



Healthcare Finance Institute

Navigation, Collaboration and Strategic Leadership Through a Transformative Healthcare Landscape

April 17th - 19th, 2016
The Ritz-Carlton, Tysons Corner, VA

Program Agenda



Sunday April 17th, 2016

12:30 – 12:45 Welcome Address and Chairperson's Opening Remarks

12:45 – 1:45 Navigation, Collaboration and Strategic Financial Leadership through a Transformative Healthcare Landscape: The CEO Perspective



Elizabeth Flury, Executive VP and Chief Strategy Officer, Children's National Health System, WA
Lynn Nicholas, President and CEO, Massachusetts Hospital Association, MA
Stephen Klasko, President and CEO, Thomas Jefferson University and Jefferson Health, PA

"It is not the strongest of the species that survives, nor the most intelligent ... it is the one that is the most adaptable to change." This famous quote from Charles Darwin continues to ring true, especially in the world of healthcare today. In order for hospitals and health systems to meet the ever-changing demands of today's healthcare industry, they must shift from the old ways of doing business and embrace new and evolving business models. Successful navigation through complex environments and situations will depend in large part on the quality of leadership, the vision to collaborate and innovate and the desire to disrupt the status quo and take on transformation.

Join this dynamic and esteemed panel of CEOs and Healthcare Leaders as they share strategies, best practices and tactics employed during this volatile time.

1:45 – 2:30 Solutions for Strategic Leadership: Showcase

The Healthcare Finance Solutions Showcase is designed to provide attendees with insight and information on cutting edge technologies and solutions that have been developed to support them in their roles. Three leading Service Providers will share their solutions.

2:30 – 3:15 Driving Collaboration and Partnerships in Building a Stronger Organization and Greater Financial Outcomes



Rick Newsome, CFO, Kaiser Permanente, CO

Reducing costs and improving the quality of care are imperative to healthcare providers today. Now more than ever, hospitals and health systems need new approaches and collaborative solutions to deliver high quality care at reasonable margins and execute as a team strategic clinical and financial goals.

Join Rick Newsome, CFO of Kaiser Permanente as he discusses his own experiences working to build collaboration and partnerships within his organization while considering the following:

Clinical

- Aligning physicians through EMR's
- Working with physicians on care protocols to reduce the number of readmissions
- Ensuring that physicians play a role in setting quality indicators
- Co-ordinating to manage the entire continuum of care



Financial

- Including physicians, finance staff and operational managers on committees that make decisions related to investments and expenditures
- Sharing data to ensure buy-in and to hold one another accountable
- Ensuring that physician leaders have a seat on the organizations Board

3:15 – 5:15

Business Meetings

5:15 – 6:00

Kick Your Analytics up a Notch: A Recipe for Financial Success in a Population Health Business Model



Tim Lantz, SVP, DataNext, Sentry Data Systems

*In this sequel to the popular **Putting the “BAM!” in BI** presentation from the Spring HFI in Chicago, we will dive deeper into the application of advanced data analytics to drive both financial and clinical improvements in specific patient populations. When used appropriately, the information and insights contained in your data can help yield measurable improvements in profitability, quality, and patient experience. We will review attributes of data integration and analysis necessary to drive innovation and achievement, in the context of shifting financial paradigms that will better enable success in value-based care and population health environments. We will then illustrate specific business use cases for how real hospitals and health systems are beginning to apply advanced analytics to tackle some of their biggest challenges.*

- Evaluate the role of data and analytics within your organization compared to current and emerging best practices.
- Examine philosophies and practical strategies for how to get the most out of your existing data asset, as well as external data resources.
- Discuss specific applications of complex data integration and analytics to enlighten and support improved results in financial performance and quality.

