What's Right in Health Care®
Denver, CO | Aug. 26-28, 2024

All times are in Mountain Time (MT) | Eligible for 14.75 continuing education (CE) credits via livestream and on-demand content.
Breakout sessions marked with an (*) will be available for virtual live-stream attendees, along with all general sessions.

Day 1: Monday, Aug. 26

11 a.m. - 1 p.m.	Onsite Registration Open
GENERAL SESSION 1 - 2:30 p.m.	Conference Kickoff ***Champion Mindset: Overcoming Adversity and Tenacity During Challenging Times*** Chaunté Lowe, Speaker, Cancer Survivor, Olympic Medalist, 4-time Olympian, American Record Holder, and Author
2:30 - 3 p.m.	BREAK

CONCURRENT BREAKOUT SESSIONS	Leadership Excellence	Operational Excellence	Clinical Excellence	Patient Excellence
3 - 4 p.m.	** Fostering Excellence: Aligning Culture, Engaging Employees, and Elevating Patient Experience* **Peterson Health**	** The Trials, Tribulations & Triumphs of a Multiyear Systemwide Turnaround and Transformation* **UW Medicine**	*Intensivist-Led ICU Operating Model* **Tampa General Hospital**	*Breaking Boundaries: Transforming Healthcare Through a Fresh Approach to Social Determinants of Health* **UNM Health**

4 - 4:30 p.m.	BREAK
GENERAL SESSION 4:30 - 5:45 p.m.	***Healthcare Hero: Connect to Purpose*** Frank Danza, Senior Vice President of Finance and Revenue Cycle Operations, Northwell Health ***Healthcare Trends: 15 Minutes That Count*** • **Understanding AI in Healthcare** – Fanny Ip, MBA, B.A., Managing Director, Huron • **Evolving Your Workforce Ecosystem** – Jennifer Hammond, ACC, Managing Director, Huron • **Tackling Burnout for Healthcare Workers** – Bill Satterwhite, J.D., M.D., CPE, Principal, Huron • **Enhancing Patient Experience Beyond the Bedside** – Craig Deao, MHA, Managing Director, Huron
6 - 8 p.m.	**Retro Après Ski-Themed Welcome Reception**

Agenda subject to change. For the most up-to-date agenda or to register, visit https://www.huronconsultinggroup.com/events/whats-right-in-health-care

Day 2: Tuesday, Aug. 27

6 - 7 a.m.	**Puppy Yoga!** Prepare for an adorable overload as you downward dog alongside playful puppies in this all-level yoga experience. **Pack your mat**; **limited mats available onsite**.
7 - 8 a.m.	BREAKFAST

GENERAL SESSION

8 - 9:15 a.m.

Conference Kickoff

Healthcare Hero: Connect to Purpose

- Keri Nasenbeny, CNO, and Azmera Telahun, ACNO, Harborview Medical Center
- Dr. Mark Mayo, Associate Medical Director, and Dr. Laura Quinnan, Medical Director, UW Medicine

Healthcare Excellence Unveiled: Insights from Leading Organizations

- Nancy Brack, Vice President of Human Resources, Syracuse Area Health
- Kamil Cak, D.Min., MBA, BCC, FACHE, Vice President of Experience of Care, Children's Hospital of King's Daughters
- Laura Haubner, M.D., Senior Vice President and Chief Quality Officer, Tampa General Hospital
- Debra Hernandez, Senior Vice President of System Emergency Services, ECU Health

9:15 - 9:45 a.m.	BREAK

CONCURRENT BREAKOUT SESSIONS

9:45 - 10:45 a.m.

Leadership Excellence	Operational Excellence	Clinical Excellence	Patient Excellence
Cultivating Success: Building a Purposeful Management System That Enables Engagement, Growth, and Innovation **ECU Health**	*Innovating for Impact: Hanger Clinic's Tailored Revenue Cycle Solutions for Enhanced Patient Experience* **Hanger Clinic**	*Foundation for Growth: Patient Access and Provider Engagement* **Nemours Children's Health System**	*Which Came First: The Data or the Egg? E-Rounding for Enhanced Patient Satisfaction* **Compass One Healthcare**

10:45 - 11:15 a.m.	BREAK

GENERAL SESSION

11:15 a.m.- 12:15 p.m.

