

43rd Annual Trustee Conference

# Renewing Healthcare Governance to Navigate the Future

Sept. 21 – 23 | The Saratoga Hilton



Healthcare Trustees  
of New York State

# 43rd Annual Trustee Conference Renewing Healthcare Governance to Navigate the Future

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## We're excited to celebrate our 43rd Annual Trustee Conference!

Our theme this year, *Renewing Healthcare Governance to Navigate the Future*, will support trustees' leadership in a challenging environment.

HTNYS' Annual Trustee Conference gathers hospital and health system trustees and chief executives from across the state to provide the education needed to guide their hospitals through the rapid change and complex issues facing their organizations. Trustees will gain tools and strategies they can take back to the boardroom to help them carry out their roles and responsibilities.

Our high-caliber speakers and thought leaders will present on the latest trends in healthcare, governance best practices, overseeing quality and patient safety, leading on health equity and more.

## Who Should Attend?

Hospital board members, chief executive officers and senior leaders of HANYS member organizations

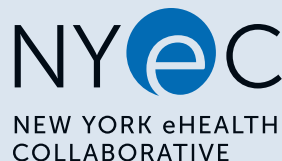
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# Agenda

## THURSDAY, SEPT. 21

6 - 7 P.M. | Welcome cocktail reception

## FRIDAY, SEPT. 22

7 - 8 A.M. | Breakfast

8 - 8:30 A.M.

### Opening remarks

**Sharon L. Hanson**, *Vice Chair, HTNYS Board of Governors and Board Secretary, Erie County Medical Center*

### Welcome

**Nicholas Henley**, *Executive Director, HTNYS and Vice President, External Affairs, HANYS*

**Kristen Phillips**, *Director, Trustee Education, HTNYS*

8:30 – 9:45 A.M.

Opening keynote

### U.S. health industry trends and tipping points: Implications for New York's hospitals and health systems

**Paul H. Keckley**, *Managing Editor, The Keckley Report and Principal, The Keckley Group*

The U.S. healthcare system faces an unprecedented inflection point in the next two years as economic recovery, a presidential race, public opinion and budget constraints — both federal and state — impact strategies for sustainability and growth. The nation is divided on the long-term future of the “system,” pushing states to enact policies to protect healthcare services and reallocate limited resources. For New York's hospitals and health systems, attention will shift to integrating public health and local delivery, additional funding for primary and preventive health services and managing competition including traditional and non-traditional players. The near-term focus will be New York state. Long-term, it will be the nationalization of a public-private healthcare system, requiring New York hospitals and health systems and their governing boards to look beyond the near-term pressures to positioning for long-term sustainability and growth.

9:45 – 10 A.M. | Break

10 – 11 A.M.

### The board's role in facing existential threats

**Karma H. Bass, MPH, FACHE**, *Chief Executive Officer and Managing Principal, Via Healthcare Consulting*

COVID-19 exacerbated the deep crisis facing our nation's healthcare system. Many hospitals and health systems are now facing challenges that, if not navigated successfully, could mean their closure or elimination of essential community services.

Today's board has too much on its plate to play by the old rules. Issues regarding financial sustainability, workforce recruitment and retention, stark health disparities and leadership burnout/succession require a new level of governance expertise, board structures and practices. Boards need to step up to ensure they're contributing solutions, not exacerbating problems. This session will explore what this looks like for successful boards and how to engage in new governance dialogue that asks the questions that help define the future.

11 – 11:15 A.M. | Break

11:15 A.M. – 12:15 P.M.

Breakout strategy sessions

Breakout session 1

### Governing inside health systems

**Karma H. Bass, MPH, FACHE**

With two-thirds of all U.S. hospitals part of a health system, the single board with full fiduciary authority is no longer the prevailing governance structure. Most boards now operate within health systems where they are one of several boards sharing responsibilities, authorities and reporting structures across the system. Governance within a multi-tiered system is complex. This session will look at the evolution of governance within health systems, explore case studies and provide tips for successful governing no matter the construct. Learn how setting and understanding expectations can address complexity, create more cohesive governance and position boards at every level to be their most effective.

## Breakout session 2

### Addressing your liability risks during the healthcare staffing crisis

**Michael J. Schoppmann, Esq., CEO, MLMIC Insurance Company**

The ongoing staffing crisis impacts every aspect of healthcare. While staffing levels can be a contentious topic for healthcare executives, accidents, misdiagnosis, unintentional medical errors and delays in treatment are just some of the professional liability risks that can arise when appropriate staff are not in place.

In this session we'll discuss the healthcare staffing crisis from a professional liability perspective and offer risk management strategies to mitigate the liability risks associated with staffing issues.

At the end of this session, participants will be able to:

- identify the significant professional liability risks associated with the ongoing healthcare staffing crisis;
- discuss how factors such as staff attrition and burn-out can impact an organization's liability risks; and
- implement risk management strategies to minimize patient safety and professional liability risks to your organization.