6:00 – 6:45

Next-Era Shared Services: CHI’s Story of Transformation Saving Time and Money



Pete Katsampes, VP, CHI Connect Support Centers, Catholic Health Initiatives, CO

As the healthcare industry responds to the requirements of the Affordable Care Act, Catholic Health Initiatives embarked on its Clinical and Operational Excellence transformation plan. Within this COE work is a full review of our Support Services model and the need to develop the next generation strategy of our shared services operation. This session will look at the vision, strategy and outcomes of the shared services transformation work across Human Resources, Accounts Payable, Payroll, Procurement, Expense Reporting.

- Creating a vision and strategy for effective shared services
- Evaluating the newest technology and the impact it can have for employees
- Impact of transformation on cost per transaction and cost per employee

6:45 – 9:00

Welcome Cocktail Reception and Dinner Function



Monday April 18th, 2016

7:30 – 8:15 Breakfast

8:15 – 9:00 **Managing Revenue and Reducing Total Cost of Care in a Hybrid System**



Peg Burnette, CFO, Denver Health, CO

Healthcare seems to be evolving from traditional fee-for-service payment models to pay-for-performance. But we aren't there yet, and many providers are "stuck in the middle" of the two systems. When will the switch flip? Most industry experts and healthcare leaders nationwide agree that continuing "business as usual" is no longer an option. During this session, we will hear from Peg Burnette, CFO of Denver Health as she discusses strategies that challenge traditional thinking and can deliver substantial cost savings for your organization while operating with "a foot in both buckets".

- Learn the CFO perspective on the seven or eight key current themes which are driving change in healthcare
- Discuss how, even with a challenging payor mix, healthcare organizations can drive financial success while doing what is right for patients
- Review the data on the population still currently uninsured, and ideas about how to address the accompanying challenges

8:15 – 9:00 **Taking a Unique Approach to Developing A Country-Wide Integrated Model: Community Hospital of the Monterey Peninsula's Story of Success**



Laura Zehm, CFO, Community Hospital of the Monterey Peninsula, CA

Community Hospital of the Monterey Peninsula like many other hospitals is on the journey to developing a county-wide integrated model. Their approach however, is really quite unique. Community Hospital's integrated approach involves partnering with otherwise competitors including a population health company, a health information exchange, a physician company and a hospital.

Join Laura Zehm as she discusses Community Hospital's journey as well as some of the lessons learned along with way.



9:00 – 9:45 The Imperative to Create Patient-Centric, Efficient, Consistent Care Access Processes



Ryan Gibson, Managing Director, Huron Healthcare
Larry Stuckey, Managing Director, Huron Healthcare

Patient care access processes are the point of departure for all clinical and financial events. They also represent the initial opportunity to optimize patient (consumer) engagement with the provider/patient relationship. Healthcare providers are challenged to build a sound operational foundation that yields effective, efficient, and consistent patient-centric processes that are well coordinated across various care settings. Organizations that successfully manage these processes and interactions improve bottom line performance, further their missions to better serve their respective communities, and thrive in increasingly competitive markets.

To assess your own organization's processes, consider:

- How would a member of your community describe his/her experience accessing care at your organization?
- How well do you understand specific referral patterns across your enterprise and how quickly can you target areas of opportunity?
- Are you actively coordinating and standardizing clinical and financial processes across your ambulatory and inpatient settings?

This interactive session will feature specific examples of how hospitals are innovating to address the areas noted above. Attendees are encouraged to bring questions and suggestions to spur active discussion on how organizations can continue to positively advance their respective missions.

9:00 – 9:45 The Patient Financial Experience: Why Billing Matters



Amy Carpenter, VP, Simplee

The patient experience is consistently a top concern for healthcare leaders. Health systems are increasingly focused on creating a financial journey that complements the clinical experience to drive loyalty and financial return.

A broader "experience" lens on billing has the potential to ensure patients (and potential ones) have the right decision support and expectations from the start, clearly understand benefits and responsibility, and a convenient means to pay including financial assistance. This session will explore new benchmarks for ensuring success across the financial journey and the role revenue cycle leaders play in closing gaps.

