Health, Charlotte, N.C.*

This rapid-fire session features hospital leaders sharing focused case studies on how they are redesigning work to strengthen the workforce. In nine minutes or less, each speaker will highlight practical strategies to improve safety, rebuild trust, streamline care models and align leadership and clinicians through changes to roles, governance and operating structures that support engagement, retention and performance.

Topic: Reimagined Care Team Models

Innovation to Impact: Replicable, Sustainable Palliative Care Models from the 2026 Circle of Life Winners

Room 403-404

MODERATOR: David Wu, MD, FAAHPM, *Senior Advisor, Education and Outreach*, **Gilchrist, Hunt Valley, Md.**

Join the 2026 Circle of Life Award winners to hear about building innovative palliative and end-of-life care programs designed for long-term impact. Hear how two leading programs strengthened interdisciplinary, patient- and family-centered care across the continuum — pairing data-informed improvement with partnerships and care models that reduce barriers and extend support beyond traditional settings. Leave with practical, adaptable strategies to improve quality, sustainability and measurable impact in your organization.

Topic: Care Pathways, Transitions and Coordination

From Innovation to Operations: Using AI and Rapid Learning to Strengthen Care Delivery

Room 405-406

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

PANELISTS:

Zia Agha, MD, *Chief Medical Officer, Executive Vice President of Clinical Research, Medical Informatics and Telehealth*, **West Health**

Jackie Gerhart, MD, *Chief Medical Officer*, **Epic**

Thomas McGinn, MD, MPH, *Senior Executive Vice President, Chief Physician Executive Officer*, **CommonSpirit, New York City**

Hospitals and health systems face mounting pressure to expand workforce capacity, improve access and deliver safe, high-reliability health care in an increasingly complex environment. This session explores how executive leaders are leveraging AI, simulation and advanced technologies as strategic enablers rather than isolated tools to drive enterprise performance. Through system-level examples, speakers will discuss how AI and digitally enabled care models are being scaled across organizations to reduce variation, improve throughput and strengthen safety culture. The conversation will focus on leadership alignment, governance, investment decisions and change management strategies needed to translate innovation into measurable clinical, operational and workforce impact.

Topic: AI, Predictive and Agentic Technologies

Building an Effective Workplace Violence Prevention Strategy

Room 501-502

Son Chae Kim, PhD, RN, *Professor*, **Point Loma Nazarene University**

Christina Vejnovich, DNP, APRN-CNS, AGCNS-BC, *Clinical Nurse Specialist*, **Nebraska Methodist Hospital, Omaha, Neb.**

Hospitals continue to face rising incidents of workplace violence, yet many prevention programs are built without evidence to show what truly works. This session highlights proven strategies to reduce violent events across emergency departments and inpatient units using two validated tools: the Aggressive Behavior Risk Assessment Tool (ABRAT) and the Violent Event Severity Tool (VEST). Presenters will share findings from interventional studies showing that a small percentage of patients account for most violent incidents and that low-cost, targeted interventions can significantly reduce harm. By using validated tools to standardize risk identification and data collection, organizations can strengthen prevention efforts, protect staff and improve safety across care settings. The session will highlight real-world outcomes and offer practical insights that leaders can apply in their own workplace violence prevention programs.

Topic: Reimagined Care Team Models

SPONSORED BY:



11:30 AM – 12:00 PM INNOVATION HUB MAIN STAGE

Managing Privacy and Security Risks in AI-Enabled Care

Scott Gee, *Deputy National Advisor for Cybersecurity and Risk*, **American Hospital Association**

Karen Habercoss, MSW, *Vice President, Chief Information Security and Privacy Officer*, **UChicago Medicine, Chicago**

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

As hospitals and health systems increasingly rely on technology and artificial intelligence to address financial pressure and workforce shortages, leaders face a critical responsibility to balance innovation with risk management. This panel examines how organizations can embrace AI as a necessary and positive force in care delivery while remaining vigilant about privacy, security and trust.

Panelists will discuss leadership considerations related to cybersecurity and enterprise risk as AI becomes more embedded in clinical, operational and administrative workflows. The conversation will explore emerging privacy and security risks, including adversarial use, data integrity concerns and vulnerabilities introduced

through third-party and business associate AI tools. Attendees will gain insight into governance structures, vendor selection, deployment practices and ongoing monitoring strategies that can help mitigate risk while enabling responsible AI adoption across the hospital environment.

Topic: AI, Predictive and Agentic Technologies

12:00 PM – 1:30 PM LUNCH IN THE INNOVATION HUB | IDEA EXCHANGE MEET-UP ZONE

Lunch is better with your peers — especially when the conversation is worth staying for.

The Idea Exchange Meet-Up Zone turns lunch into one of the most valuable hours of the Summit. Join peers at role-specific tables for candid, peer-to-peer conversation on the issues reshaping health care — from care redesign and operational transformation to population health and innovation strategy.

Find your table. Share what you know. Leave with more than you came with.

Role-based tables available for: Chief Executives · Operational Leaders · Chief Physician Leaders · Chief Nursing Leaders · Experience & Access Champions · Health Outcome Champions · Population Health Champions · Strategy & Innovation Champions

SPONSORED BY:



12:30 PM – 1:15 PM INNOVATION HUB MAIN STAGE

Innovations in Health Care Leadership: Success Stories from the Next Generation

MODERATOR: Jen Braun, *Director, Workforce and Organizational Development, American Hospital Association*

PANELISTS:

Lindsey Lehman, MPH, MHA, FACHE, *Associate Administrator, Hospital Operations, Mayo Clinic, Rochester, Minn.*

Felicia Mobley, PhD, FACHE, *Director, Health Outcomes, Grady Health System, Atlanta*

Shannon Weber, RN, BSN, CCRN, VA-BC, *Director of Inpatient Nursing, Sutter Amador Hospital, Jackson, Calif.*

Through real-world stories, presenters will share how they navigated complexity, engaged stakeholders and translated bold ideas into measurable impact for their hospitals and health systems and the populations they serve. Attendees will gain practical leadership insights, lessons learned and transferable strategies that can be applied within their own health care settings. This session highlights how the next generation of health care leaders is actively shaping the future of care through measurable action and results.

