EMPOWERING LEADERS DRIVING HEALTH CARE’S TRANSFORMATION

The Leadership Summit presents strategies for achieving financial sustainability while delivering greater value through operational excellence, creative partnerships, and redefined delivery models. Educational tracks focus on the key drivers of transformation:

- Responding to the Power of Consumerism in Health Care
- Driving Value through Delivery System Innovation
- Quality and Safety Improvements for Optimal Performance
- New Payment and Risk Management Strategies
- Advancing Population Health Improvement
- Integrating Workforce Innovations for Organizational Transformation
- Leveraging Technology and Data Analytics in an Integrated System of Care

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KEYNOTE SPEAKERS:

- **DAVID BROOKS**
  - Best-selling author of *The Social Animal* and New York Times columnist

- **PAT RILEY**
  - President of the NBA’s Miami Heat

- **LARA LOGAN**
  - Foreign Affairs Correspondent, CBS News 60 Minutes

- **PATRICK KENNEDY**
  - U.S. House of Representatives (1995–2011); Co-Founder, One Mind for Research; Founder, The Kennedy Forum on Community Mental Health

- **ROBERT WACHTER, MD**
  - Interim Chair of the Department of Medicine University of California, San Francisco and Author of *The Digital Doctor: Hope, Hype and Harm at the Dawn of Medicine’s Computer Age*

- **FAREED ZAKARIA**
  - Host of CNN’s Fareed Zakaria GPS; Contributing editor at The Atlantic, and Washington Post columnist

For more information or to register, visit: www.healthforum-edu.com/summit
Health care leaders are exploring what it means to be a hospital in a rapidly changing world. Working with communities, consumers, and partners across the continuum, they are striving to best position their organizations to succeed in an environment that demands higher value, greater coordination and integration, and assumption of risk.

The 24th Annual Health Forum/American Hospital Association Leadership Summit offers the insights and ideas that will equip you to lead the transformation of your organization. Combining thought leadership and applied learning, the Summit features renowned speakers from both inside and outside of health care bringing unique perspectives and world views, and hospital and health system leaders sharing their experiences in pursuit of innovation and value.

The Summit examines the elements of a high-performing delivery system through educational tracks focused on the key ingredients for transformation—innovative approaches to advance care coordination and integration, progress with value-based payment methodologies and emerging insurance models, innovations in workforce development, strategies to leverage health information technology and data, new models of quality and population health improvement, and novel tactics for engaging consumers as partners in their own care.

Pre-Summit workshops, a Town Hall from the AHA leadership, sunrise sessions and ample networking opportunities will stimulate additional interaction with our exceptional faculty and the larger conference community. Consider attending with your leadership team and organizational partners as learning together with your colleagues can be invaluable in translating fresh ideas into practice.

This is a most critical time in the transformation of the health care delivery system. The Summit will provide you with essential knowledge and tools for bridging the gap to a higher performing system of care. It offers an unparalleled opportunity to learn with leaders at the forefront of change.
Keynote Speakers

SUNDAY, JULY 17 | 1:00 PM

THE POLITICS AND CULTURE OF THE GLOBAL ECONOMY

FAREED ZAKARIA
Host of CNN’s Fareed Zakaria GPS, contributing editor at The Atlantic, and Washington Post columnist

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SUNDAY, JULY 17 | 2:45 PM

HEALTH CARE’S NEXT FRONTIER: THE RACE TO INNER SPACE

PATRICK KENNEDY
U.S. House of Representatives (1995-2011); Co-Founder, One Mind for Research and Founder, The Kennedy Forum on Community Mental Health

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MONDAY, JULY 18 | 8:30 AM

THE WINNER WITHIN

PAT RILEY
President of the NBA’s Miami Heat

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MONDAY, JULY 18 | 2:00 PM

THE ROAD TO CHARACTER

DAVID BROOKS
Best-selling author of The Social Animal and New York Times columnist

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MONDAY, JULY 18 | 4:00 PM

NEVER GONNA KEEP ME DOWN

LARA LOGAN
Foreign Affairs Correspondent, CBS News

60 Minutes

TUESDAY, JULY 19 | 10:00 AM

THE DIGITAL DOCTOR: HOPE, HYPE AND HARM AT THE DAWN OF MEDICINE’S COMPUTER AGE

ROBERT WACHTER, MD
Interim Chair of the Department of Medicine, University of California, San Francisco and author of The Digital Doctor: Hope, Hype and Harm at the Dawn of Medicine’s Computer Age

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AGENDA

SUNDAY, JULY 17
8:30–11:30 am
Pre-Summit Workshops
10:00–11:00 am
AHA Town Hall
1:00–2:30 pm
FAREED ZAKARIA —
The Politics and Culture of the Global Economy
2:30–2:45 pm
Break
2:45–4:00 pm
PATRICK KENNEDY —
Health Care’s Next Frontier: The Race to Inner Space
4:00–4:15 pm
Break
4:15–5:30 pm
Educational Track Sessions
5:30–7:00 pm
Welcome Reception in the Exhibit Hall