Learn how patient revenue cycle is transforming from a pain point into a strategic advantage. Join an active discussion where we will explore:

- What is the patient financial experience?
- What are the key success metrics? Why does billing satisfaction matter?
- Examples of initiatives and providers focused on the patient financial experience



9:45 – 10:00 **Morning Break**

10:00 – 12:00 **Business Meetings**

12:00 – 1:00 **Networking Lunch**

1:00 – 1:45 **Optimizing Your Revenue Cycle for Enhanced Financial Performance**



Sheila Kuenzle, VP Revenue Cycle, Bon Secours Health System, CO

As the state of healthcare in the United States continues to change and transform, so too must the structure of your Revenue Cycle. Now more than ever before, it is essential that Healthcare Finance Leaders work strategically to plan and implement strategies that align with organization needs and make for optimal financial performance.

Join Sheila Kuenzle, VP Revenue Cycle at Bon Secours Health System as she discusses her journey optimizing and transforming Bon Secours' revenue cycle from 4 state silos (5 regions, 15 hospitals) to one operating department, all while implementing EPIC at 14 of those hospitals within 20 months.

1:00 – 1:45 **Minimizing the Occurrences and Financial Impacts of the Most Common and Costly Security Breaches**



Phil Alexander, Information Security Officer, UMC Health System

Breaches are the new Gucci. Everyone seems to be getting one. Unlike Gucci a breach is not something to brag about and comes with a much higher price tag. However, there are ways to minimize the occurrences and financial impacts of security breaches. Let's face it cyber security in healthcare is still way behind other sectors and continuing to do what we have been doing is not working. Understanding the cyber landscape and where to put the dollars will help organizations be more effective and financially efficient. In this session we'll discuss:

- How to determine where the true risks are and how to mitigate them
- How to buy and deploy the right security technologies & processes
- How to determine the appropriate level of incident response once you are breached



1:45 – 2:30 **Diagnosing Back Office Payment Inefficiencies: Is your Payment Process Healthy?**



Kathleen Ahlenius, Director, American Express

The Healthcare industry continues to evolve as legislation resulting from the Affordable Care Act is enforced. Organizations are faced with a tough balancing act of making the right strategic decisions to lower healthcare costs while improving quality of care. With all the necessary cost cutting, every department needs to be accountable, including accounts payable. Learn how you're A/P department can streamline operations to help improve cash management and payment process efficiencies.

2:30 – 3:30 **Business Meetings**

3:30 – 4:15 **Active Patient Engagement™: How to Optimize Self-Pay Performance**



Casey Williams, VP, Direct Healthcare Sales, RevSpring

Most healthcare business leaders find themselves facing the same problem; the need to do more with less. Yet, as patient responsibility rises, many providers continue to rely on traditional, passive, RCM processes to engage patients and collect payment – finding too often that these old strategies no longer generate results. To change the outcome, we must change the way we engage patients in the revenue cycle. Throw out the traditional RCM playbook of static communications, “gut decisions” and fragmented applications, and replace it with tools and strategies that are testable, trackable and scalable.

This session is a primer on Active Patient Engagement™, a leaner, more cost-efficient approach to patient engagement within the revenue cycle. This new mindset makes it possible to drastically impact financial performance despite a modest RCM budget.

In this session, we will discuss:

- What today's patients expect from their revenue cycle interactions
- Why Active Patient Engagement™ is the new “Patient-Friendly”
- How communication and technology design influence a faster patient response and payment
- How to deploy a patient engagement strategy that is testable, trackable, and scalable
- Quick wins to optimize processes and solutions you already have in place



4:15 – 5:00 Building Sustainable Healthcare Strategies: Reducing Readmissions and Focusing on Value



Kimberly Repac, VP, CFO, Maryland Health System, MD

The move from volume to value is well underway in most hospital and healthcare systems across the U.S. and has brought with it considerable financial, technical and associated business transformation challenges.