Topic: Leadership and Change Management

1:30 PM – 2:45 PM GENERAL SESSION

Mile High Ballroom 1-2

Reimagining Care Delivery — What it Takes

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

Reimagining Care Delivery: High-Value, Patient-Centered Care Models

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

PANELISTS:

Betty Chu, MD, *Senior Vice President and Chief Medical Officer, Advocate Health, Charlotte, N.C.*

Christine Donohue-Henry, MD, *Chief Population Health Officer, ChristianaCare, Wilmington, Del.*

Bill Gassen, *President and Chief Executive Officer, Sanford Health, Sioux Falls, S.D.; Chair-Elect, Board of Trustees, American Hospital Association*

The imperative to redesign care has never been stronger. This panel brings together leaders at the intersection of clinical innovation and value-based care performance to explore what truly drives better outcomes and meaningful patient benefits. Panelists will explore proven and emerging models for improving quality and affordability by integrating technology, team-based care and aligned incentives.

Fireside Chat

Redesigning the Workforce for the Future of Care

MODERATOR: Eva Saha, *Professional Host, Emcee & Moderator*

PANELIST: James Hereford, *President and Chief Executive Officer, Fairview Health Services, Minneapolis*

This fireside chat features a health care leader sharing how one organization is rethinking the workforce to meet the demands of a rapidly changing care environment. The conversation explores emerging approaches to strengthening team-based care, expanding flexibility and integrating technology to support clinicians and staff.

Attendees will gain a high-level view of how redesigned roles, modernized workflows and new staffing strategies are helping build a more resilient and responsive workforce prepared for the future of care.

Fireside Chat

Leading Transformation at Scale: Making Change Work Everywhere

MODERATOR: Eva Saha, *Professional Host, Emcee & Moderator*

PANELIST: Greg A. Adams, *Chair and Chief Executive Officer, Kaiser Permanente, Oakland, Calif.*

Hear from a leader of a health care system on how promising ideas are turned into transformation at scale. The conversation will focus on moving from pilots to everyday practice, aligning people and technology to support care redesign and building organizations that can respond quickly in a changing environment. Hear practical insights on strengthening quality, helping teams and advancing innovation in ways that are scalable across diverse care settings.

2:45 PM – 3:15 PM REFRESHMENT BREAK IN THE INNOVATION HUB

Step into the Innovation Hub to refuel with cold brew before the next session gets underway.

SPONSORED BY:  | 

3:15 PM – 3:45 PM INNOVATION HUB MAIN STAGE

From Automation to Action: The Rise of Agentic AI in Health Care

Jeff M. Gautney, *Senior Vice President and Chief Information Officer, Rush University System for Health, Chicago*

Patrick Higley, *Vice President, Insights and Advisory Practice Leader, AVIA*

Agentic AI represents a significant shift in how artificial intelligence is applied across health care operations, moving beyond task automation toward systems that can plan, decide and act with greater autonomy. This session examines the outcomes of a six-month collaborative involving more than 20 health systems focused on advancing the real-world use of agentic AI across call centers, patient access and nursing, while addressing the organizational capabilities required to support adoption at scale.

The discussion will provide a current view of agentic AI maturity and how it differs from other forms of AI, along with early use cases, pilots and emerging results from participating organizations. Panelists will also explore the leadership considerations, enabling conditions and challenges health systems must address as agentic AI becomes a key driver of productivity, workforce support and AI-enabled transformation amid ongoing cost and labor pressures.

Topic: AI, Predictive and Agentic Technologies

3:15 PM – 4:00 PM CONCURRENT SESSIONS

Integrating Value-Based Care as a System Operating Model

Room 401-402

MODERATOR: Nancy Myers, PhD, *Vice President of Leadership and System Innovation, American Hospital Association*

PANELISTS:

Julia Andrieni, MD, MACP, *Senior Vice President of Population Health and Primary Care, Houston Methodist, Houston*

Lakshmi Halasyamani, MD, *Chief Clinical Officer, Endeavor Health, Evanston, Ill.*

Joe McGrath, *Senior Director, Consulting, Sellers Dorsey*

Value-based care is more than a reimbursement strategy. It is an enterprise redesign. This session brings together leaders who have embedded value-based care principles into health system operations. The discussion will examine how organizations have shifted from volume-driven transactions to proactive, patient-centered approaches that support responsible growth and Medicare solvency across markets. Attendees will gain actionable strategies for translating value-based care from contracts and metrics into practical approaches that improve clinical quality, patient experience and financial sustainability.

Topic: Value-Based Care

SPONSORED BY:  **sellers dorsey**

Designing Seamless Care Pathways: Improving Transitions, Flow and Coordination

Room 403-404

MODERATOR: Suzanna Hoppszallern, *Senior Editor, Data and Research*, **American Hospital Association**

PANELISTS:

Britney Anderson, MD, *President, West Division*, **US Acute Care Solutions**Tonya Darner, *Market Chief Executive Officer*, **UP Health System – Marquette, Marquette, Mich.; UP Health System – Bell, Ishpeming, Mich.**Jennifer O'Neill, DNP, APN, NEA-BC, *Chief Operating Officer*, **Cooperman Barnabas Medical Center, Livingston, N.J.; Senior Vice President, Clinical Operations Northern Region, RWJBarnabas Health**Jim Weidner, *Chief Operating Officer*, **Mercy Health – Toledo, Toledo, Ohio**

As patient needs grow more complex, hospitals and health systems are under increasing pressure to move patients smoothly across care settings while reducing delays, handoffs and fragmentation. This panel brings together leaders who are strengthening care pathways by improving transitions, transfer workflows and coordination across emergency, inpatient, post-acute and ambulatory settings.