MONDAY, JULY 18
7:00–8:15 am
Continental Breakfast and Sunrise Sessions
8:30–10:15 am
PAT RILEY —
The Winner Within
10:15–11:00 am
Break in the Exhibit Hall
11:00 am–12:15 pm
Educational Track Sessions
12:15–2:00 pm
Lunch in the Exhibit Hall
2:00–3:30 pm
DAVID BROOKS —
The Road to Character
3:30–4:00 pm
Break in the Exhibit Hall
4:00–5:30 pm
LARA LOGAN —
Never Gonna Keep Me Down
6:30–8:30 pm
Gala Reception on the USS Midway

TUESDAY, JULY 19
7:00–8:15 am
Continental Breakfast and Sunrise Sessions
8:30–9:45 am
Educational Track Sessions
9:45–10:00 am
Break
10:00–11:30 am
ROBERT WACHTER, MD —
The Digital Doctor: Hope, Hype and Harm at the Dawn of Medicine’s Computer Age
Networked Opportunities

Health Forum is approved by the following organizations to award 15.5 continuing education credits for the 2016 Leadership Summit.

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

LEARNING OBJECTIVES

Learn innovative strategies for transforming care delivery to be more coordinated, resulting in improved quality, safety and population health, enhanced workforce development, and greater efficiencies.

Gain insights into the factors influencing the development of emerging payment and risk management mechanisms for improved care delivery and financing solutions.

Understand the consumer perspective on value and transparency, and examine opportunities presented by a growing retail-oriented health market for engaging patients as partners.

Explore the potential of health information technology and data analytics to facilitate high quality care delivery and manage risk effectively across the care continuum.

SUNDAY, JULY 17 | 5:30–7:00 PM

WELCOME RECEPTION

The perfect way to end the first day at the Summit with the opening of the Exhibit Hall. A chance to renew acquaintances, network with colleagues, and discuss what you’ve learned at the day’s sessions. Attendees can get an early look at the new products and services offered by the companies that support the Summit.

MONDAY, JULY 18 | 5:30–6:30 PM

AHAPAC APPRECIATION RECEPTION

Join your colleagues at this special appreciation event exclusively for 2015 and 2016 supporters of the AHAPAC. Lara Logan will be the special guest. For more information on the AHAPAC, contact Shari Dexter at 202-626-2338. (By invitation only.)

MONDAY, JULY 18 | 6:30–8:30 PM

GALA RECEPTION

Join your colleagues for some unforgettable fun aboard the longest-serving aircraft carrier in the U.S. Navy history. Experience a living piece of American history as you enjoy refreshments and entertainment on the flight deck of the USS Midway. Guest tickets are available for attendees who would like to bring family or friends.
Networking Opportunities

Pre-Summit Workshops  A separate registration fee of $200 applies.

WORKSHOP #1
THE QUEST FOR QUALITY: ON THE PATH TO THE TRIPLE AIM
LEADERS FROM THE 2016 AHA-MCKESSON QUEST FOR QUALITY HONOREES

As health care delivery becomes more focused on value, population health, and outcomes and experience of care for patients, the IOM's six quality aims of safety, effectiveness, patient-centered care, timeliness, efficiency, and equity are more relevant than ever. In this highly interactive workshop with the 2016 AHA-McKesson Quest for Quality honorees, you will expand your understanding of how to fully engage everyone in the hospital in quality improvement and develop a collaborative team-focused environment. Hear about the roadmaps and the challenges and detours they’ve encountered, and learn what has worked best for their organizations.

SUNDAY, JULY 17 | 8:30–11:30 AM

WORKSHOP #2
STUCK IN THE MIDDLE WITH YOU: INNOVATING IN AN ERA OF AMBIGUITY

JAMES E. ORLIKOFF, President, Orlikoff & Associates, Inc., Chicago, IL and
JEFF JONES, Managing Director, Huron Consulting Group, Chicago, IL

The transition from volume to value is proceeding slowly in most markets. At the same time, downward pressure on traditional reimbursement makes the fee-for-service world more challenging, and consumerism and retail healthcare are emerging as entirely new models. In this era of ambiguity, leaders must find ways to innovate that lead to success under both current and future payment models. Meeting this challenge requires developing capabilities and skills that can be leveraged for all payment models. This workshop offers a perspective on where the field stands on the path to value-based care, outlining the uncertainties, and challenging participants to consider the strategies, structure, and capabilities that will prepare them for this uncertain future, while providing benefits under current payment models. Discussion will be structured around a Capability Model, consisting of operational skills and core competencies that will enable health systems to innovate and prosper in an era of ambiguity.

