

2020 Breakthroughs Conference Concurrent Sessions

EXECUTIVE LEADERSHIP TRACK

Rebuilt for PABCE website

WITH TIME/DATE SLOTS

Wednesday, June 24

CONW-EXL1

9:30-10:30am

System Alignment, Board Restructure, and Accelerated Strategic Planning:
Essential Elements of a Successful Turnaround

Mon Health System

CONW-EXL2

11am-Noon

Transforming Care Delivery:
Reducing Variation through Standardization and Analytics

AdventHealth

CONW-EXL3

3:15-4:15pm

Be Data Driven: Creating a Smart Culture

Texas Health Resources

Thursday, June 25

CONTH-EXL4

9:30-10:30am

Direct-to-Employer: Strategies that Work

Henry Ford Health System

CONTH-EXL5

11am-Noon

Mission Critical: M&A Strategies in a Compressed Timeframe

University of Louisville Health

CONTH-EXL6

3:15-4:15pm

Building a Community Collaborative to Reduce Opioid Deaths

The Center for Health Affairs (CHAMPS)

CONW-EXL1

System Alignment, Board Restructure, and Accelerated Strategic Planning: Essential Elements of a Successful Turnaround

Session description

Over the past few years, Mon Health has faced several impactful events including a C-suite scandal, a divided board, an acquisition and an affiliation. Innovative turnaround strategies are saving the system. Restructuring is creating greater “systemness” and alignment across hospitals which is improving efficiency, effectiveness and accountability at the board and senior leadership levels. An accelerated strategic planning process has been designed and deployed, involving virtually all-hands across the system to rationalize service lines and align clinical and administrative functions. A multi-disciplinary growth council has been formed to reinvigorate the messaging about the system, measurably improving market share for key service lines and strengthening overall brand awareness. In this session, get the details and back stories on this successful turnaround from the executives who are leading the charge.

Learning objectives

- Describe the value of restructuring system and hospital-level governance to enable board members - individually and collectively - to be more effective in fulfilling their strategic and fiduciary duties.
- Improve organizational buy-in for designing and implementing a focused strategic plan.
- Articulate the benefits of connecting governance re-design with accelerated strategic planning to achieve greater “systemness” for multi-hospital organizations.

Main presenter

David Goldberg, President and Chief Executive Officer
Mon Health System

Co-presenter

Ronald Stovash, Board Chair
Mon Health System

CONW-EXL2

Transforming Care Delivery: Reducing Variation through Standardization and Analytics

Session description

As AdventHealth's care transformation journey enters its second year, they have undertaken a new strategy designed to reduce variations in care across multiple hospital markets and across the continuum of care. Using strong analytics and a keen focus on standardization as the foundations for this large scale change in a complex organization, team leaders will discuss the transition from vision to execution. They will highlight lessons learned throughout the journey including: executive oversight, engagement of multidisciplinary leaders, clinical integration, deployment, etc. The crafting of AdventHealth's collaborative model for alert development will provide a case example which showcases their successful efforts to create behavior change and drive evidence-based care.

Learning objectives

- Explain the value of standardization in reducing care variation and evolving transformation.
- Describe the organizational complexities which must be managed to successfully design and deploy new transformational initiatives.
- Discuss the power of analytics in creating buy-in, assuring effective decision making and affecting behavior change.

Main presenter

Phillip Styne, MD
CMIO - Multistate Division
AdventHealth

Co-presenter?

TBA - tentative

CONW-EXL3

Be Data Driven: Creating a Smart Culture

Session description

The way we view data is generating new possibilities in all walks of life. More than ever, hospitals are transforming data into useful knowledge which allows everyone to understand more deeply, to act more confidently, and to improve care more effectively. In this session, one of *Modern Healthcare's* inaugural Top 25 Clinical Informaticists will share five strategies for creating a successful data-driven culture: 1) improve data literacy, 2) promote an attitude of curiosity to encourage data exploration, 3) adopt a healthy skepticism when reviewing analytical output, 4) be an effective communicator, and 5) leverage data to make key decisions and drive improvement.

Learning objectives

- Develop the communication skills required to effectively tell a story using data.
- Identify the attributes of an effective data visualization.
- Apply a framework for scoring and prioritizing requests for analytics work.

Main presenter

Ferdinand Velasco, Sr. VP, Chief Health Information Officer
Texas Health Resources

CONT-EXL4

Direct-to-Employer: Strategies that Work

Session description

Frustrated with ever-escalating healthcare costs without corresponding improvements in quality and other key satisfaction indicators, employers are beginning to leverage their purchasing power by negotiating direct contracts with selected provider groups. Up from 3% in 2018, 11% of large employers now have such arrangements in place and the numbers are projected to rise, signaling a new business opportunity for the healthcare industry. Henry Ford Health System has successfully crafted this type of arrangement with General Motors in Detroit with patient experience, quality of care and care management as the foundation. In this session, one of the architects of this innovative approach will share the lessons learned.

Objectives

- Articulate the trends that are driving innovative approaches to care delivery for large employers.
- Describe the key tenets of direct to employer healthcare contracting.
- Prepare your system to leverage this new business opportunity to its best advantage.

Main presenter

Chelsea Pollet, Director, Direct-to-Employer Relationships
Henry Ford Health System

CONT-EXL5**Mission Critical: M&A Strategies in a Compressed Timeframe*****Session description***

The average healthcare acquisition in the United States takes between 1-3 years -- and 50-75% fail. This session will focus on the successful acquisition of a medical group and their associated facilities in an aggressive 72 business days. Presenters will share strategies used to engage leaders on both sides of the integration, explain the integral methodologies that were applied to ensure success and explore the many tough decisions that needed to be made along the way. Key concepts will include: the importance of health system and medical group alignment, the role leadership plays, and tactics for avoiding pitfalls.

Learning objectives

- Identify key activities for prioritization in an acquisition and approaches to managing to a condensed timeline.
- Articulate issues, risks, and barriers that may occur during an acquisition and strategies for mitigation.
- Leverage critical decision making, delegation, and people-management skills to maintain current business practices while in parallel with acquisition activities

Main presenter

Ken Marshall, Chief Operating Officer
University of Louisville Health

Co-presenter

Wade Mitzel, Chief Operating Officer
UofL Physicians

CONT-EXL6

Building a Community Collaborative to Reduce Opioid Deaths

Session description

Ohio has the second highest rate of opioid drug overdose deaths in the U.S. To combat this community health crisis effectively, five hospital systems, a metropolitan hospital association and a local physician organization partnered together to establish the Northeast Ohio Hospital Opioid Consortium. The goal of the Consortium is to reduce the impact of the opioid epidemic across the community by sharing and implementing evidence-based practices, promoting policy changes, and increasing prevention efforts. In this session, learn about the strategies, approaches, tactics and tools that this unique group has envisioned and deployed to successfully reduce opioid overdose deaths.

Learning objectives

- Describe evidence-based harm reduction efforts to effectively treat opioid abuse by introducing a standard co-prescribing protocol to improve outcomes for at-risk patients.
- Incorporate rapid-cycle process improvements which utilize the electronic health record to guide evidence-based practices for screening, intervening and treating at-risk patients at all levels of care.
- Understand the unique operational structure of this multi-faceted Consortium and its efforts to engage clinicians in transformational treatment of addiction disorders.

Main presenter

Camille Zalar, Director, Education and Initiatives
The Center for Health Affairs

Co-presenter

Jonathan Siff, MD, Associate Chief Medical Informatics Officer and Practicing ER Physician
MetroHealth System