

# What's Right in Health Care®

Chicago, Illinois | Aug. 8-10, 2022

All times are in Central time (CT) | Eligible for up to 29.75 continuing education credits via live and on-demand content

## Day 1: Monday, Aug. 8

### GENERAL SESSION

#### Conference Kickoff and Opening Keynote

1-2:30 p.m.

#### Opening Keynote: How Serving Others Is the Best Medicine for Yourself

Anthony Mazzairelli, M.D., J.D., MBE, Co-President and Chief Executive Officer, Cooper University Health Care

2:30-2:45 p.m.

BREAK

2:45-3:45 p.m.

#### CONCURRENT BREAKOUT SESSIONS

##### \*Care Transition Calls to Improve the Continuum of Care

(Ascension Texas)

##### Physician Workforce Engagement

(Faith Regional Health Services)

##### \*Balancing Yield and Cost With Data-Driven Industry Collaboration\*\*

(Cleveland Clinic and Spectrum Health)

##### Data-Driven Revenue Growth Strategies\*\*

(Prime Healthcare)

3:45-4 p.m.

BREAK

### GENERAL SESSION

#### Panel Discussion: Consumer Insights to Drive Action

4-5:30 p.m.

- Heather Geisler, Executive Vice President & Chief Marketing, Communication & Experience Officer, Henry Ford Health
- Mark Poklar, Systems Executive Director, Consumer Insights & Research, UNC Health
- Amy Thomas, Chief Marketing Officer, Urgent Team
- Tod Fetherling, Managing Director, Huron, Founder of Perception Health
- Leah McCanna, Senior Director, Huron

#### Day One Key Takeaways

\*\* Session not approved for CE credits.

6-8 p.m.

#### Welcome Reception at the House of Blues Chicago

**Day 2: Tuesday, Aug. 9**

6:45 a.m. **30-minute Yoga/Stretching Sequence**  
Release tension and get energized for the day with certified yoga instructor Dani DeFelice.

**Day Two Kickoff**

**GENERAL SESSION** **Connect to Purpose: Gratitude Generation**

8-9:30 a.m. **Keynote: Private-Public Sector Partnership — What It Takes to Advance Health Equity**  
Carla Cartwright, Senior Director, Global Regulatory and Digital Policy, and Jacqueline Roche, Senior Director Health Policy, Johnson and Johnson

9:30-10 a.m. BREAK

**CONCURRENT BREAKOUT SESSIONS**

10-11 a.m.	<b>Improving Hospital Bed Capacity During a Pandemic</b>  (South Shore Hospital)	<b>*Cultivating a Safety Culture Through Huddles</b>  (Great Plains Health)	<b>Enabling Your Leaders to Make Critical Business Decisions in the Midst of Chaos</b>  (Tufts Medicine)	<b>*Transforming the Consumer Experience</b>  (UNC Health)
------------	--	---	--	--

11-11:15 a.m. BREAK

**GENERAL SESSION** **Keynote: Harnessing Headwinds of Change**  
Nicole Malachowski, First Woman Thunderbird Pilot, Combat Veteran, Fighter Squadron Commander

12:30-1:45 p.m. GENERAL LUNCH AND EXECUTIVE LUNCH (Invite Only)

**CONCURRENT BREAKOUT SESSIONS**

1:45-2:45 p.m.	<b>*Using Bedside Reporting to Increase HCAHPS and Reduce VBP Penalties</b> (UPMC)	<b>The Value of Temperament Sensitive Communication</b> (Florida Community Health Centers Inc.)	<b>Managing Ambulatory Clinic Workforce</b> (Trinity Health and TeamBuilder)	<b>*Optimizing Telehealth Technology to Improve the Continuum of Community Care</b> (Franklin Hospital)
----------------	---	--	---	--

2:45-3:15 p.m.

BREAK

**GENERAL SESSION**

**Keynote: Creating a Culture of Continuous Improvement**

Lisa Yerian, M.D., Chief Improvement Officer, Cleveland Clinic, and Sondra Cari, Managing Director, Huron

3:15-4:30 p.m.