Charting the Path to Financial Wellness

- Dominica Tallarico, B.S., M.S., FACHE, Executive Vice President and Chief Operations Officer, Allina Health
- Lawrence Cho, Senior Vice President and Chief Strategy and Growth Officer, Allina Health
- Andy Waldeck, Capability Leader, Innosight

12:15 - 1:30 p.m.	LUNCH

	Leadership Excellence	Operational Excellence	Clinical Excellence	Patient Excellence
CONCURRENT BREAKOUT SESSIONS 1:30 - 2:30 p.m.	** Lifting Up the Communities We Serve: Creating a Stronger Workforce* **UPMC**	** Cultural Resurgence From Tragedy to Celebration: A Total Scorecard Package Strategy* **Cheshire Medical Center**	*Achieving High-Quality Scores* **Rush University System for Health**	*Closing the Need Gap: Leveraging Healthcare Needs Assessments for Capital Investment Advocacy* **Prince George's County**

2:30 - 3 p.m.	BREAK

	Leadership Excellence	Clinical Excellence	Clinical Excellence	Patient Excellence
CONCURRENT BREAKOUT SESSIONS 3 - 4 p.m.	*Progressive Leadership Development: Building Pathways, Standardizing Work, and Engaging Teams* **Casa Pacifica, Donor Alliance, and Family HealthCare Network**	** Pursuing Zero Harm: An HRO journey* **Citizens Memorial Healthcare**	*Power of Community Collaboratives: What It Takes to Advance Health Equity* **Johnson & Johnson**	** Patient Experience in the Emergency Department and Beyond* **WellStar Health System**

4 - 4:15 p.m.	BREAK

GENERAL SESSION 4:15 - 5:30 p.m.	***A Journey to Excellence*** Dr. Omar Lateef, President and CEO, Rush University System for Health and Rush University Medical Center Takeaways and Closing Remarks

Agenda subject to change. For the most up-to-date agenda or to register, visit https://www.huronconsultinggroup.com/events/whats-right-in-health-care

Day 3: Wednesday, Aug. 28

7 - 7:45 a.m.	**Let's Talk HCAHPS: The 2025 Changes and How to Succeed**
7 - 8 a.m.	BREAKFAST

GENERAL SESSION

8 - 9:15 a.m.

Conference Kickoff

Healthcare Hero: Connect to Purpose
Sarah Hanak, CNO, Citizens Memorial Hospital

Re-Imagining Acute Hospital Care Through Hospital at Home

- Richard Rothman, M.D., Regional Chief Medical Operations Officer, Cleveland Clinic Florida
- Erin Bartley, Chief Operating Officer, Medically Home

9:15 - 9:45 a.m.	BREAK

CONCURRENT BREAKOUT SESSIONS

9:45 – 10:45 a.m.

Leadership Excellence	Patient Excellence	Operational Excellence
Transformation Road Map: Turning Vulnerabilities into Opportunities	*Driving Toward Equity: Our Framework for Advancing DEIA*	*Preparing Revenue Cycle Operations for the Clinic of the Future*
Hawkesbury & District General Hospital	**Eskenazi Health**	**Houston Methodist Physician Organization**

10:45 - 11:15 a.m.	BREAK

11:15 a.m. - 12:15 p.m.

Responding to a State of Emergency: Lessons in Mental Health from Children's Hospital Colorado

- Katie Denman, Vice President of Mental Health
- Dr. Ron-Li Liaw, Mental Health-in-Chief
- Zach Zaslow, Vice President, Advocacy and Community Health

12:15 - 1:30 p.m.