WORKSHOP #3
HOW TO OPERATIONALIZE AND CONTRACT FOR POPULATION HEALTH

JON BURROUGHS, MD, MBA, FACHE, FAAPL, President and CEO,
The Burroughs Healthcare Consulting Network, Glen, NH

Health care transformation is being driven by large employers that need to reduce their cost structures through value based health systems that incentivize high quality/low cost outcomes. This requires a capital investment in a population health infrastructure and complete alignment with stakeholders and investors. Clinical and business analytics are key so that contracts with payers, providers, and delivery systems can be dynamic and transparent. The patient (consumer) will also be ‘at risk’ to promote full engagement so that optimum outcomes can be realized in a new system that promotes health and wellbeing. This workshop will explore the economic mandate for clinical delivery and business model redesign towards population health and review key operational components including palliative care, disease management, post-acute care, retail medicine, and e-health. You will learn how to move your care plan in synchrony with your business plan.

Workshop #3 is approved for 3.0 ACHE Face-to-Face Education credits.
EDUCATIONAL TRACK

Responding to the Power of Consumerism in Health Care

SUNDAY, JULY 17 | 4:15–5:30 PM
A Strategic Response to Maximizing Patient Engagement and Meeting Consumer Demand
Hank Capps, MD, FAAFP, SVP of Physician Services and COO of Medical Group, Novant Health, Charlotte, NC

The growing power of consumerism is forcing health care organizations to deliver quality care in an innovative, affordable and convenient manner. This session will describe a unique approach to intentionally focusing on virtual care as an additional venue of care in addition to the acute and ambulatory venues of care. Learn the hows and whys of building a patient portal around the patient instead of the technology and understand the benefits of implementing new technology, such as open scheduling, video visit and e-visits, as an early adopter. See how to create a supportive culture for the acceptance of such new technology across an organization. The combination of these approaches will ultimately demonstrate the importance of promoting patient-centered care, enhancing authentic personalized relationships, and creating shared collaboration among care teams.

MONDAY, JULY 18 | 11:00 AM–12:15 PM
Embedding Consumers in Your Corporate Strategy
Dave Anderson, PhD, Director, Planning & Development, BDC Advisors, LLC, Miami, FL and Suzanne Sawyer, Vice President, Portfolio Marketing, IBM Watson Health, New York, NY

As health care transforms from a provider-centric business model to a retail consumer business model where convenience, price, customer service, quality, technology, and product design are keys to success, many health systems are finding themselves driven out of their comfort zones. Six new opportunities for gaining share and managing health have emerged with this change: focusing on the total customer experience, integrating consumer values into “value-based” networks, responding to pricing transparency and consumer price sensitivity, developing new consumer-centric partnerships, mining “big data” for new insights about consumers, and building an experimenting, learning organization. This session will provide an overview of these opportunities to embed consumer engagement into strategy through in-house and partnership solutions. Participants will be empowered to make changes that lead to improved population health at a lower cost.

TUESDAY, JULY 19 | 8:30–9:45 AM
The Three Stages to Meeting New Consumer Expectations
Mark Grube, Managing Director, Kaufman, Hall & Associates, LLC, Skokie, IL and Dan Clarin, Vice President, Kaufman, Hall & Associates, LLC, Skokie, IL

Consumers in the Internet economy demand vast selection, abundant information, convenient transactions, and low prices. But with their difficult wayfinding, limited hours, high fixed costs, extensive paperwork, and other complexities, traditional health care organizations are challenged to meet these needs. At the same time, well-funded competitors are actively courting consumers with low-cost services and highly convenient interactions. This session provides practical actions that providers can take to understand the new and varied needs of today’s health care consumers, and to build a consumer orientation into the organization’s strategies and services. Participants will be able to identify the steps in the consumer decision-making process and understand how to organize consumers into segments based on factors such as health status, behavior, and attitude. Learn how consumer insights should inform service delivery and explore the components of an insights-driven pricing strategy.
EDUCATIONAL TRACK

Integrating Workforce Innovations for Organizational Transformation

SUNDAY, JULY 17 | 4:15–5:30 PM

Breaking Through: The Role of Hospital Leadership in Empowering Care Teams to Move the Needle on Performance

Terri Poe, DNP, RN, NE-BC, CNO and Senior Associate Vice President, University of Alabama Hospital, Birmingham, AL; Patricia Tietjen, MD, VP, Medical Affairs, Western Connecticut Health Network and Danbury Hospital, Danbury, CT; and James Karpook, Principal, The Chartis Group, Chicago, IL

Leaders are challenged to find an approach to system-wide performance improvement that harmonizes top-down vision and direction, with bottom-up engagement and accountability, a balance that is critical to ensure that newly implemented care delivery models “stick.” This session will share the experiences of two health systems in coalescing physicians, nursing, case managers and other care team members to address persistent challenges with patient progression and hospital capacity. Gain a framework for advancing interdisciplinary care team communication, coordination and collaboration and show how data and measurement can be used to reinforce goals, motivate action, and ensure that new models of care delivery result in sustained improvements. Learn how to break through the performance plateau by developing and hardwiring new operational and clinical practices into the daily workflow of patient care teams. Explore the use of information technology, data and analytics to support performance improvement.