**Day Two Key Takeaways and Closing Remarks**

**Day 3: Wednesday, Aug. 10**

**Early Bird Session: Take Back Your Breath**

7:15-7:30 a.m.

*Mindfulness meditation and breath session*

Jeanette Bronée, Mental Health Advocate and Self-Care Expert, Author and Founder of Path for Life®

**GENERAL SESSION**

**Day Three Welcome and Kickoff**

8-9:30 a.m.

**Keynote: In Their Own Words: Why Employees Stay**

Craig Deao, MHA, Managing Director and Speaker, Huron

9:30-9:45 a.m.

BREAK

**CONCURRENT BREAKOUT SESSIONS**

9:45-10:45 a.m.

**\* Innovating Care Delivery Models in the Community During Uncertainty**

(Safehaven)

**Igniting Change: Elevating DEI Organizationwide**

(VA Veterans Experience Office)

**Transforming Ambulatory Workforce in the Midst of COVID: The Journey to Financial Sustainability and Organizational Excellence**

(Sutter Bay Medical Foundation)

**\*Strengthening the Healthcare Workforce**

(Cooper University Health Care)

10:45-11:15 a.m.

BREAK

	<b>CONCURRENT BREAKOUT SESSIONS</b>		
11:15 a.m.-12:15 p.m.	<b>Achieving Patient Experience Excellence: HCAHPS In The 90th Percentile Across All Domains</b>  (River's Edge Hospital and Clinic)	<b>*Staffing Shortages/ Retention in Challenging Environments</b>  (UPMC)	<b>*Starting Over: The Renaissance of a Health System</b>  (Alameda Health System)
12:15-1:45 p.m.	GENERAL LUNCH & RECOGNITION LUNCH (Invite Only)		
	<b>CONCURRENT BREAKOUT SESSIONS</b>		
1:45-2:45 p.m.	<b>*Back to the Future II: Developing and Embodying the Change-Ready Leader</b>  (Iowa Primary Care Association and Health Center Association of Nebraska)	<b>*Overcoming Hesitancy to Hospitalization at Home</b>  (INTEGRIS Health @ Home)	<b>Excellence in Healthcare Award Winners Panel Discussion</b>  (Award Winners)
2:45-3 p.m.	BREAK		
<b>GENERAL SESSION</b>	<b>Takeaways and Closing Remarks</b>		
3-4:15 p.m.	<b>Closing Keynote: Rethinking Self-Care at Work — The Key to Navigating Change, Harnessing Challenges, and Cultivating a Culture of Care®</b> Jeanette Bronée, Mental Health Advocate and Self-Care Expert, Author and Founder of Path for Life®		
4:15 p.m.	<b>Conference Adjourned</b>		

\*All sessions with this indicator will be available for virtual livestream attendees plus recordings available for all attendees on demand for 30 days post-conference.

Eligible for up to 29.75 continuing education credits via live and on-demand content.

Attendance at this program entitles certified Canadian College of Health Leaders members (CHE/Fellow) to eight Category II credits toward their maintenance of certification requirement.

# What's Right in Health Care®

## Breakout Session Descriptions and Learning Objectives

### **Alameda Health System**

#### ***Starting Over: The Renaissance of a Health System***

Alameda Health System leadership launched a comprehensive cultural, operational, and financial recovery effort after encountering a “perfect storm,” including a union strike, a board restructuring, an electronic health record (EHR) implementation, decreasing revenue, intense competition, poor employee engagement, and the pandemic. To rebuild confidence and unleash productivity, leadership architected a plan and branded it BEST — Building Excellence, Sustainability, and Trust. The combined focus on culture, operations, employee and physician engagement, and finances has yielded measurable improvements in every category. We will review the data on our progress to date, explore creative solutions to complex problems, and share the personal experiences of leading in difficult times.

#### Learning Objectives:

1. Describe the journey from a struggling to a thriving culture.
2. Identify the tactics utilized to build a highly reliable, sustainable organization.
3. Explain the measurements used to determine success.