GENERAL LUNCH

Lunch Session: *Maximizing Healthcare Efficiency and Outcomes: Huron's Smart Strategies for Intelligent Care Delivery*

Agenda subject to change. For the most up-to-date agenda or to register, visit https://www.huronconsultinggroup.com/events/whats-right-in-health-care

	Leadership Excellence	Operational Excellence	Patient Excellence
CONCURRENT BREAKOUT SESSIONS 1:30 - 2:30 p.m.	***** *Successfully Leading Through Disruptions – Stop Resistance with Persistence* **Robert Wood Johnson University Hospital**	***** *The Journey to Triumph Against Health Equity and Financial Toxicity* **Nashville General Hospital**	Building a 360-Degree Patient Profile: Integrating Data for Holistic Insights to Elevate the Patient Experience **Powers Health**
2:30 - 2:45 p.m.	BREAK		
GENERAL SESSION 2:45 - 3:45 p.m.	***Closing Keynote: What's Your Pink Cadillac? The Transformational Power of Prioritizing Joy*** Ryan Campbell, Mental Health and Resilience Speaker Takeaways and Closing Remarks		
3:45 p.m.	Conference Adjourned		

* Breakout sessions marked with an (*) will be available for virtual live-stream attendees, along with all general sessions.

*See all session descriptions below, starting on page 6

KEYNOTE SESSION DESCRIPTIONS

Champion Mindset: Overcoming Adversity and Tenacity During Challenging Times – Embark on a transformative journey with 4-time Olympian, medalist, and cancer survivor Chaunté Lowe, as she shares inspiring stories and practical strategies. This high-energy keynote celebrates triumphs born from navigating tremendous adversity. Attendees will gain insights into transforming setbacks into opportunities for personal and professional growth, while developing a resilient mindset that propels them and their teams forward.

Healthcare Trends: 15 Minutes That Count – Don't miss four leading experts as they deliver TED-style talks on the pivotal trends shaping the healthcare industry: AI, consumer experience, work design, and burnout. Gain actionable insights and strategies to navigate the evolving healthcare landscape with confidence. Don't miss this opportunity to stay ahead of the curve and drive positive change in your organization.

Healthcare Excellence Unveiled: Insights from Leading Organizations – Gain insights from our "Excellence in Healthcare" award-winning organizations. Discover how they achieved and sustained outstanding results in patient, leadership, clinical, and operational excellence. Learn how to apply their proven approaches to elevate your own organization's performance and drive continuous improvement.

Charting the Path to Financial Wellness: Insights from Allina Health – Key leaders from Allina Health will share their transformative work in promoting financial wellness. Attendees will gain valuable insights into innovative strategies and best practices that have driven Allina Health's financial success. Discover how their approaches can be applied to enhance financial health and growth within your organization.

Journey to Excellence – Dr. Omar Lateef, CEO of Rush University System for Health and Rush University Medical Center, will share his journey and discuss the motivations behind his dedication to healthcare. He will emphasize the importance of data-driven leadership over anecdotal decision-making and outline his innovative approach to transforming patient care and ensuring equitable access to quality healthcare. Don't miss this opportunity to gain insights from a visionary leader committed to advancing the health and well-being of all communities.

Re-Imagining Acute Hospital Care through Hospital at Home – Discover how the innovative Hospital at Home model is revolutionizing patient care by providing high-quality acute care in the comfort of patients' homes. Erin Bartley, COO of Medically Home, and Dr. Richard Rothman, Regional Chief Medical Officer at Cleveland Clinic Florida, will share their experiences on the benefits, challenges, and future of this groundbreaking approach. Don't miss this opportunity to explore the future of acute care and its potential to enhance patient outcomes and healthcare delivery.

Responding to a State of Emergency: Lessons in Mental Health from Children's Hospital Colorado – Explore Children's Hospital of Colorado's innovative strategies in addressing the mental health crisis. Learn about their compassionate care initiatives, research advancements, and advocacy efforts for children and adolescents. Gain insights into effective interventions and collaborative approaches shaping the future of mental health care.

What's Your Pink Cadillac? The Transformational Power of Prioritizing Joy – In the demanding world of healthcare, Ryan Campbell presents a message of accessible change through the joy and resilience found in our hobbies and simple pleasures. From highs to lows, his story highlights adversity and resilience, with a focus on mental health and self-care. Discover 'What's Your Pink Cadillac?' – an unexpected, transformational tool found in a 1960 Pink Cadillac. Get ready to smile, reflect, and emerge stronger.