MONDAY, JULY 18 | 11:00 AM–12:15 PM

Expanding Mental Health Services in the Face of a Workforce Shortage

Caroline Fisher, MD, Vice President/Chair, Mental Health, Samaritan Health Systems, Corvallis, OR and Heidi May-Stoulil, Operations Director, Mental Health, Samaritan Health Services, Corvallis, OR

Improving access to mental health treatment is the new darling of cost reduction and population health but also the new dilemma for health care leaders. How can we expand mental health care when we have a workforce and infrastructure designed to serve only a very small fraction of patients? How do we get doctors and other practitioners to buy in to a new way of doing things? How do we assure good quality care and needed oversight? How do we contract with insurance companies to assure a financially sustainable service in two areas of traditionally narrow or negative margins and escalating salaries? And how do we keep our providers and patients happy? This session will explore the state of the mental health workforce and practice, and examine outpatient models of mental health care extension and the data behind them. Learn how Samaritan Health System is trying to expand access by changing the way mental illness is addressed in both primary and specialty care.

TUESDAY, JULY 19 | 8:30–9:45 AM

Catalyzing Promising Practices to Improve Interprofessional Collaboration

Cheryl Hoying, PhD, RN, NEA-BC, FACHE, FAAN, SVP, Patient Services, Cincinnati Children’s Hospital Medical Center, Cincinnati, OH; Frederick C. Ryckman, MD, SVP, Medical Operations, Professor of Surgery, Cincinnati Children’s Hospital, Cincinnati, OH; Jennifer Tomasik, SM, FACHE, Principal, CFAR, Inc., Cambridge, MA; and Susan B. Hassmiller, PhD, RN, FAAN, Senior Nursing Adviser, Robert Wood Johnson Foundation, Princeton, NJ

Interprofessional collaboration among physicians, nurses, pharmacists, and other clinical and administrative professionals will play an increasingly important role as we transition from treating people who are sick to keeping people healthy, and from paying for volume to paying for value. This presentation explores practices that promote interprofessional collaboration, describes what makes it possible for them to thrive, and analyzes how they improve patient-centered care. Learn about Cincinnati Children’s innovative model, and the challenges they have overcome to build effective interprofessional collaboration into their culture and as an expectation for how care will be delivered in partnership with patients and their families. You will gain strategies to effectively spread and sustain interprofessional collaboration practices over time.
Leading Change in Primary Care Delivery: Transitioning Beyond Medical Homes and ACOs to Other Innovative Partnerships with Payers

Stephens Mundy, President/CEO, CVPH Medical Center, Plattsburgh, NY and Craig Holm, Director, Veralon, Philadelphia, PA

Primary care is at the epicenter of significant change in the evolution from provision of care to coordination of care and expense reduction. Many innovative approaches beyond patient centered medical homes and ACOs are arising in the management of patient populations. This session will describe the Adirondack Health Institute, comprised of a consortium of hospitals, eight commercial and government payers, physicians and other clinicians across the spectrum of alignment managing over 100,000 lives. Participants will learn about the foundational role of the PCMH and ACO, best practices for a consortium of community-based organizations and hospitals to manage a patient population, strategies to define regional, goals of new arrangements and challenges you can anticipate in the evolution of approaches to patient population health management, the demonstration of value, improvement of population health status, and expense savings.

Post-Acute Care Networks: How to Succeed and Why Many Fail to Deliver

Bill Adair, Vice President, Clinical Transformation, Advocate Christ Medical Center, Oak Lawn, IL; Jim Newbrough, President, OhioHealth Home Reach, Worthington, OH; Jade Gong, Principal, Jade Gong and Associates, Arlington, VA; and Kathleen M. Griffin, PhD, Care Management Innovations, LLC, Scottsdale, AZ

Achieving greater value in post-acute care delivery has become a strategic priority, with the most recent CMS regulation implementing mandatory hip and knee bundled payment for hospitals in 2016 creating even greater urgency. In order to manage quality after hospital discharge as well as the post-acute spend, hospitals and health systems have been developing preferred networks of skilled nursing facilities, rehab hospitals, long-term acute care hospitals, and in some cases, home health agencies. And yet many of these efforts fail to achieve the goals of improved patient outcomes and satisfaction and reduced spend. This session will describe the drivers that will best ensure that objectives for the network are met, including narrowing within a preferred network for clinical specialty payment bundles and extending networks to include optimal use of LTCH and IRF. Participants will also understand why their own network may not be meeting targets.

Systemic Cost Improvement and Innovation Drive Sustainability for the 2015 Baldrige Recipient

Glenn Crotty, MD, FACP, Executive Vice President and COO, Charleston Area Medical Center, Charleston, WV and John Vinyard, Managing Partner, Genitect, Marietta, GA

Charleston Area Medical Center, the only 2015 Health Care Baldrige recipient, has driven systematic excellence for 15 years. This session will focus on the use of processes and systems to drive consistency and eliminate non-value added activities in all aspects of CAMC’s care delivery and administration. Learn how CAMC started and grew their improvement to excellence, and how support of the achievement of clinical and administrative performance improvement has impacted the bottom-line, delivering $12 million in cost improvement per year (cumulative year-over-year). CAMC’s transformational lessons will help leaders to accelerate their focus on excellence and their personal impact. Participants will gain tangible tools to assess where they are in their performance excellence journey, understanding which processes and systems will drive their success, and how to prioritize their actions for concrete results.
Leading the Way for High Impact Interventions to Reduce Hospital-Acquired Infections