## Breakout session 3

### What healthcare trustees need to know about health equity

**Kathleen Rauch, RN, MSHQS, BSN, CPHQ, Vice President, Quality Advocacy, Research and Innovation and Post-acute and Continuing Care, HANYS**

Like the quality journey healthcare embarked upon over 20 years ago, federal, state and accrediting bodies are prioritizing health equity. No longer is it an option for hospitals and providers to make health equity a strategic goal — it is a requirement for regulations and accreditation. Failure to meet these requirements could have financial, compliance and reputational impacts.

Trustees play a key role in improving health equity as they represent the communities providers serve. That community perspective is key as trustees work closely with leadership to oversee health equity priorities. It's critical to understand these requirements and methods for addressing the needs of the underserved. This session will review various health equity requirements and standards hospitals face to help trustees better understand the mechanisms for addressing health equity in their community.

12:15 – 1:30 P.M.

Luncheon

### Dialogue with HANYS' president

**Bea Grause, RN, JD, President, HANYS**

1:30 – 1:45 P.M. | Break

1:45 – 2:45 P.M.

### Batteries not included: Powering critical conversations

**Kevin Ahmaad Jenkins, PhD, Lecturer and Visiting Scholar, University of Pennsylvania; Journalist and Health Disparities Activist**

Tough conversations in the boardroom about inequity where we work, live and learn can be intimidating. The toxicity of organizational environments surfaces when we host dialogue with no destination. No matter the conflict or crisis, trustees need to know why and how to lead critical conversations about tough topics. This session will provide a roadmap and guide you through the art of authentic engagement that reconstructs board culture.

At the end of this session, participants will be able to:

- use conversation starters to launch critical conversations with empathy;
- recognize unheard employees as the experts of their own experiences;
- implement clear and effective dialogue curriculum that interactively and inclusively embraces all perspectives;
- understand how regular inclusive dialogue can increase revenue while enriching culture; and
- outline and personalize an inclusion-first culture.

2:45 – 3 P.M. | Break

3 – 4 P.M.

### The board's leadership role in quality and patient safety

**Jonathan B. Perlin, MD, PhD, President and CEO, The Joint Commission**

Evidence shows that engaged boards produce better quality outcomes, yet many struggle with quality and patient safety oversight. It is essential that boards have the resources and support needed to ensure the highest level of quality. In this session, you'll hear from the

CEO of The Joint Commission, which has led the way in shaping standards and defining best practices related to quality improvement efforts and patient care for more than 2,000 hospitals nationwide. In addition to laying out his vision for TJC and the new HELP agenda, Perlin will discuss the important leadership role for governance in healthcare quality, new federal guidance for boards through the Quality Assurance and Performance Improvement Plan and review resources and strategies that trustees can apply in their organizations.

4 P.M. | Adjoin for the day

6 – 8:30 P.M.

## Reception at the National Museum of Racing and Hall of Fame

Enjoy cocktails, plentiful hors d'oeuvres, dessert and coffee while connecting with colleagues and exploring the history of thoroughbred racing at the Saratoga Racing Museum. Surrounded by incredible works of art, trophies and historical artifacts, visitors will experience all aspects of this thrilling sport, from its most iconic moments and pageantry to what happens behind the scenes on race day. This beautiful venue is located across from the historic Saratoga Race Course, the oldest operating thoroughbred track in the country, and minutes from downtown Saratoga Springs. Transportation to and from the hotel and museum will be provided.

*Note: A separate \$125 per person fee is required for this event.*

## SATURDAY, SEPT. 23

7 – 8 A.M. | Breakfast

8 – 9 A.M.

## Insight from New York's commissioner on DOH policy and direction

**James V. McDonald, MD, MPH, Commissioner, NYSDOH**

New York's recently appointed health commissioner will lay out his vision for the state's healthcare system and DOH. As hospitals and health systems continue planning for their future in an uncertain environment, McDonald's insight into the direction of health policy for the state will be beneficial and timely.

9 – 9:15 A.M. | Break

9:15 – 10:15 A.M.

## Breakout strategy sessions

### Breakout session 1

## Cyber risk is patient safety risk

**Chris Logan, CISSP, Senior Vice President and Chief Security Officer, Censinet**

**M. Andrew Short, Vice President and Chief Operating Officer, Samaritan Health**

**Thomas Hallisey, Director, Health Information Technology, HANYS**

With ransomware now a direct threat to care delivery and hospital operations, cybersecurity is no longer “just an IT issue” — it's a patient safety issue. Leading hospitals and health systems now manage cyber risk as a top enterprise risk and have expanded cybersecurity accountability from the IT department all the way up to the board.

This session will focus on:

- managing cyber risk as enterprise risk;
- creating a culture of cybersecurity;
- facilitating board-level risk visibility and accountability; and
- prioritizing investment to maximize risk reduction.

Plus, you'll hear first-hand from a colleague who experienced a breach and downtime-inducing event.

### Breakout session 2

## Interactive governance clinic

**Jamie E. Orlikoff, MA, President, Orlikoff & Associates, Inc.**

Bring your most challenging and immediate governance issues to one of the nation's preeminent healthcare governance experts. Jamie Orlikoff will field your questions — from hands-on practical to big-picture theoretical — and invite attendees to add their perspectives and recommendations. You'll gain practical solutions and proactive ideas for improving governance performance. This session will be interactive and no issue is off the table. Come prepared to talk, question and be challenged! Participants will have an opportunity to submit questions in advance that will be addressed anonymously during the session.