BREAKOUT SESSION DESCRIPTIONS AND LEARNING OBJECTIVES

Achieving High-Quality Scores *(Rush University System for Health)*

Join this session to learn how health care quality is defined and measured, the many rating systems involved, and what matters most to patients. Learn how your organization can measure outcomes that will drive real improvement for the highest quality care.

Learning Objectives:

1. Understand the complexity of healthcare quality rating systems.
2. Illustrate new ways to measure outcomes.
3. Describe steps to reduce readmission rates.

Breaking Boundaries: Transforming Healthcare Through a Fresh Approach to Social Determinants of Health *(UNM Health)*

Join Dr. Richards from UNM Health as he unveils a groundbreaking approach to addressing Social Determinants of Health (SDoH) that goes beyond conventional methods. By integrating community health works, personalized care, and proactive patient engagement, UNM Health has changing healthcare delivery. Discover their shift from standard CMS questions to interventions to impact SDoH, leading to significantly improved outcomes.

Learning Objectives:

1. Understand the methodology behind this approach, including effective communication techniques, tailored questioning, and the development of comprehensive resource networks.
2. Learn about UNM Health's innovative payment structures ensuring accessibility to vital services for all patients, regardless of financial status.
3. Explore how these pioneering practices can enhance patient outcomes and foster community well-being, and how they can be implemented across various healthcare settings.

Building a 360-Degree Patient Profile: Integrating Data for Holistic Insights to Elevate the Patient Experience *(Powers Health)*

Explore cutting-edge strategies that elevate the patient experience across the continuum of care leveraging a Customer Relationship Management (CRM) platform. Learn how to deliver exceptional acquisition and engagement strategies that achieve positive clinical outcomes and operational efficiencies. Understand how to measure campaign Return on Investment (ROI) using Key Performance Indicators (KPIs) that matter most to senior leadership.

Learning Objectives:

1. Learn how to integrate and automate campaigns leveraging patient EHR and consumer data.
2. Leverage data and insights to drive automated workflows that empower engagement center agents for First Call Resolution and Next Best Action.
3. Develop full funnel acquisition strategy that meets patients/consumers where they're at and nurtures them towards a service/clinical encounter.
4. Demonstrate measurable ROI proving marketing is a revenue generator and no longer a cost center.

Closing the Need Gap: Leveraging Healthcare Needs Assessments for Capital Investment Advocacy *(Prince George's County)*

Join this session to learn collaborative advocacy strategies to aid organizations in securing public capital dollars to expand critical healthcare infrastructure, fund key capital improvement projects and reduce health care access gaps. Learn how to leverage public health data and community needs assessments in working with state and local partners.

This session features an in-depth exploration of the overall results, achievements, and innovations Maryland County (Prince George's County) achieved by utilizing a healthcare needs assessment to enable private and public sector alignment on capital improvement goals and reduce healthcare disparities and care gaps.

Learning Objectives:

1. Explore strategies to improve the effectiveness of state and local capital investment advocacy.
2. Discuss the benefit of public partners in navigating obstacles in state and local budgets.
3. Identify actionable steps to replicate a joint capital improvement plan with your state and local stakeholders.
4. 4. Explore the outcomes and successes of the first-of-its-kind healthcare needs assessment one year post completion.

Cultivating Success: Building a Purposeful Management System That Enables Engagement, Growth, and Innovation (ECU Health)

In this session, participants will learn how to cultivate a successful management system that drives engagement, fosters growth, and spurs innovation within their organization. The session will explore the foundations of creating a structured yet flexible management approach that provides clear purpose and guidance while effectively managing chaos and leading change. Attendees will gain insights into establishing role clarity and collaboration, developing organizational rhythms that encourage individual contributions, and building a motivating environment that inspires active employee engagement and contribution.

Learning Objectives:

1. Learn how to establish a management system that provides purpose and guidance for your organization's path, while effectively managing chaos and leading change.
2. Discover strategies to create role clarity and organizational structure within the management system to promote innovation and thoughtful leadership.
3. Develop a rhythm and cadence within the organization that fosters structure, encourages individual contributions, and allows for customization and personalization.