Michael Gitman, MD, Medical Director, North Shore University Hospital, Manhasset, NY and Andrea Restifo, RN, MPA, Associate Executive Director, North Shore University Hospital, Manhasset, NY

Learn how North Shore University Hospital developed a standardized approach with consistent methodologies to control the incidence of infection. Based on the Plan, Do, Check, Act performance improvement methodology, task forces at NSUH and System Infection Prevention made evidence-based recommendations to standardize infection control practices, developed explicit policies and procedures, and selected and purchased patient care equipment that is associated with a lower risk of infection. In addition, the IP team developed multi-modal education on the importance of infection control protocols. Monthly Root Case Analysis engaged hospital leadership, physicians, infection prevention specialists, and nurses to understand opportunities for improvement. Learn how NSUH’s interventions to change the behavior of clinicians at the bedside and increase accountability for reducing hospital-acquired infections resulted in a decrease in hospital infection rates, outperforming CMS thresholds.

Transforming the Patient Experience: Consistently Delivering Safe, High Quality, Patient-Centered Care

Rishi Sikka, MD, Senior Vice President, Clinical Transformation, Advocate Health Care, Downers Grove, IL and Gary Yates, MD, President, Healthcare Performance Improvement, Strategic Consulting, Press Ganey, Virginia Beach, VA

Organizations seeking to improve patient experience scores often confuse it with patient satisfaction or service experience and fail to include the critical components of quality and safety. Similarly, safety and quality initiatives often overlook patient perceptions and expectations. In order to successfully improve patient experience, the conceptual silos between the component considerations must be broken down. Defining the patient experience as the interdependency of safety, quality and service also makes good financial sense. Learn how Advocate Health Care applied these principles to improve caregiver communication skills, develop an integrated leadership rounding program, build team culture with a daily house-wide huddle, and create high-reliability units, producing significant outcomes. Hear how addressing competing initiatives by aligning them under an integrated approach produces improved results and better engages caregivers.

Creating a Data-Driven Culture to Right-Size Capacity and Enhance Quality and Safety

MaryPat Sullivan, CNO and Chief Experience Officer, Overlook Medical Center, Atlantic Health System, Summit, NJ and Jacalyn Liebowitz, Senior VP, Regional CNO and CQO – North Region, Mercy Health Toledo, Toledo, OH

With so much emphasis on optimizing performance across the care continuum to transition to value-based care, one might easily forget how much work remains to optimize performance within the acute care setting alone. Given how new payment and care delivery models are dramatically reshaping acute care demand, aligning resources and managing inpatients as efficiently as possible is more critical than ever. In this session, a panel of CNOs will discuss how they are using predictive analytics and real-time data to improve care quality and safety as well as margins. Learn how they align staffing with forecasted patient demand far enough in advance to drive down costs while safeguarding high-quality care; broad real-time data on patient clinical status and location to remove care silos, improve patient flow and reduce length of stay; and ensure caregivers provide all required care on time and identify patients who are or may become quality or readmission risks.
SUNDAY, JULY 17 | 4:15–5:30 PM
Moving Beyond the ACO: Four ‘Game-Changing’ Approaches to Value-Based Contracting
Kurt Janavitz, CEO, Integrated Health Network of Wisconsin, Brookfield, WI and David Fairchild, MD, Director, BDC Advisors, Miami, FL

The transition to population health and value-based contracting is creating the need for new approaches to partner with payers and employers. Moving beyond the proliferation of basic Medicare and Commercial ACOs, there are ‘game-changing’ approaches which can have significant impact on market share by improving customer value and controlling employer costs. This session will center on four such approaches, describing typical relationships with real-world examples and providing insights into key success factors and organizational readiness: contracting with employers to create direct buyer-seller relationships between employers and providers; developing preferred partner products with health plans and cooperatives that allow provider systems to leverage their own assets based on benefit design, network, brand and service experience; launching provider-sponsored health plans for Medicare Advantage, Medicaid Managed Care or the commercial market; and developing new market alliances between two or more ACOs or clinically integrated networks.

MONDAY, JULY 18 | 11:00 AM–12:15 PM
Optimizing Reimbursement with Pay for Performance
Marisa Valdes, Director, Strategy and Operations, STEEEP Analytics, Baylor Scott & White Health, Dallas, TX

With the combination of the Value Based Purchasing, Hospital Acquired Conditions Reduction Program, and Readmission Reduction Program, 6% of a hospital’s Medicare payments are tied to clinical and financial performance. Baylor Scott & White Health has implemented a comprehensive Pay for Performance Improvement Program that includes robust visual analytics to enable improvements in these three programs through quantification of corporate, hospital, and service line performance; attribution of performance in each metric by physician specialty, physician, and nursing unit; allocation of hospital-wide revenue penalties to quantify and communicate the financial impact of each miss; and interactive financial modeling to estimate the impact of achieving improvement goals. This presentation will describe strategies for program governance, physician and clinical engagement, clinical interventions to improve quality, safety, and infection metrics, and key efforts to reduce the variation and cost of care.