Panelists will share how data, centralized transfer models, digital access strategies and cross-site load leveling are being used to improve patient flow, expand access and reduce strain on care teams. Attendees will gain practical insight into how well-designed care pathways can improve continuity, enhance patient and referring provider experience, and create measurable operational and financial value across the system.

Topic: Care Pathways, Transitions and Coordination

SPONSORED BY:

**Leading Change That Sticks: Building the Systems Behind Performance**

Room 405-406

MODERATOR: Jen Porter, *Senior Vice President, Field Engagement*, **American Hospital Association**

PANELISTS:

Gokhan Anil, MD, *Chair of Clinical Practice*, **Mayo Clinic Health System, Mankato, Minn.**Brian Burrows, MD, *Chief Medical Officer*, **Duke Regional Hospital, Durham, N.C.**Phillip Chang, MD, *Chief Medical and Quality Officer*, **CommonSpirit, Chicago**

Sustained improvement in quality, safety and operations depends on how leaders build systems that drive focus, accountability and execution. This discussion brings together leaders who combine transformational, data-driven leadership with operating models that connect mission, culture and daily work. They will highlight how insight-driven decision-making helps leaders navigate ambiguity, reimagine physical and virtual care footprints to expand access and improve staffing efficiencies, and strengthen financial sustainability.

Panelists will share practical examples of unit-based leadership structures, disciplined leadership frameworks and cascaded planning that engage front-line teams, align priorities and deliver measurable gains in safety, workforce stability and performance. Attendees will gain actionable approaches to leading change, reinforcing ownership and turning strategic goals into sustained operational outcomes.

Topic: Leadership and Change Management

CEO Succession: Retaining Talent Through Transition

Room 501-502

Drew Erra, *Senior Vice President, Executive Benefits*, **AON**Michael Wojtal, *Vice President, Executive Benefits*, **AON**Michael Young, *President and Chief Executive Officer, retired*, **Temple University Health System, Philadelphia**

A CEO retirement presents both challenges and opportunities for health care organizations. Hear how Temple University Health System used a well-structured retention strategy to keep high-caliber internal candidates engaged through its recent CEO transition. Attendees will learn how to design incentives that reward stability and performance during a search, deliver meaningful economic value to candidates not selected and use strategic vesting tailored to each executive's role. The session also covers how split-dollar life insurance can fund retention on an income tax-free basis while avoiding excise tax and adverse 990 reporting.

Governance leaders and executive teams will leave with a practical framework to protect talent and performance during one of health care's most consequential leadership moments.

Topic: Leadership and Change Management

SPONSORED BY:



3:45 PM – 4:15 PM INNOVATION HUB MAIN STAGE**Building Effective Advanced Practice Provider Leadership Models in Health Care**

Elisa Arespacochaga, *Group Vice President, Clinical Affairs and Workforce, American Hospital Association*
 Britney Broyhill, DNP, ACNP-BC, *Chief Advanced Practice Executive NC/GA Division, Advocate Health, Charlotte, N.C.*
 Leslie Clayton, DMSc, PA-C, *Chair, Program Director for APP Services, M Health Fairview, Minneapolis*

As Advanced Practice Professionals (APPs) take on an expanding share of patient care responsibilities, health systems must evolve how they structure, support and elevate APP roles. This session examines how forward-thinking health systems are building dedicated APP leadership and governance structures that drive engagement, collaboration and operational efficiency. Attendees will leave with practical insights for fully integrating APPs into team-based care models and optimizing their strategic value — including why distinct APP leadership frameworks are essential, how to design and implement them at the local and system level, and how empowering APPs in leadership positions strengthens patient-centered care, team culture and alignment across clinical and administrative teams.

Topic: Reimagined Care Team Models

4:00 PM – 4:15 PM REFRESHMENT BREAK IN THE INNOVATION HUB**4:15 PM – 4:45 PM INNOVATION HUB MAIN STAGE****Building a Stronger Nursing Workforce to Drive Quintuple Aim Results**

MODERATOR: Joni L. Watson, DNP, RN, OCN, *Senior Director, Professional Practice, American Organization for Nursing Leadership*

PANELISTS:

Michelle Hereford, MSHA, RN, FACHE, *Senior Vice President, System Chief Nurse Executive, University Hospitals Health System, Cleveland*

Erik Martin, DNP, RN, CENP, FAAN, FAONL, *Vice President, Chief Nursing Officer, Norton Children's Hospital and Norton Children's Medical Center, Louisville, Ky.*

Claire Zangerle, DNP, RN, NEA-BC, FAONL, FAAN, *Chief Executive Officer, American Organization for Nursing Leadership; Senior Vice President and Chief Nurse Executive, American Hospital Association*

Hospitals and health systems face rising labor costs, shifting demographics, growing regulatory demands and declining trust. These pressures require new approaches to workforce strategy and care model design that support long-term stability and performance.

This session examines how the Quintuple Aim can guide practical workforce strategies that strengthen operational effectiveness. Panelists will share evidence and insights from national nursing workforce priorities and demonstrate how they translate into actionable approaches within complex systems. Attendees will learn how redesigned care models improve clinician well-being, patient experience, population health, equity and cost efficiency. They will hear focused examples of how organizations are building resilient teams and more effective operating structures across varied care environments.