In order to meet value-based goals, hospitals are struggling to create care initiatives that not only limit resource consumption but also address clinical documentation and physician compensation to achieve adequate reimbursement for the care provided.

Join Kimberly Repac, VP and CFO of Western Maryland Health System as she discusses how her organization is taking giant strides to reduce readmissions and focus their efforts on building a value proposition.

5:00 – 5:45 Visibility for Improvement: From Panoramas to Gnats Eyelashes



David Dyke, VP, Revenue Cycle, Relay Health
Omar Ishmael, VP Revenue Cycle, Brookdale Hospital Medical Center, NY

The laws of physics tell us that it's impossible to measure both position and velocity at the same time. While that may be true of matter, it's not true of business. High performing leaders insist on bringing multi-faceted data to the table to make both informed decisions, and educated hunches. This session will look at how organizations can quickly leverage a variety of sources, ranging from broad strategic healthcare trends to their own operational data and of course, OPD (Other Peoples Data) to simultaneously understand the position and direction of their business.

5:45 – 7:00 Free Time

7:00 – 9:00 Dinner and Evening Entertainment Function



Tuesday April 19th, 2016

7:30 – 8:15 **Breakfast**

8:15 – 9:15 **The Challenges and Concerns of Today's CFOs: A Panel Discussion**



Kevin Markham, CFO, AlaPointe, AL

Andrew DeVoe, CFO, Aria Health System, PA-Tentative

Tonja Mosley, CFO, Good Samaritan Hospital Center, FL-Tentative

What are the biggest challenges and concerns plaguing hospital and healthcare system CFOs today? How are these qualms and uncertainties affecting their day-to-day routines and long-term planning? What are the difficulties and worries keeping them up at night?

To aid in answering these questions and also to help in the resolution of some of these concerns, we are lucky to have a very strong and influential group of Chief Financial Officers here from both large and small, rural and urban hospital and healthcare systems across the U.S.

Come join us armoured with your own questions and concerns relating to what you are facing in your organization today, and what you feel is needed in order to bring your healthcare system into the 21st century.

9:15 – 10:15 **Business Meetings**

10:15 – 11:00 **Stories from the Trenches: Moving from a Decentralized to Centralized Revenue Cycle**



Teresa Spalding, System VP, Revenue Cycle, Providence and Swedish Health Systems, OR

With increased pressures to reduce operating costs, improve the patient experience and enhance collections the next evolution is to integrate revenue cycle functions across physician services and hospital services. This practical presentation will share Providence Health and Services' journey to integrate 29 hospitals and 4,000+ employed physicians' revenue cycles.

- Business case - why do it?
- Making sense of a new model
 - o What to combine vs. leave stand-alone
 - o Hot spots and risk success stories
- Next steps at Providence



11:00 – 11:45

Lessons Learned from a Medicare Pioneer ACO Success: Bellin – ThedaCare Healthcare Partners



Jim Dietsche, Executive VP and CFO, Bellin Health, WI

In 2006, Bellin Health and ThedaCare formed a clinically integrated provider network based in northeast Wisconsin. Now known as Bellin-ThedaCare Healthcare Partners, the initiative includes three tertiary hospitals, four critical access hospitals, and a psychiatric hospital, as well as approximately 700 independent physicians and 57 primary care locations in 12 counties. From this experience, Bellin-ThedaCare Healthcare Partners has become one of the most successful Medicare Pioneer ACO's in the country. With the lowest Medicare cost per capita among all Pioneers across the U.S. for the first three reporting years, Bellin-ThedaCare Healthcare Partners also had the highest quality scores among all Pioneers in the first two measurement years.

Join Jim Dietsche, Executive VP and CFO of Bellin Health as he discusses their journey to becoming an ACO top performer. Learn how:

- Bellin used Medicare data to identify opportunities to manage this population
- Bellin is using the lessons it learned from this project to apply to other populations

11:45 – 12:00

Chairperson's Closing Remarks

12:00 – 1:00

Closing Lunch