TUESDAY, JULY 19 | 8:30–9:45 AM
Assuming Risk to Achieve ROI Amid Evolving Payment Models
David Kirshner, SVP and CFO, University of Rochester Medical Center, Rochester, NY; Irena Pesis-Katz, PhD, Senior Director for Population Health, Management Informatics and Payment Innovation, University of Rochester Medical Center, Rochester, NY; and Kai Tsai, Executive Vice President of Advisory Services and Strategic Initiatives, Valence Health, Chicago, IL

In value-based care, the payment structure is the underpinning for measuring return on investment. Patient volume as a revenue source is being replaced by dollars tied to risk with this extending to premiums, capitation, and allocations of care dollars. This session will explore why the greatest potential for ROI lies in negotiating successful risk contracts. Participants will understand key measures for achieving optimal ROI across several types of risk-bearing arrangements—including both fee-for-service and value-based care models, including an anticipated timeline for achieving ROI, and best practices for tracking progress against a set of performance metrics. Learn how University of Rochester Medical Center successfully applied key value-based insights to address operational leakage as a strategy for increasing ROI.
SUNDAY, JULY 17 | 4:15–5:30 PM

**Critical Success Factors for C-Suite Executives: Change Management in Large IT Projects**

Donna Sollenberger, Executive Vice President and Chief Executive Officer, Health System, University of Texas Medical Branch, Galveston, TX

Every C-suite executive in health care has a massive list of IT projects to enable their organization to deliver safe and effective care, and to compete well with new care models and payment arrangements. Mastering the implementation of the IT agenda is critical to conserving time and money and, more importantly, to assuring patients are at the center of all decisions. In 2013, the University of Texas Medical Branch embarked on the design and implementation of a major IT initiative with the goals to implement the system without a significant reduction in revenue that extended to more than six months; to design a system that would support future payment models; and to engage operations in developing new work flows that better supported emerging payment models. Participants will learn how UTMB Health relied mostly on its own physicians and staff, using limited but focused outside consultant resources.

MONDAY, JULY 18 | 11:00 AM–12:15 PM

**The Use of Data Analytics in the Management of Health Care Associated Infections – A CAUTI Initiative**

Anthony Baffoe-Bonnie, MD, Assistant Professor of Medicine, Division of Infectious Diseases, Carillon Clinic, Roanoke, VA and Trish Gallagher, RN, Director, Clinical Informatics/Health Analytics, Carillon Clinic, Roanoke, VA

Health care associated infections cost the health system billions of dollars annually and represent a serious patient safety issue. The Carilion Clinic CAUTI Initiative brought together physicians, nurses, hospital epidemiologists, and the data analytics and IT group to work on this issue, leveraging the EMR data to produce real time and meaningful information to decrease urinary catheter use and CAUTI rates. Learn about the processes that go into setting up a multi-disciplinary group to tackle an HAI issue and gain an understanding of how data in EMR can be re-configured using analytics to provide actionable bedside information such as alert rules on urinary catheters, an inpatient urinary catheter utilization dashboard for nursing unit managers, and ED urinary catheter use. We’ll explore how to translate this work to other HAIs and engage the various disciplines within a health care system towards a common goal of using readily available EMR data as the launchpad.

TUESDAY, JULY 19 | 8:30–9:45 AM

**Building a Multifaceted Team for Data-Driven Transformation**

Danyal Ibrahim, MD, Chief Data and Analytics Officer, Saint Francis Care, Coventry, CT

Hear best-practices that St. Francis Care has used to break down data silos—where data was traditionally split between financial decision support, IT reporting and service line/departmental registries—and build out a comprehensive, multi-disciplinary analytics program at the executive level to ensure a common understanding of how the organization would reach its goals today as it evolves toward value-based care. Participants will understand the key cross-functional constituents critical to successful quality and financial improvement driven by health care analytics and learn about the key steps to elevating analysis to the enterprise level. Dr. Ibrahim will describe the “analytics behaviors” needed to ensure health care analytics success and share best practices for implementing health care analytics.
SUNDAY, JULY 17 | 4:15–5:30 PM
Advancing Population Health Improvement by Integrating Strategy with Community Engagement
Michelle Lyn, MHA, MBA, Assistant Professor and Chief, Division of Community Health, Duke University Hospital, Durham, NC and Fred Johnson, MBA, Assistant Professor and Vice Chief, Division of Community Health, Duke University Hospital, Durham, NC

Advancing population health improvement to better manage a chronically ill and vulnerable population requires leaders to catalyze the development of new clinical models of care, create targeted intensive care management programs, and collaboratively build community health strategies that go beyond data mining and risk stratifying populations. This session will describe a strategic framework that brings together Triple AIM objectives while accounting for the integration of value-added programs and capitated payer products. You’ll understand how the framework integrates the hospital’s business model with community engagement strategies that can successfully launch initiatives for vulnerable populations and communities with the goal of increasing access, quality and prevention. Learn how to develop targeted programs that link hospital strategy to communities of low wealth, forming healthy places outside the walls. Participants will gain a tool to achieve successful buy-in from operational managers and diverse stakeholders.