Topic: Reimagined Care Team Models

4:15 PM – 5:00 PM CONCURRENT SESSIONS**Advancing Community Health Through Investment and Co-design:
The Foster G. McGaw Prize Panel**

Room 401-402

MODERATOR: Nancy Myers, PhD, *Vice President of Leadership and System Innovation, American Hospital Association*

The Foster G. McGaw Prize honors hospitals and health systems that demonstrate exceptional commitment to community health and development. These organizations approach community well-being as a central element of their strategy to transform care and increase access.

In this panel, honorees will share how they integrate community and care transformation strategies, co-design and invest in sustainable initiatives, and foster economic growth and flourishing within the communities they serve. Attendees will gain practical insights for advancing measurable, long-term improvements in community health outcomes.

The Foster G. McGaw Prize is sponsored by the Baxter Foundation.

Topic: Leadership and Change Management

Shaping the Patient Experience for Today and What Comes Next

Room 403-404

MODERATOR: Kristin Pearson, *Vice President for Field Engagement*, **American Hospital Association**

PANELISTS:

Gina Hawley, *System Associate Chief Operating Officer*, **University of Utah Health, Salt Lake City**Tipu Puri, MD, *Chief Medical Officer*, **University of Chicago Medical Center, Chicago**Tina Santos, MSN, RN, NEA-BC, CPXP, *Chief Nursing Officer and Associate Vice President*, **Orlando Regional Medical Center and Orlando Health, Orlando**

As hospitals and health systems rethink care delivery and operating models, leaders are advancing new approaches to capacity management and patient throughput to address today's access and flow challenges while preparing for the future. This panel highlights how organizations are applying operating strategies and care processes to improve flow across inpatient care, procedural areas and discharge without relying on physical expansion.

The discussion explores how clinical and operational leaders align physicians, nursing teams and system operations around shared throughput goals. Panelists will share insights on redesigning workflows, engaging front-line leaders, and using data and enabling technologies to drive measurable improvement. Attendees will gain practical perspective on how innovation in capacity management can expand effective capacity, improve patient experience and support long-term system performance.

*Topic: Capacity Management and Throughput***Strengthening Rural Care Models: Workforce, Virtual Care and Clinical Capacity**

Room 405-406

MODERATOR: Susan Doherty, MA, LNHA, *Vice President, Field Engagement, Rural Health and Regional Executive Team*, **American Hospital Association**

PANELISTS:

Trish Baise, DNP, RN, NEA-BC, FAONL, FACHE, *Chief Nursing Executive*, **ECU Health, Greenville, N.C.**Gregory Johnson, MD, SFHM, FFAFP, FACP, *Senior Vice President and System Chief Medical Officer*, **UnityPoint Health, West Des Moines, Iowa**Laura Kreofsky, *Director, Rural Health Resiliency*, **Microsoft Elevate**Lisa Smithgall, PhD, RNC-NIC, NEA-BC, CPNP-PC, *Chief Nursing Executive, Senior Vice President*, **Ballad Health, Johnson City, Tenn.**

Rural hospitals are designing care models that anticipate ongoing workforce constraints, rising patient acuity and increasing reliance on technology. This session brings together rural hospital and health system leaders who are shaping operating models built for long-term resilience, not short-term fixes.

Panelists will discuss how they are rethinking workforce roles, integrating virtual care and extending clinical expertise to strengthen local care delivery and preserve access close to home. The conversation will highlight the leadership decisions required to align workforce strategy, technology investment and clinical capacity, manage higher acuity locally and build care models that can adapt and scale in an increasingly complex care environment.

*Topic: Virtual Care and Telehealth*SPONSORED BY:  **Microsoft****Beyond the Revenue Cycle: AI that Impacts Diagnosis and Care**

Room 501-502

David Kirk, MD, *Chief Medical Officer*, **Regard**Matthew Werpy, MD, *Medical Director of Hospital Medicine*, **Monument Health, Rapid City, S.D.**

Clinicians managing complex patients have time to meaningfully engage with only a fraction of the data available in the patient record. Ambient scribes, summarization tools and large language model-powered note generation have reduced administrative burden, but do not address whether the diagnoses driving those notes are complete and accurate in the first place.

This session examines what happened when health systems deployed AI not just to document, but to review the entirety of data in the chart to recommend diagnoses and surface critical clinical information before or at the point of care. The result: enhanced care, improved quality metrics, and revenue outcomes that were more accurate and more defensible than query-based recovery.

*Topic: AI, Predictive and Agentic Technologies*SPONSORED BY:  **regard**

6:00 PM – 8:00 PM SUMMIT CELEBRATION AT THE DENVER ART MUSEUM

After a full day of learning and networking, join us for an unforgettable evening at one of Denver’s most iconic cultural landmarks! Enjoy delicious food, lively conversation, and the company of colleagues, and experience the Denver Art Museum after hours with access to select galleries, including the Architecture and Design Galleries and the Northwest Coast and Alaska Native Gallery.

Please note that attendance at the Summit Celebration is included with conference registration. Guest tickets are available for an additional fee of \$65 and can be purchased with conference registration.

Complimentary Shuttle Service

Complimentary shuttles will run continuously between the Colorado Convention Center and the Denver Art Museum throughout the evening. The first shuttle departs at **5:45 PM**.

Finding the Shuttle: Shuttles depart from the **North Shuttle Drop Off on Stout Street** at the Colorado Convention Center. Upon exiting the convention center, head to the Stout Street side of the building. The shuttle area will be clearly marked — look for the AHA Leadership Summit signage; event staff will be on hand to assist you.

Shuttles will continue running throughout the event and return attendees to the Convention Center until the celebration concludes at **8:00 PM**.