### **\*Ascension Texas**

#### ***Care Transition Calls to Improve the Continuum of Care***

Care transition calls to recently discharged patients is a tactic to reduce preventable readmissions and improve patient experience. Centralized callback models require risk stratification to identify highly complex patients for the intervention. Decentralized callback models can assume too much of the bedside nurse's time. The care transition call program was created as a person-centered care model that reaches all patients by using a hybrid approach of initial calls made by unit nurses and escalating patients with risks to centralized nurse navigators. This session will identify key strategies of a hybrid care transition call program.

#### Learning Objectives:

1. Describe the essential elements required to stand up a hybrid care transition call model.
2. Identify challenges implementing and sustaining a hybrid care transition call model.
3. Demonstrate the impact on patient experience metrics and preventable readmissions.

## \*Cooper University Health Care

### *Strengthening the Healthcare Workforce*

Now, more than ever, we need to strengthen our healthcare workforce and strive to build a sustainable culture where employees, patients, and families thrive. During this session, you will hear how Cooper University Health Care brought together both the employee engagement team and patient experience team to improve their overall results. Attendees will learn how Cooper maximizes and innovates using technology, process improvement tools, and elevated leading-practice behaviors and tactics that are critical to our cultural journey, The Cooper Experience.

Learning Objectives:

1. Identify the gaps when experiencing a decline in results.
2. Explain The Cooper Experience model and why it is successful.
3. Demonstrate the tools and tactics proven to get results.

## \*Award-Winning Organizations

### *Excellence in Healthcare Award Winners Panel Discussion*

During this session, you will hear from a panel of Excellence in Healthcare award winners who are driving outstanding outcomes or new innovations. Join us to gain insight from our 2022 award winners.

Learning Objectives:

1. Compare and contrast healthcare improvement tactics used by peer healthcare organizations with your own practices.
2. Apply key best practices shared by Excellence in Healthcare award winners.

## \*Cleveland Clinic and Spectrum Health

### *Balancing Yield and Cost With Data-Driven Industry Collaboration*

Cleveland Clinic and Spectrum Health formed a revenue cycle collaboration cohort with three other industry-leading health systems to use a data-driven approach to facilitate rich dialogue and learnings across peers. The revenue cycle collaboration cohort was focused on tackling cost pressures and yield opportunities for their organizations and wanted to understand new ideas for improving performance. While there is an industry measure, all felt there was a need for a more standardized approach to calculating a comprehensive cost to collect in a way to learn from each other. Collaborating with Huron as a neutral party to translate data into insights, the revenue cycle collaboration cohort participants established and deepened relationships, created actions from insights, and continue to leverage data to create additional points of comparability. Join this session to gain insight from Cleveland Clinic and Spectrum Health leaders on how to successfully collaborate between systems to network with peers, share data-driven insights, and face challenges and opportunities together. **Note: This session is not approved for CE credits.**

Learning Objectives:

1. Articulate key elements to establish a peer network.
2. Describe the connection and importance between balancing cost reduction strategies with yield improvement opportunities.
3. Explain lessons learned from the unique approach.

## **Faith Regional Health System**

### ***Physician Workforce Engagement***

Achieving the Pinnacle of Excellence® Award from Press Ganey can be difficult for even the most engaged organization but was significantly more challenging during the pandemic. Building relationships through assorted styles of communication (e.g., virtually) with limited personal interactions (no in-person rounds, hallway conversations, or stopping by the provider's lounge) can all impede cultivating relationships. Attend this session to learn about key strategies to help continue to build provider relationships and engagement in a variety of ways.

Learning Objectives:

1. Identify two strategies to ensure solid communication with providers.
2. Describe the essential elements needed for effective relationship-building and trust with providers.

## **Florida Community Health Centers Inc.**

### ***The Value of Temperament-Sensitive Communication***

Effectively communicating among a senior leadership team can be difficult for even the most experienced leaders. Attend this session to learn about the value of temperament-sensitive communication in the healthcare setting.

Learning Objectives:

1. Identify the benefits of Management By Strengths (temperament) with senior leadership teams.
2. Describe how to identify and capitalize on the temperament strengths of employees.
3. Resolve interpersonal conflicts that are usually rooted in misunderstanding.