MONDAY, JULY 18 | 11:00 AM–12:15 PM
Equity of Care: Essential to Improved Quality and Lower Costs
Leaders from the 2016 AHA Equity of Care Award winner and finalist organizations

Equitable care ensures that all patients receive the highest quality of care—care that is individualized to the needs of a patient and the community served by a hospital or health system. The Equity of Care Award honors noteworthy leaders who have demonstrated a high level of success in reducing health care disparities and the promotion of diversity within their organization. From their example and from national health care leaders, learn why equity of care presents such an important business imperative for the work being done in the health care field, how it is critical to accelerated quality improvement, and exactly what these award-winning organizations are doing to reduce health care disparities.

TUESDAY, JULY 19 | 8:30–9:45 AM
Strategies to Integrate Care of the Chronically Mentally Ill in Crisis
Leslie Zun, MD, MBA, System Chair, Emergency Medicine, Sinai Health System, Chicago, IL; Scott Zeller, MD, Chief, Psychiatric Emergency Services, Alameda Health System, San Leandro, CA; and Kimberly Nordstrom, MD, JD, Medical Director, Psychiatric Emergency Services, Denver Health Medical Center, Denver, CO

The ACO environment is leading the push to better integrate chronically mentally ill patients in crisis into appropriate utilization of inpatient and outpatient resources. The session will discuss novel strategies and approaches that provide value-based care using new collaborations and innovative delivery models that focus on alternatives to care in the emergency department by integrating community, outpatient, regional care resources and crisis stabilization units. Learn how some communities have regionalized their acute psychiatric care, collaborated with community mental health, law enforcement, legal system, social support services to provide an enhanced level of care for these patients. Hear about approaches to improve hospital care, examine various care options for these patients, and learn ways to involve the patient in their care plan.
Sunrise Sessions  Monday, July 18 and Tuesday, July 19  7:00–8:15 AM

INTEGRATED LEADERSHIP FOR PHYSICIANS, HEALTH CARE EXECUTIVES, HOSPITALS AND HEALTH SYSTEMS

John R. Combes, MD, SVP and CMO, AHA, Chicago, IL; J. James Rohack, MD, Sr. Advisor, AMA, former chief health policy officer and senior staff cardiologist, Baylor Scott & White Health, Temple, TX; Peter Angood, MD, President and CEO, AAPL, Tampa, FL; Pamela Thompson, MS, RN, CENP, FAAN, CEO, AONE, Washington, DC; and Deborah J. Bowen, FACHE, CAE, President and CEO, ACHE, Chicago, IL

AHA’s Physician Leadership Forum, American Medical Association, American Association for Physician Leadership, American College of Healthcare Executives and American Organization of Nurse Executives are collaborating to bring education to the field to develop new, integrated leadership models. This interactive session will examine multidisciplinary leadership models based on principles of integrated leadership developed by the AHA and AMA. Participants will gain ideas for implementing integrated leadership and learn how it benefits clinicians, administrators, patients, and the system as a whole.

COMPASSIONATE LEADERSHIP: TOOLS TO CREATE A MORE COMPASSIONATE ORGANIZATION FOR EMPLOYEES AND PATIENTS

Julie Rosen, Executive Director, The Schwartz Center for Compassionate Healthcare, Boston, MA

Learn how compassionate care can be integrated into an organization to improve employee satisfaction and reduce clinician burnout while also leading to a better patient experience, improved quality and reduced medical errors. Understand the evidence behind compassionate care research and practice, and gain strategies and tools to implement compassionate care training in a health care delivery system.

COLLABORATIVE APPROACHES TO INTEGRATING PALLIATIVE AND END-OF-LIFE CARE IN HEALTH SYSTEMS AND COMMUNITIES: 2016 CIRCLE OF LIFE AWARD HONOREES

East, West, big, small, urban, rural...all communities need high-quality and innovative palliative and end-of-life care integrated into their communities and their health care delivery system. But all approaches must match local and regional needs and work with local services and structures to bring the best care to all. Listen in as the 2016 Circle of Life honorees tell what makes them world class palliative and end-of-life care providers and see how what they do can be adapted to your hospital, health care system, and community. Bring questions for this interactive session!

IMPROVING COMMUNITY HEALTH STATUS: PRACTICAL IDEAS FROM 2016 AHA NOVA RECIPIENTS

Learn from hospitals that are redefining their mission and expanding their impact and value. AHA NOVA Award recipients tell how they are working collaboratively with other hospitals and with community organizations to improve the health and lives of targeted and broad audiences.