Cultural Resurgence From Tragedy to Celebration: A Total Scorecard Package Strategy (Cheshire Medical Center)

Join us as Cheshire Medical Center provides an in-depth profile of their transformative operational strategy, navigating from crisis to cultural resurgence post-pandemic. Learn how they've achieved financial stability while cultivating a resilient culture that's functionally aligned with leader-driven goals. Explore their innovative Total Scorecard Package approach, designed to propel them through adversity and into a realm of continuous optimization. Discover actionable insights to ignite your own organization's approach to cultural excellence.

Learning Objectives:

1. Gain insights into the cultural strategies that support a financial turnaround.
2. Describe the function of operational span of control leader-driven goals in a matrixed accountability structure.
3. Understand organizational culture tactics to foster overall resilience.
4. Explain overall cultural commitments to accelerate achievement of strategic priorities.

Driving Toward Equity: Our Framework for Advancing DEIA (Eskenazi Health)

For more than 160 years, Eskenazi Health has served as the primary safety net health system in Indianapolis, Indiana. Founded on a mission of equity, the organization continues to work to improve DEIA through different approaches internally and across the community. Join this session to discover how this historic health system is advancing innovative strategies for DEIA and how it continues to demonstrate commitment by engaging patients, employees,

partners, and the community.

Learning Objectives:

1. Explore examples of hardwiring and prioritizing equity and inclusion throughout an organization.
2. Describe how to align employee engagement goals with DEIA values and organizational strategy.
3. Identify replicable key success factors, opportunities, and tools for advancing DEIA, including training, programs, and communication strategies.

Fostering Excellence: Aligning Culture, Engaging Employees, and Elevating Patient Experience *(Peterson Health)*

Join Peterson Health for an insightful session dedicated to fostering excellence within healthcare. Learn how aligning organizational culture with strategic goals, engaging board members, physicians, clinicians, and employees at all levels, and elevating the patient experience can transform healthcare delivery. Through practical examples and innovative strategies, discover how to create a cohesive environment where staff are motivated, patients are prioritized, and excellence is the standard.

Learning Objectives:

1. Explain how aligning organizational culture with strategic goals can drive excellence in healthcare delivery.
2. Apply innovative strategies to engage employees at all levels.
3. Identify and implement best practices for elevating the patient experience.

Foundation for Growth: Patient Access and Provider Engagement *(Nemours Children's Hospital, Florida)*

Join this session to discover how Nemours Children's Hospital is addressing its clinical outpatient no-show and same-day cancellation rate. Learn how overall patient access and clinic volumes increased through strategic tactics based around overbooking patients while increasing patient satisfaction and gaining provider input and process buy-in.

Learning Objectives:

1. Explain the patient selection criteria for overbooking opportunities.
2. Illustrate the patient overbooking Implementation steps.
3. Describe the policies created to support and sustain patient access.

Innovating for Impact: Hanger Clinic's Tailored Revenue Cycle Solutions for Enhanced Patient Experience *(Hanger Clinic)*

Embark on a journey with Hanger Clinic as they unveil their innovative approach to operating model redesign and the creation of a tailored revenue cycle solution to ensure the best patient experience and quality of care. Discover how Hanger Clinic's dedication to restructuring, combined with strong leadership principles, led to remarkable results in patient satisfaction and operational excellence.

Learning Objectives:

1. Understand the key components of revenue cycle management redesign and its impact on patient experience and care quality.
2. Recognize the critical importance of effective leadership and change management in driving successful operational transformations.
3. Explore strategies for navigating the challenges of an operating model redesign and maximizing its impact.

Intensivist-Led ICU Operating Model *(Tampa General Hospital)*

Join this session to learn and replicate a transformative journey of intensive care unit (ICU) excellence through an Intensivist-led ICU operating model. Discover strategies to achieve improved care coordination, cost savings benefits, ICU bed management and optimization, physician-driven quality outcomes and effective multi-disciplinary rounding in the critical care setting.

Learning Objectives:

1. Assess and deploy an intensivist-led provider operating model, laying the foundation for an efficient system-wide resource utilization.
2. Achieve high reliability in care progression, multi-disciplinary rounding, and bed management and optimization while promoting a culture of safety.
3. Identify and measure quality outcomes, care coordination benefits and financial performance indicators in an intensivist-led ICU.