TUESDAY, JULY 14

7:00 AM – 8:00 AM BREAKFAST IN THE INNOVATION HUB

8:00 AM – 8:45 AM CONCURRENT SESSIONS

Primary Care Reinvented Room 401-402

MODERATOR: Joy A. Rhoden, MSW, MPH, *Senior Vice President and Executive Director, Division of Health Outcomes and Care Transformation, American Hospital Association*

PANELISTS:

Regina Julian, *Deputy Assistant Director, Healthcare Operations, Defense Health Agency*

Dora Anne Mills, *Senior Advisor for Public Health, MaineHealth, Portland, Me.*

Dominica Tallarico, FACHE, *Executive Vice President and Chief Operating Officer, Allina Health, Minneapolis*

Health systems are redesigning primary care to shift from episodic visits to proactive, team-based population health management. This session showcases how three organizations are strengthening the foundation of care delivery by expanding multidisciplinary teams, leveraging real time data and increasingly extending beyond the clinic, and integrating community health partners and public health agencies to address drivers of health and support more connected, patient-centered care.

Topic: Primary Care

Leading With Confidence: Sustaining Trust and Culture Through Change Room 403-404

MODERATOR: Matthew Wright, *Regional Executive, American Hospital Association*

PANELISTS:

Matthew Fry, DHA, MHA, FACHE, *President and Chief Executive Officer, Freeman Health System, Joplin, Mo.*

Chris O’Dell, *President, Turquoise Health*

Mitchell H. Rosner, MD, MACP, FRCP, *Executive Vice President for Health Affairs and Chief Executive Officer, UVA Health, Charlottesville, Va.*

Health care leaders are navigating sustained transformation while remaining accountable for performance, quality and organizational culture. This executive panel explores how senior leaders sustain trust, reinforce shared values and lead with clarity.

Drawing on experience across academic, regional and community health systems, panelists will share practical approaches for communicating with consistency, aligning teams around shared purpose and making difficult decisions. Attendees will gain insight into leadership behaviors that strengthen engagement, reinforce accountability and support long-term organizational stability amid ongoing change.

Topic: Leadership and Change Management

SPONSORED BY:  **Turquoise**

Beyond the AI Pilot: Unlocking Bedside Data for AI

Room 405-406

Robert Greer, *Technical Director, SickKids AI, The Hospital For Sick Children, Toronto, Canada*

Stacy Kelleher, *Business Leader, Hospital Patient Monitoring, North America, Philips*

AI pilots are proliferating across health systems — but sustainable, trusted AI at scale requires something most organizations are still building: the infrastructure to capture, standardize and act on continuous clinical data generated at the bedside.

In this session, attendees will hear how health systems are moving AI from research into real-world care delivery. They will learn how to identify the data, governance and operating capabilities required to scale AI beyond the pilot; assess how continuous physiological data from bedside devices can support workflow-ready insights when properly captured and connected to care teams; and apply proven lessons to strengthen AI readiness, accelerate clinician adoption and build performance monitoring into the deployment model.

Topic: AI, Predictive and Agentic Technologies

SPONSORED BY: **PHILIPS**

Behavioral Health Is Infrastructure: Redesigning Care Delivery Around Behavioral Health

Room 501-502

David Barley, *Chief Growth Officer, Iris Telehealth*

Marilou Counard, *Director, Ambulatory Clinical Services and Business Development, Emplify Health Behavioral Health, Green Bay, Wis.*

Andy Flanagan, *Chief Executive Officer, Iris Telehealth*

Douglas Muir, LCSW, *Behavioral Health Initiatives Director, CommonSpirit Health, Centennial, Colo.*

Debbie Patz, BSN, RN, *Vice President, Emplify Health Behavioral Health, Green Bay, Wis.*

Behavioral health is no longer confined to a single department or service line. It influences emergency department throughput, workforce sustainability, chronic disease outcomes and overall organizational performance — and for many health systems, it has evolved into a foundational component of how care is delivered across the enterprise.

In this session, attendees will hear how leading health systems are moving beyond traditional approaches to behavioral health capacity and what it takes to integrate behavioral health more effectively into broader care delivery strategies. They will learn how to reframe behavioral health as a core operational driver of enterprise-wide resilience; examine how frontrunner organizations are redesigning care delivery around integration and shared accountability rather than resource-heavy staffing models; and position virtual behavioral health not as a temporary solution but as a permanent and scalable pillar of the health system.

Topic: Care Pathways, Transitions and Coordination

SPONSORED BY:  **iris telehealth**

8:45 AM – 9:15 AM REFRESHMENT BREAK IN THE INNOVATION HUB

Recharge between sessions with a fresh smoothie. Stop by the Innovation Hub to connect with fellow attendees before the morning continues.

SPONSORED BY:  **ARUP**
LABORATORIES

9:15 AM – 10:00 AM **CONCURRENT SESSIONS****Coordinating Care at Scale: Collaborative Approaches to Redesigning Care Pathways** Room 401-402

Lauren LaPine-Ray, DrPH, MPH, *Vice President, Policy & Rural Health*, **Michigan Health and Hospital Association**
 Bill Manns, *President and Chief Executive Officer*, **Bronson Healthcare, Kalamazoo, Mich.**
 Shannon Striebich, *President and Chief Executive Officer*, **Trinity Health Michigan, Livonia, Mich.**

Improving care pathways, transitions and coordination increasingly requires collaboration beyond individual organizations, particularly when addressing complex community health needs. This panel examines how hospitals have come together through multi-organization collaboratives to pool resources, align strategies and coordinate care across maternal health, chronic disease and behavioral health.