## **\*Franklin Hospital**

### ***Optimizing Telehealth Technology to Improve the Continuum of Community Care***

This session will provide an overview of telehealth across the care continuum while recommending best practices and considerations for building a sustainable and successful telehealth program. With insights from a hospital IT and telehealth director, you will understand the journey to creating a community-driven telehealth program. Topics include telehealth partnerships, telehealth solution selection, implementation, quality control, and analytics.

Learning Objectives:

1. Articulate telehealth possibilities across the care continuum and how hospitals are seeking digital transformation.
2. Describe the importance for telehealth infrastructure to support new growth initiatives.
3. Explain how a critical access hospital expanded its telehealth program to meet the community demands.
4. Plan strategies to progress telehealth at your organization.

## **\*Great Plains Health**

### ***Cultivating a Safety Culture Through Huddles***

Are your daily huddles driving transparency and process improvements, or is your team just going through the motions without change? This session will focus on how to utilize an organizationwide, multidisciplinary daily huddle to review incident reports, discuss past and future safety events, and drive transparency while cultivating a culture of psychological safety.

Learning Objectives:

1. Identify useful tracking tools to capture actual or potential safety events utilizing a severity scale.
2. Describe how one organization drove accountability and loop closure at the individual manager level.
3. Apply key strategies for driving transparency and cultural change surrounding safety huddle practices.

## **\*INTEGRIS Health @ Home**

### ***Overcoming Hesitancy to Hospitalization at Home***

Hospital at home provides hospital-level care at home or within a homelike setting as a substitute for traditional acute inpatient care. Early adopters of this innovative model of care include countries with single-payor systems. A Cochrane review of these hospital-at-home models demonstrated reductions in clinical complications and mortality, better patient and family satisfaction, better functional outcomes, less caregiver stress, and lower overall cost of care. Hospital-at-home models also produced lower readmissions, fewer emergency department visits, and less skilled-facility utilization, resulting in an overall reduced cost of care.

Despite proven benefits, United States physicians, payors, and health policymakers have been apprehensive about widespread adoption of hospital-at-home models. How do we overcome widespread hesitancy to adopt this international best practice? INTEGRIS Health @ Home will share its journey to overcome hesitancy, resulting in a wildly successful ramp-up in admissions, with over 100 admissions within the first 90 days of operations and an average daily census of 9.7.

Learning Objectives:

1. Develop methods to engage stakeholders in designing, implementing, and optimizing a hospital-at-home program.
2. Describe workflows to acquire eligible patients into the hospital-at-home program.
3. Discuss business development approaches to overcome hesitancy with policymakers, consumers, and payors.



**\*Iowa Primary Care Association and Health Center Association of Nebraska**

***Back to the Future II: Developing and Embodying the Change-Ready Leader***

It is mid-2020 and your grant to provide executive leadership development was accepted. Congratulations! There are just a couple of details to take into consideration: 1) your executive leaders come from nearly 20 independent healthcare organizations across two states, 2) each leadership team brings varying levels of leadership experience, 3) examples of the types of changes each organization faces include transitioning to value-based care, launching a new electronic health record, leadership transitions, and a complete reorganization of how they operate and are structured, and 4) your DeLorean didn't make a stop in 2021 to warn you about another COVID-19 variant that was about to send the nation into another surge. Attend this session to learn how to design an agile program that allows for collective learning while providing each organization the opportunity to engage in meaningful dialogue and action planning specific to their unique needs.

**Learning Objectives:**

1. Assess organizational and individual leader needs using an organizational risk and readiness assessment and leadership competency self-assessment.
2. Design learning curriculum and interactive exercises based on aggregate findings from the assessments.
3. Discuss barriers and solutions in a virtual learning environment.

**Minneapolis Veterans Affairs Health Care System**

***Igniting Change: Elevating DEI Organizationwide***

Join us for an authentic fireside chat that focuses on diversity, equity, and inclusion (DEI) elevation across an organization in the midst of cultural changes in communities. We will be exploring the “why” and the “why now” of including DEI in healthcare organizations’ strategic plans, weaving the goals into the fabric of the organization, and its overall impact.