## Breakout session 3

### Private equity: What does it mean for hospitals and health systems?

**Victoria Aufiero**, *Vice President, Insurance, Managed Care and Behavioral Health, HANYS*

Private equity investment in healthcare has grown dramatically over the last decade and shows no signs of slowing down. For better or worse, PE involvement within the healthcare system can have significant implications for both patients and providers. It is unclear if PE itself is a problem or whether, in its absence, other sources of capital — insurers, venture capital, health systems — can address some of the issues.

This session will explain what trustees need to know about PE's role in the healthcare system, who it is targeting and the strategies behind it all. We'll also discuss the regulatory landscape in New York, including the new "Material Transactions" provision from the 2023-2024 State Budget. We'll highlight what trustees and leaders should be thinking about and explore the different options for competition and/or collaboration.

10:15 – 10:30 A.M. | Break

10:30 – 11:30 A.M.

### Moving the healthcare workforce from flight to flourish

**Joel Ray**, *USAF Col. (Ret), NC, MSN, RN, NEA-BC, Chief Clinical Advisor, Loudio*

This session will provide a brief overview of the forces driving workforce stability to be a top priority for healthcare executives. The root causes of low engagement and high turnover require large-scale, systemic change across health systems to ensure workers feel valued and supported.

The connection between frontline manager and employee drives retention and engagement. Healthcare executives can draw inspiration from the connection between caregivers and patients as a launching point to improve the connection between leaders and employees. This critical connection is disrupted because of operational burdens placed on leaders while caregivers experience similar strains of burnout and lack a sense of well-being. Healthcare trustees can partner with hospital leaders to promote the development of work redesign, people

strategies and investment in technology to promote a culture that enables leaders and employees to flourish.

At the end of this session, participants will be able to:

- appraise the continuing challenges and instability of the healthcare workforce;
- describe and identify sustainable solutions to high turnover; and
- identify ways trustees can support hospitals in restructuring a work culture where teammates flourish.

11:30 A.M. – 12:30 P.M.

Closing keynote

### It's not you, it's ME: Making governance relevant for a radically different future

**Jamie E. Orlikoff**, *MA*

Hospitals and health systems have faced looming mega trends for years, like the aging population, approaching Medicare insolvency, predicted provider shortages and the growing healthcare affordability crisis. The pandemic has accelerated these trends and added others to the mix including skyrocketing labor costs, shaky supply chains, accelerated disruption of the hospital business model, workforce instability and significantly weakened finances. These trends threaten the business model and very existence of hospitals and the U.S. healthcare system.

Unfortunately, our governance models have been slow to change even though they face many of these challenges at the board level. Boards are aging faster than the general population and facing growing difficulty in recruiting and retaining members with necessary skill sets and diversity. Unless boards can rapidly and radically change themselves, they will not be up to the task of changing their organizations to deal with the environmental challenges.

Governance must step up as never before. This provocative and challenging presentation will review these trends and examine ways that boards and leadership must adopt extreme best practices to steer their organizations into the future.

12:30 P.M. | Conference adjourns

*Boxed lunches available — grab and go or stay and eat*

# Fees and registration information

**To register, each person must have a HANYS account.**

## Full conference registration

\$660 per person

Includes Thursday cocktail reception, all educational sessions and all meals except Friday reception at the racing museum.

## Friday evening reception at the racing museum

\$125 per person

Available to conference attendees and their guests.

## Guest meal package

\$275 per person

Includes Thursday reception and breakfast and lunch on Friday and Saturday. Does not include educational sessions or Friday reception at the racing museum.

**Register online:** [htnys.org/annual\\_meeting](https://htnys.org/annual_meeting)

## Planning tool

Planning resource for executive assistants and board coordinators

Please use the registration [planning tool](#) to gather the information needed to register individuals for the event.

## Cancellations and substitutions

The online registration deadline for this program is Sept. 12. Substitutions are permitted. Cancellations should be made in writing to [learning@hanys.org](mailto:learning@hanys.org) by Sept. 12 and are subject to a \$50 administrative fee. Registration fees for cancellations received after Sept. 12 or for failing to participate will be forfeited.

If you have any questions or experience any difficulties during registration, please contact [learning@hanys.org](mailto:learning@hanys.org) or 518.431.7867.

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## Hotel accommodations

The HTNYS Annual Trustee Conference will be held at:

### **The Saratoga Hilton**

534 Broadway  
Saratoga Springs, NY 12866

A [discounted room rate](#) of \$234 per night is available [until Sept. 1](#).

Parking is available at the hotel for a fee of \$10 per vehicle per night.

## Questions?

**For questions about the conference**, please contact Kristen Phillips at 518.431.7713, 800.360.7211 or [kphillip@hanys.org](mailto:kphillip@hanys.org).

**For questions about registration or logistics**, please contact [learning@hanys.org](mailto:learning@hanys.org) or call 518.431.7867.



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