WHAT A SINGLE PATIENT’S STORY TELLS US ABOUT THE VALUE OF COORDINATED CARE

Robert Hemker, President and CEO, Palomar Pomerado Health, Escondido, CA; Jaime Rivas, MD, Emergency Department Medical Director, Palomar Pomerado Health, CEP America, Emeryville, CA; Sabih Pasha, MD, Medical Director for Hospitalist Medicine, Palomar Pomerado Health, CEP America, Emeryville, CA. Moderated by David Birdsell, MD, Vice President, CEP America, Emeryville, CA

As the nation’s health care system goes through revolutionary changes, Palomar Health recognized that it needed to foster collaboration and integration through every step of care to deliver value. The realities of how this highly patient-first approach works will be demonstrated as attendees follow John, a hypothetical patient, through the ER to hospital admission, to the development of an advanced directive through a palliative care program, to the skilled nursing facility, to his return home to an innovative post-discharge clinic where the hospitalist who cared for him as an inpatient sees him again. Participants will understand the importance of seamless (no walls) care to overall quality of care, safety and cost savings.
Enhanced Educational Opportunities

AHA TOWN HALL
SUNDAY, JULY 17 | 10:00–11:00 AM
The race for the White House and control of Congress is on! Join AHA President and CEO Rick Pollack and a panel of Washington insiders as they discuss the 2016 elections and what they could mean for health care, hospitals and patients.

EDUCATIONAL POSTER DISPLAYS
Health care excellence is in the field—share your best with your peers through a poster display. Take advantage of this opportunity to showcase your organization’s innovations. Visit the Summit website for guidelines on submitting a poster proposal.

THE INNOVATORS CONNECTION
In the Exhibit Hall’s Innovators Connection you’ll hear industry executives debut fresh ideas, innovative products, and creative solutions focused on transforming the health care delivery system. Sessions will be held during exhibit hours on Sunday and Monday.

2016 LEADERSHIP SUMMIT AWARDS AND RECOGNITION
Among the highlights of every Summit are the award and recognition events:
- AHA’s Equity of Care Award
- AHA Health Care Transformation Fellowship
- The American Hospital Association–McKesson Quest for Quality Prize® Hospitals in Pursuit of Excellence
- AHA NOVA Awards®
- AONE Foundation Nurse Manager Fellowship
- AONE Foundation Nurse Director Fellowship
- Circle of Life Awards®
- The Dick Davidson Quality Milestone Award for Allied Association Leadership
- Federal Health Care Executive Special Achievement Award
- Federal Health Care Executive Award for Excellence
- Most Wired™ Awards
- The TRUST Award

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### REGISTRATION RATES

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<th>MEMBER RATE*</th>
<th>NON-MEMBER RATE</th>
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<tr>
<td>Early Bird Registration (register by June 1, 2016)</td>
<td>$995</td>
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<tr>
<td>Regular Registration (register after June 1, 2016)</td>
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<tr>
<td>Pre-Summit Workshop</td>
<td>$200</td>
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<td>Fourth Team Member – FREE</td>
<td>Register 3 individuals at Early Bird or Regular rates and the 4th attends for free.</td>
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*Member affiliations: AHA, Center for Healthcare Governance, AONE

### HOTEL AND TRAVEL

**SUMMIT HOTEL**
Manchester Grand Hyatt  
1 Market Place  
San Diego, CA 92101

**HOTEL RESERVATIONS**
Rate: $269 for a single/double room.  
(Ten dollars of the room rate underwrites the Summit.)

Cut-off date: June 8, 2016

Online reservations:  
Visit www.healthforum-edu.com/summithotel

Phone reservations: Call (888) 421-1442 and ask for a reservation for the Health Forum / AHA Leadership Summit.

**TRAVEL DISCOUNTS**
Visit the Summit website for information on discounts from select airlines and rental car companies.

**GROUND TRANSPORTATION**
The Manchester Grand Hyatt is located approximately 4 miles from the San Diego International Airport. Taxis are available at designated airport transportation plazas at a cost of approximately $17 one way.

**WEATHER AND ATTIRE**
Expect pleasant temperatures ranging from 65-75F. Business casual attire is appropriate for all events.

### SUMMIT REGISTRATION

To register for the Leadership Summit visit:  
www.healthforum-edu.com/summit

**SESSION SELECTION**
Only Pre-Summit Workshops require advance registration. Attendees are not required to register for keynote, educational track or sunrise sessions.

**CANCELLATIONS**
If you cannot attend the Leadership Summit, you can send a substitute. If you must cancel entirely, your request for a refund—with a $250 processing fee—must be made in writing to registration@healthforum.com no later than June 27, 2016. Cancellations made after June 27 are not eligible for a refund.

**SPECIAL ACCOMMODATIONS**
Health Forum complies with the Americans with Disabilities Act and will attempt to provide a reasonable accommodation for an attendee with disability who requests accommodation. Contact clang@healthforum.com at least 21 days in advance of the program to specify your accommodation.

**REGISTRATION ASSISTANCE**
Email registration@healthforum.com.

**GENERAL QUESTIONS**
Contact Connie Lang at clang@healthforum.com or 312-893-6897.

For more information or to register, visit:  
www.healthforum-edu.com/summit