**Learning Objectives:**

1. Identify two reasons it is important to include DEI in governance.
2. Identify conversations that may need to be had in your organization surrounding DEI and its impact on your culture.

**Prime Healthcare**

***Data-Driven Revenue Growth Strategies***

Having data is one thing; understanding what to do with data is another. Hospital leaders are busy with day-to-day operations, including quality improvement and revenue management. However, a clearly defined growth strategy is more important now than ever. Having an intuitive data analytics tool such as Perception Health enables hospital leaders to be in the driver's seat heading toward a future of growth. Attend this session to learn three ways to use data to act and drive volume to your hospital. **Note: This session is not approved for CE credits.**

**Learning Objectives:**

1. Describe how using data to understand physician and organizational referral patterns in your market.
2. Analyze data to take action, either in physician partnership or physician acquisition, resulting in growth.
3. Display confidence using data to synthesize how your hospital can increase post-acute care market share in your community.

## **River's Edge Hospital & Clinic**

### ***Achieving Patient Experience Excellence: HCAHPS in the 90th Percentile Across All Domains***

Is it possible for a rural, 25-bed critical access hospital to be a national leader in patient experience? Yes, it is!

Join this session to learn how this small hospital is doing big things to maintain Hospital Consumer Assessment of Healthcare Providers and Systems (HCAHPS) scores in the 90th percentile in all domains, find improvement in patient satisfaction in same-day surgery, and work through the challenges of meeting patient satisfaction goals in the emergency department and urgent care.

Learning Objectives:

1. Implement tools to transform culture and patient experience.
2. Identify best practices to maintain exceptional performance.
3. Hardwire processes to assist with improving patient care.

## **\*Safehaven**

### ***Innovating Care Delivery Models in the Community During Uncertainty***

Safehaven's role as advocates of the WeBelong movement reflects the organization's ability and power to advance its mission of creating a better world for vulnerable individuals. During an unpredictable and unprecedented period, Safehaven embraced its advocacy role to ensure that strategies related to the WeBelong movement became a voice for a broader stakeholder community of individuals with varying degrees of vulnerability and disabilities.

Through leadership and innovation, Safehaven was able to impact individuals and agencies within and across sectors of a large cosmopolitan area, creating strategies that influenced and changed the course of care and safety, impacting outcomes and saving lives.

Learning Objectives:

1. Acknowledge how cultivating acts of caring, compassion, and innovation in your team can create an impact in the populations you serve.
2. Identify and respond to the need in your community through collaboration and partnership in your community.
3. Accelerate your advocacy to meet the needs in the community by embracing the mission.
4. Describe how to lean into your leadership during unpredictable and challenging times when the path forward is unclear.

## **South Shore Health**

### ***Improving Hospital Bed Capacity During a Pandemic***

Improving the efficiency of patient flow and securing timely post-acute care arrangements is challenging in normal times. Staffing deficits, increased patient volumes, and reduced post-acute care capacity during COVID-19 surges heighten these challenges. Attend this session to learn how South Shore Hospital successfully improved patient flow and bed capacity while coping with a COVID-19 surge.

Learning Objectives:

1. Articulate the leading practices that characterize highly effective interdisciplinary rounds.
2. Describe three tactics for sustaining robust interdisciplinary communication and patient flow during staffing shortages.
3. Identify two strategies for addressing barriers to post-acute care during a COVID-19 surge.

## **Sutter Bay Medical Foundation**

### ***The Journey to Financial Sustainability and Organizational Excellence***

In recent years, Sutter Bay Medical Foundation (SBMF) faced high labor expenses, increased regional competition, and challenging statewide labor laws — all while patient volumes decreased due to the COVID-19 pandemic. Additionally, SBMF’s large geographic footprint in the Bay Area and its operational complexity revealed the need for a more efficient and sustainable financial model and a leadership culture prepared to lead through change and align to shared goals and values. SBMF transformed the financial and operational performance of its medical groups and clinics with a focus on staff efficiency, operational alignment, and leadership training. Attend this session to learn about its journey.

#### Learning Objectives:

1. Describe how to navigate the complex environment of achieving financial sustainability during a pandemic for an ambulatory enterprise.
2. Create staff efficiencies across multiple specialties in ambulatory clinics.
3. Explain how change leadership principles are critical to transformational change.