Lifting Up the Communities We Serve: Creating a Stronger Workforce *(UPMC)*

Through connections with community organizations, UPMC is breaking down barriers to employment while assembling a stronger workforce. UPMC of Pittsburgh, PA partnered with Auberle, a McKeesport, PA-based human services nonprofit that operates the Employment Institute, a workforce development program that helps individuals who may face challenges finding, obtaining, or maintaining employment to succeed in the workforce.

This partnership has helped fill roles within facilities that are chronically underfilled and pose retention challenges. In addition, they help create long-term career opportunities for people in our communities who might be at a disadvantage when it comes to finding or keeping a job. The program jointly benefits young people who receive training, education, and support while making a difference in UPMC facilities.

Learning Objectives:

1. Illustrate the partnership between UPMC Magee-Womens Hospital and community partners that enhanced the recruitment and retention of essential service staff in the hospital.
2. Explain the benefits and outcomes of partnering with local nonprofit organizations to aid in development community members professionally for long-term career opportunities.
3. Identify key actions to strategize implementing a similar program in your setting with advice on how to expedite the process.

Patient Experience in the ED and Beyond *(Wellstar Health System)*

Join WellStar Health System for an in-depth exploration of enhancing patient experience in the Emergency Department (ED) and throughout the entire patient journey. This session will highlight effective strategies and practices that improve patient satisfaction, streamline processes, and ensure compassionate care from admission to discharge and beyond. Attendees will understand how to transform data to into actionable insights and ultimately implement plans that elevate the patient experience in their own environment.

 Learning Objectives:

1. Understand novel machine learning methods to identify key factors that influence patient experience in the ED and across the healthcare continuum.
2. Explore innovative strategies and best practices for improving patient experience and outcomes.
3. Apply practical approaches to engage staff and enhance communication to support a positive patient experience.

Power of Community Collaboratives: What It Takes to Advance Health Equity *(Johnson and Johnson)*

This session will highlight the Bridge to a Whole, Healthy You (BTWHY) collaborative, showcasing how multi-organization, patient-focused partnerships are structured and their benefits. Attendees will gain insights into stakeholder roles, community engagement, data-driven strategies, and resource pooling, all contributing to significant healthcare improvements and policy advancements. The presentation will cover the BTWHY SDoH program pilot, revealing its

impact on wellness, best practices, lessons learned, and how to transform program outcomes into sustainable policies.

Learning Objectives:

1. Understand how healthcare collaboratives are structured, the roles and responsibilities of various stakeholders, and the benefits of community engagement, data-driven approaches, and resource pooling.
2. Explain the latest data and findings from the BTWHY program, highlighting its impact on participant wellness.
3. Discover best practices and lessons learned from the BTWHY program.

Preparing Revenue Cycle Operations for the Clinic of the Future *(Houston Methodist Physician Organization)*

A clinic with no waiting room? Streamlined access? No registration staff? These are all planned for Houston Methodist's new "Clinic of the Future." With new office space set to open soon, this session will provide an overview of the new clinic design and explore the operating model redesign, workflow changes, and revenue cycle change management required to enable this ambitious vision.

Learning Objectives:

1. Explore how to build a foundation for scaling a growing physician enterprise.
2. Understand the processes and technologies that will shape the revenue cycle to support the "Clinic of the Future" and how they are being deployed.
3. Explain how clinic flow requires changes not only in processes and tools but also in how we approach our work.

Progressive Leadership Development: Building Pathways, Standardizing Work, and Engaging Teams *(Casa Pacifica, Donor Alliance, and Family HealthCare Network)*

Discover innovative approaches to healthcare leadership development in this dynamic panel discussion. Hear from three leading organizations as they share strategies for developing leaders, using gamification to validate proficiency, leveraging online courses, and the value of executive coaching.

Learning Objectives:

1. Gain insights into fostering a learning culture of through innovative development initiatives.
2. Understand the importance of leadership development pathways for emerging leaders.
3. Explore how online learning supports consistency and standardization of learning content.