The discussion will explore how shared governance, evidence-based initiatives and cross-system coordination enable more consistent care pathways and smoother transitions between clinical and community-based settings. Panelists will share lessons learned from scaling local programs across multiple organizations, including how collaboration can improve outcomes, expand access and sustain impact. Attendees will gain insight into how these collaborative models can be adapted to strengthen care coordination across diverse health system environments.

Topic: Care Pathways, Transitions and Coordination

From Strategy to Execution: Leading Systemwide Change to Redesign Care Room 403-404

MODERATOR: Suzanna Hoppszallern, *Senior Editor, Data and Research*, **American Hospital Association**

PANELISTS:

Tanya Kessinger, *Chief Specialty Services Development Officer*, **Carlinville Area Hospital, Carlinville, Ill.**

Asha Rodriguez, *President*, **Atrium Health Cabarrus, Concord, N.C.**

Transforming care delivery requires more than a strong strategic vision. It demands disciplined execution, clear alignment and sustained accountability. This panel discussion will explore how senior leaders translate bold strategies into daily operational reality, redesigning care models and related workflows in ways that meaningfully improve performance, experience and outcomes. Participants will examine the leadership approaches that move organizations from intention to action, ensuring strategy is embedded in how teams work every day.

Topic: Leadership and Change Management

Inside the Payer Playbook: How Insurers Approach Risk-Based Contracting Room 405-406

Mark C. Clement, *Chief Executive Officer*, **TriHealth, Cincinnati**

Scott Ellsworth, *President and Chief Executive Officer*, **Ellsworth Consulting**

In this session, a former insurance executive with more than 30 years of experience offers a candid perspective regarding how insurers view payers across the negotiating table. A health system executive will then describe a historical case study, highlighting early missteps, key lessons learned, and how a deeper understanding of the payer's perspective ultimately led to a more successful outcome.

Topic: Value-Based Care

10:00 AM – 10:30 AM **REFRESHMENT BREAK IN THE INNOVATION HUB**10:30 AM – 11:30 AM **GENERAL SESSION** Mile High Ballroom 1-2**Answering the Call: Leading in a Changing World**

Introductory remarks by Lindsey Dunn Burgstahler, *Vice President for Programming and Intelligence*, **American Hospital Association**

The Big Ideas From the Leadership Summit**Future-Ready Leadership: The Skills and Mindsets to Lead In the New World of Work**

Jacob Morgan, *Futurist, Best-Selling Author of The Future of Work*

How do you lead when everything is changing — from AI to evolving employee expectations — and the old playbook no longer applies? Leadership is being redefined in real time, and the pace of change shows no signs of slowing. Today's leaders are navigating uncharted territory, making clarity, adaptability and trust-building more essential than ever.

This session introduces a powerful model built around four mindsets and five essential skills leaders must embrace to thrive in a rapidly shifting world. This isn't about theory — It's about transformation. Through compelling stories, forward-looking insights and practical guidance, Jacob shows how leaders can evolve their approach and become the kind of leader people want to follow — today and into the future.

Participants will learn how to think like a futurist and lead with the clarity and support of a coach, building relevance and resilience as the landscape continues to change. The session offers practical tools leaders can apply immediately to strengthen and transform their leadership approach.

12:00 PM – 2:15 PM **LUNCHEON WORKSHOP**

Rewiring Health Care: Leading from the Intersection of Change and Trust

Room 501

Dan Collard, *Co-Founder and Partner*, **Healthcare Plus Solutions Group**

Rapid advances in technology, care delivery and clinical practice are reshaping health care at an unprecedented pace — and the leaders who thrive will be those who can drive change without losing the trust of the people they lead.

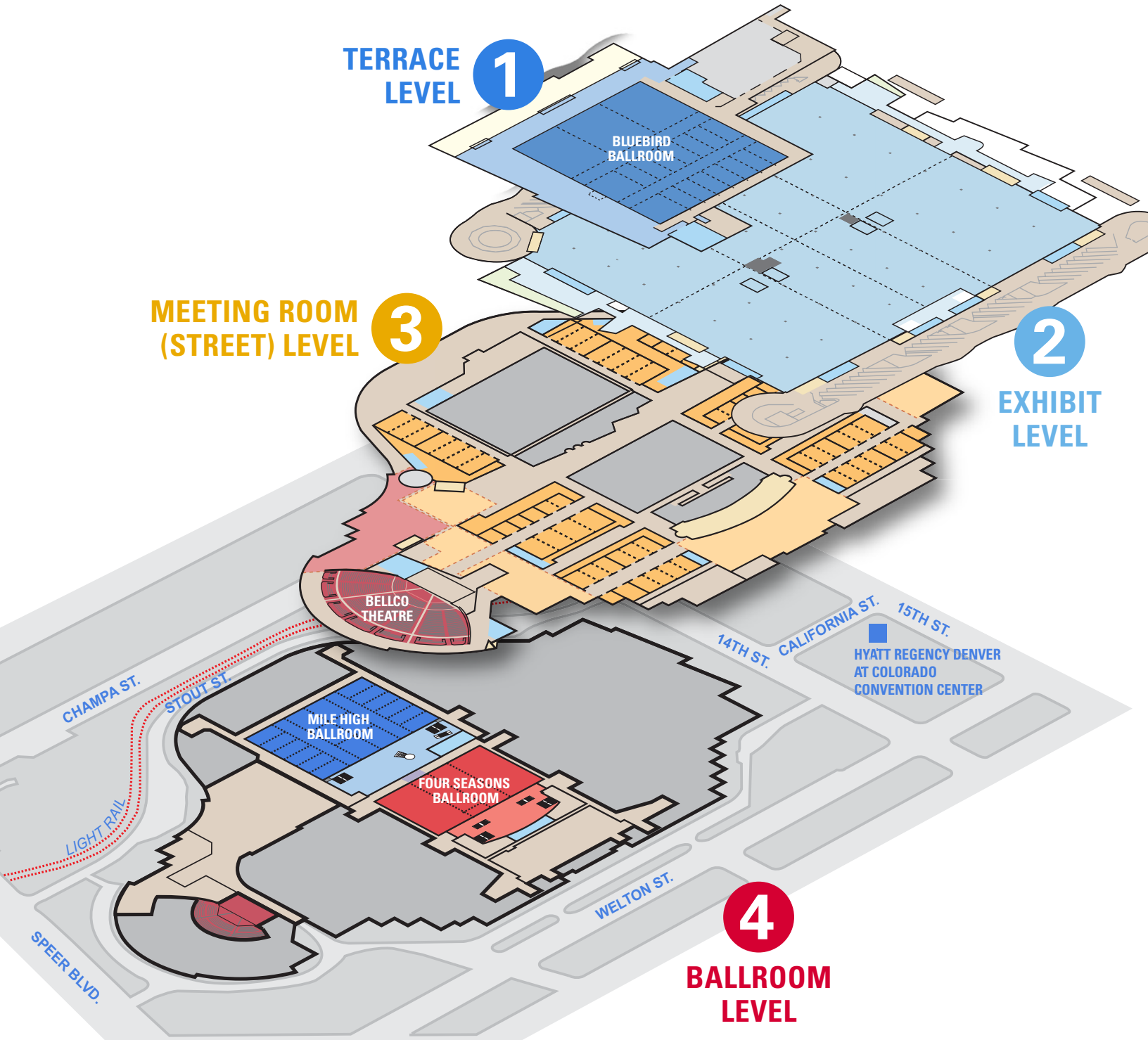
This interactive luncheon workshop gives executives a practical framework for navigating transformation while sustaining workforce confidence and organizational cohesion. Participants will explore the mindsets and behaviors that steady teams through uncertainty, examine how to build cultures where learning and innovation can take root, and leave with concrete communication and alignment strategies they can put to work immediately.