## **Trinity Health and TeamBuilder**

### ***Managing Ambulatory Clinic Workforce***

Managing workforce efficiency and spending is a nationwide challenge, and for decades this challenge has been extremely difficult to manage in the ambulatory clinic setting. Join our session to see how Trinity Health is leveraging TeamBuilder, a workforce management platform, focused on digitizing scheduling and optimizing staff allocation across clinics to drive efficiency and improved patient experience/throughput.

#### Learning Objectives:

1. Leverage technology to optimize clinic office scheduling to demand.
2. Apply creative solutions to view clinic staffing as flexible vs. fixed.
3. Improve staff utilization across diverse clinic settings.

## **Tufts Medicine**

### ***Enabling Your Leaders to Make Critical Business Decisions in the Midst of Chaos***

During this session, Nio Queiro, the vice president of revenue cycle at Tufts Medicine, will share her personal story and how she applied key leadership principles to both herself and her team to successfully manage through the past two years. In addition to the pandemic chaos, Nio battled a medical emergency — literally had died twice — and was saved by the Tufts medical team (and CEO!) to a full recovery. She quickly returned and continued to lead her team through a successful enterprisewide reorganization and full EHR implementation.

#### Learning Objectives:

1. Identify best practices that engage your workforce during adversity.
2. Apply ways to manage your own stress, approach, and attitude to yield success.
3. Adapt to the “Great Resignation” through leadership and management styles that address the needs of the evolving workforce.
4. Apply automation to “skill up” your workforce and maintain employee retention.
5. Identify your own personal leadership style.

**\*UNC Health**

***Transforming the Consumer Experience***

Consumer expectations have elevated in recent years, and new market entrants have accelerated competition for patient loyalty. Healthcare organizations have adopted key experience strategies, approaches, and technologies with proven success in other industries to attract and retain patients as competition continues to rise. Attend this session to hear how an executive from a large academic medical center has driven transformational change and alignment to consumer-centered strategies.

Learning Objectives:

1. Describe how healthcare organizations are addressing the rise of consumerism.
2. Illustrate how customer relationship management (CRM) supports leading-practice consumer experience strategies.
3. Describe tactics to align stakeholders across your organization toward a transformational consumer experience.

**\*UPMC**

***Staffing Shortages/Retention in Challenging Environments***

Throughout the pandemic, we have faced unimaginable challenges in healthcare, including the unprecedented clinical staffing shortages currently impacting our hospitals. UPMC leadership's continued response to these challenges has been to listen, learn, and seek opportunities to create innovative solutions. To better support our workforce and serve patients and members throughout the pandemic, the organization created UPMC Travel Staffing. Initially for registered nurses and surgical technologists, the program was structured with the potential to evolve to include additional job roles.

Learning Objectives:

1. Identify strategies used to move nurses and surgical technologists in rotational assignments through different facilities.
2. Describe how to re-recruit nurses who left UPMC for positions with travel opportunities and revitalizes internal nurses who have additional desires for travel and learning opportunities.

**\*UPMC**

***Using Bedside Reporting to Increase HCAHPS and Reduce VBP Penalties***

The objective of this multihospital study was to investigate the relationship between Hospital Consumer Assessment of Healthcare Providers and Systems (HCHAPS) outcomes, bedside shift report (BSR), and Centers for Medicare & Medicaid Services (CMS) Hospital Value-Based Purchasing (VBP) Program points over a four-year period (2017-2020) for an acute care hospital health system. Nursing and hospital administrators investing in the implementation and sustainability of efforts to impact patient experience, such as the bedside shift report, for a hospital or system-level purpose may benefit from improved patient experiences and increased monetary compensation to hospital systems.

Learning Objectives:

1. Articulate how the implementation of the bedside shift report can affect the CMS Hospital VBP Program.
2. Describe the coordination that the bedside shift report has on the financial impact of a hospital.

\*All sessions with this indicator will be available for virtual livestream attendees, plus recordings are available for all attendees on demand for 30 days post-conference.