Pursuing Zero Harm: An HRO Journey *(Citizens Memorial Healthcare)*

This session will describe how Citizens Memorial Healthcare applied a high reliability organization framework to significantly improve the safety of care and operational effectiveness. High-reliability practices will be discussed and their impact on clinical and operational outcomes will be reviewed. Participants will learn about the high-reliability practices used to move the Leapfrog Hospital Safety Grade from a D to an A and to advance CMS Star Ratings. This session will discuss easy wins, initial barriers, and practical application methods to achieve high reliability in a limited resource environment.

Learning Objectives:

1. Describe the five characteristics of a high-reliability organization.
2. Recall the key practices used to improve clinical and operational outcomes.
3. Apply a high-reliability practice in your organization.

Successfully Leading Through Disruptions – Stop Resistance with Persistence *(Robert Wood Johnson University Hospital)*

Disruptions are inevitable in every organization. Leading through obstacles is a full-time job and hard work. Success in today's health care world depends on heart, grit, deep trust, and transparency. This session will illuminate that difficult roads often lead to beautiful destinations.

Learning Objectives:

1. Cite one change management and/or resiliency technique.
2. Explore three tactics to improve trust.
3. Describe two tactics to improve transparency.

The Trials, Tribulations & Triumphs of a Multiyear Systemwide Turnaround and Transformation *(UW Medicine)*

Hear directly from three executive leaders at University of Washington's UW Medicine on their journey to achieve $200M+ in revenue enhancements, cost reductions, and workflow efficiencies. Executives will share how they stay apprised of the details of 20+ integrated workstreams, break down barriers, and maintain a comprehensive facility and system perspective to drive long-term sustainable organizational enhancements.

Learning Objectives:

1. Describe the essential elements of a successful systemwide margin improvement program focused on financial stability, operational efficiency, staff well-being, and high-quality, equitable patient care.
2. Identify the governance and accountability measures that support driving $200M+ of annually recurring benefit.
3. Learn about the unique leadership styles and executive team dynamics that sustain comprehensive organizational enhancements.

Transformation Road Map: Turning Vulnerabilities into Opportunities *(Hawkesbury & District General Hospital)*

Join us for a session presented by Hawkesbury & District General Hospital focusing on how they took organizational vulnerabilities and turned them into developmental opportunities. This session will help senior executives set and execute organizational vision while overcoming historical and cultural limiting perceptions. HGH will take you through their road map of aligning leadership and board strategies to enhance accountability and how they built and implemented an effective talent development and engagement approach. During this session, you'll gain concrete tools to execute a robust people and leadership strategy, achieve acceleration of results, and transform organizational vulnerabilities into opportunities for growth and innovation!

1. Identify and address limiting perceptions that hinder success.
2. Align leadership and board strategies for accountability.
3. Explore approaches to talent development, engagement, and metric achievement.
4. Gain concrete tools and strategies to execute an effective people and leadership strategy for accelerated results.

Which Came First: The Data or the Egg? E-Rounding for Enhanced Patient Satisfaction *(Compass One Healthcare)*

From implementation to outcomes, learn how the proper use of e-rounding tools and data streams can effectively increase scores, drive accountability, and enable organizations to make better decisions on both macro and micro levels, ultimately leading to a better breakfast. Compass One Healthcare's Patient Experience division has completed 8 million rounds since 2021, resulting in a 9% increase in patient satisfaction across 450+ sites.

Learning Objectives:

1. Understand how visibility drives accountability.

2. Utilize data to sift through the noise and make better decisions.
3. Connect current success to future needs.

The Journey to Triumph Against Health Equity and Financial Toxicity *(Nashville General Hospital)*

This session will focus on how to take major health strategies and use them to navigate care through health equity challenges and care denial. You will also gain an awareness of the health literacy and toxicity problems in the most affluent communities. These issues are not only seen in health deserts but in your backyard; the journey is one of new consciousness and tools to overcome these challenges.

Learning Objectives:

1. Explore health equity and how it manifests in all socioeconomic levels.
2. Describe healthcare literacy and explain toxicity solutions using AI and culture change.
3. Identify skills to assist your organization and that support your patients and families to embrace care and wellness.