This activity is eligible for up to 2 ACHE In-Person Education credits toward earning or maintaining your **FACHE credential**.

Topic: Leadership and Change Management

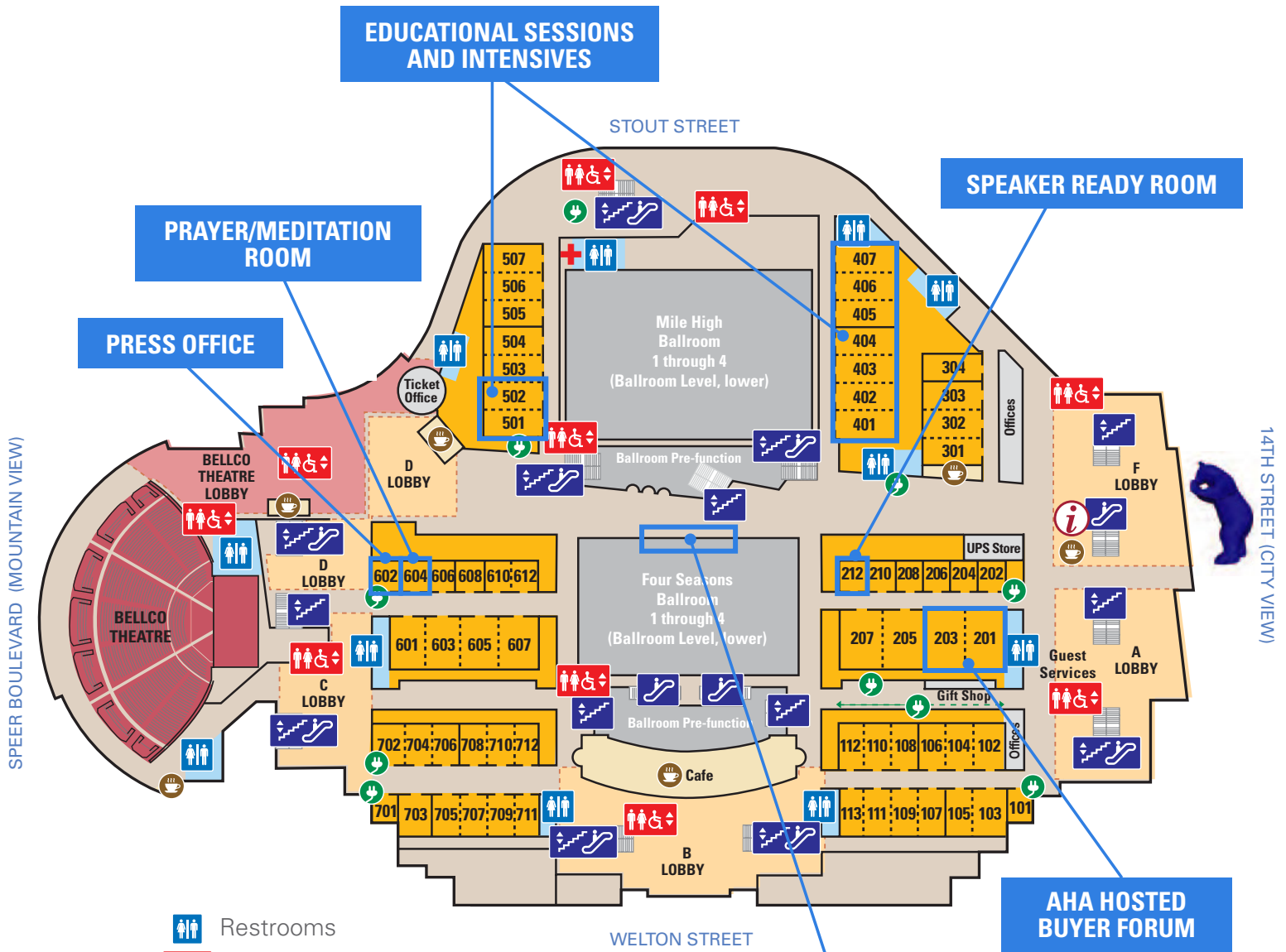
COLORADO CONVENTION CENTER MAP

OVERVIEW



COLORADO CONVENTION CENTER MAP

3 MEETING ROOM (STREET) LEVEL



EDUCATIONAL SESSIONS AND INTENSIVES

SPEAKER READY ROOM

PRAYER/MEDITATION ROOM

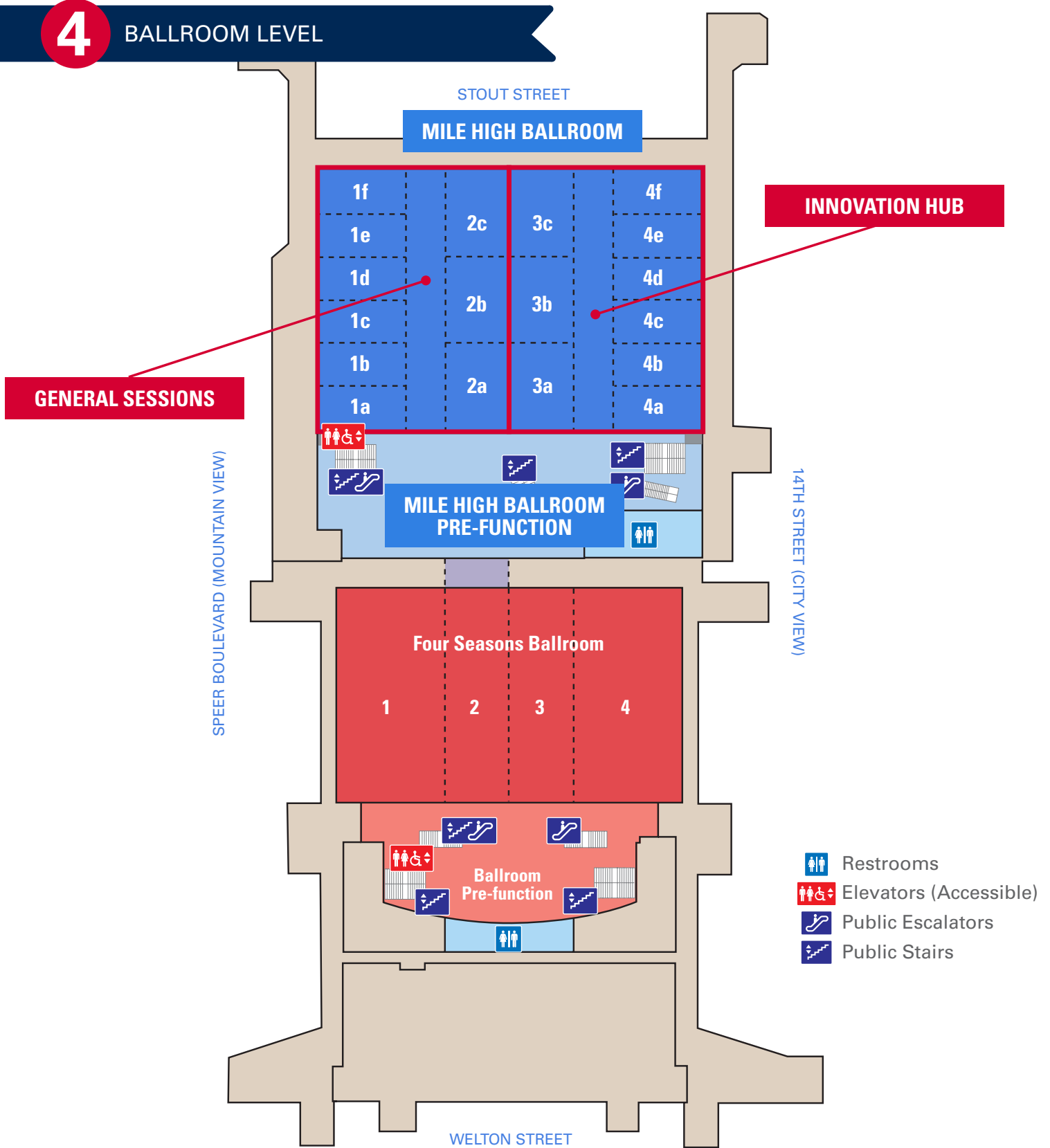
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- Public Stairs
- Charging Stations
- Concessions
- Information
- First Aid Station

4 BALLROOM LEVEL





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- 4 An automated email or text with a verification code will be sent. Enter this code to access conference content.



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

Rural Healthcare Leadership Conference

January 31-February 3, 2027
Orlando, FL

The premier event for rural leaders who want to exchange ideas and learn best practices for a more sustainable future.

ruralconference.aha.org

AHA Annual Membership Meeting

April 18-20, 2027
Washington, DC

Join CEOs, senior executives and trustees to be a part of the discussions on the advocacy, regulatory, and legislative issues that impact our work.

annualmeeting.aha.org

Healthier Together Conference

May 4-6, 2027
Anaheim, Calif.

Data-driven strategies and innovative approaches to expand care access, strengthen community partnerships and reduce disparities in health outcomes are the focus of this new conference.

healthiertogether.aha.org

AHA Leadership Summit

July 18-20, 2027
San Diego, Calif.

Where senior hospital executives and thought leaders share transformational strategies and innovative approaches that will drive health care into the future.

leadershipsummit.aha.org