



# VITAL2021

*Connect. Inspire. Lead.*

## Agenda | Virtual (all times Eastern)

TUESDAY, JUNE 22

12–12:15 pm

### Welcome and President's Address

This session will feature a video tribute for our association's 40th anniversary.

#### *Speaker*

**Bruce Siegel, MD, MPH**

President and CEO

America's Essential Hospitals

12:15–1 pm

### Patient Access Strategies to Foster Growth and Patient Satisfaction

Now is the time for practices to begin implementing a strategic, thoughtful response for growth in ambulatory clinics. Join experts from Premier to discuss innovative responses to increasing access demands in a consumer-driven environment while managing physical and human resource demands on overburdened practice sites. This session will highlight pertinent operational, financial, and clinical considerations for practices as they return to a "new normal," with a focus on prompt access and revenue enhancement.

#### *Speakers*

**Kearin Schulte**

Vice President of Physician Enterprise

Premier

**Philip Meador**

Director of Physician Enterprise

Premier

1–1:10 pm

### Refresh Break

Visit our sponsors, connect with fellow attendees, or just relax.

1:10–1:55 pm

### Using Civic Engagement to Improve Health

Health-related social needs are rooted in the structural determinants of health—the socioeconomic, political, and environmental context at regional and national levels. To create change, more than 500 hospitals promoted voting through Vot-ERs, Patient Voting, Med Out The Vote, VoteHealth2020, and similar hospital-based voter access resources.

This session presents the rationale behind hospitals as centers of civic engagement and how voting improves health outcomes through self-advocacy. Speakers will highlight their experience with hospital-based voter registration and share Vot-ERs resources.

#### *Speakers*

**Elizabeth Datner, MD**  
Chair, Department of Emergency Medicine  
Einstein Healthcare Network

**Merle Carter, MD**  
Vice Chair, Department of Emergency Medicine  
Einstein Healthcare Network

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**1:10–1:55 pm**

**Implementing a Behavioral Health Open-Access Intake Phone Line**

Improved access is one of the many benefits of integrating behavioral health into primary care. However, reliance on traditional scheduling models can limit that potential. Open access can help to overcome this limitation.

In this session, learn about implementation of an open-access behavioral health intake line staffed by clinicians in primary care during the pandemic. Speakers will provide implementation and process outcomes and discuss lessons learned.

**Speakers**

**Evonne Yang, MPH, MSW**  
Director, Integrated Behavioral Health, Population Health Services  
Boston Medical Center

**Cara Fuchs, PhD, MPH**  
Vice Chair of Psychology; Director of Integrated Behavioral Health, Department of Psychiatry  
Boston Medical Center

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**1:55–2:25 pm**  
*Networking*

**Coffee and Chat with CEO Bruce Siegel**

What do you predict the next few months or year will look like for you and your hospital? Grab your beverage of choice and join your peers in this 30-minute networking break led by America’s Essential Hospitals President and CEO Bruce Siegel to discuss the future in these unprecedented times.

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**1:55–2:25 pm**  
*Networking*

**Telehealth-Focused Networking Discussion**

Hear from subject matter experts and join your peers in an engaging discussion on telehealth.

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**2:25–3:10 pm**

**A Few Minutes with Us—A CEO’s COVID-19 Communications Journey**

Learn how UF Health Jacksonville developed, filmed, and distributed more than 130 video segments in nine months to communicate systemwide about the COVID-19 pandemic, care delivery changes, and staff safety and morale. Led by the CEO, media relations team, and a videographer, this biweekly update quickly turned into daily updates due to its effectiveness. Staff received the most current information directly from the highest leadership levels. As the pandemic progressed, this internal communication tool moved to external platforms so patients and families could better understand the work happening across the health care system, including care updates, patient resources, research, education, and community-sponsored events.

**Speaker**

**Leon Haley Jr., MD, MHSA**  
CEO, Dean and Vice President of Health Affairs

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**2:25–3:10 pm**

**Maternal Medical Home: Innovating to Reduce Maternal Mortality**

The concept of a maternal medical home (MMH) is new to the care of pregnant people. An MMH provides enhanced, wraparound services for individuals with increased risk of an undesired pregnancy outcome due to medical health, behavioral health, or social risk factors. The MMH team builds trust and lasting relationships between patients and providers, as well as between facility-based care teams and community organizations. Ultimately, the MMH aims to foster patient autonomy and enhance the birth experience.

*Speakers*

**Wendy Wilcox, MD**

Clinical Service Line Lead, Maternal Mortality Reduction and Women’s Health  
NYC Health + Hospitals

**Lorna Johnson**

Senior Program Director  
NYC Health + Hospitals

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**3:10–3:20 pm**

**Refresh Break**

Visit our sponsors, connect with fellow attendees, or just relax.

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**3:20–4:05 pm**

**State Perspectives on Current Health Policy**

Join former state-level Medicaid leaders and experts from our conference sponsor, Sellers Dorsey, for a facilitated discussion about state health policy trends for 2021 and the potential impact of the Biden administration. The session will explore diverse state perspectives on topics of interest to essential hospitals, including state budgets, telehealth, coverage, and Medicaid.

*Speakers*

**Gabe Roberts**

Senior Strategic Advisor  
Sellers Dorsey

**Mari Cantwell**

Director, California Services  
Sellers Dorsey

*Facilitated by:*

**Erin O’Malley**

Senior Director of Policy  
America’s Essential Hospitals

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**4:10–4:15 pm**

**Closing Remarks**

*Speaker*

**Ashley McMaster**

Vice President of Membership and Development  
America’s Essential Hospitals

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**WEDNESDAY, JUNE 23**

**12–12:10 pm**

**Welcome and 2020–2021 Chair’s Address**

*Speaker*

**Susan Ehrlich, MD, MPP**

CEO

Zuckerberg San Francisco General Hospital and Trauma Center

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**12:10–12:55 pm**

**Federal Legislative and Regulatory Update**

Hear the latest state of play from America’s Essential Hospitals advocacy leadership as they lay out the moving pieces and share insights on what to expect from Congress and the administration for the second half of 2021.

*Speakers*

**Beth Feldpush, DrPH**

Senior Vice President of Policy and Advocacy

America’s Essential Hospitals

**Carlos Jackson**

Vice President of Legislative Affairs

America’s Essential Hospitals

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**12:55–1:05 pm**

**Refresh Break**

Visit our sponsors, connect with fellow attendees, or just relax.

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**1:05–1:50 pm**

**Training and Supporting Community Health Workers**

Community health workers (CHWs) are on the front lines of care, serving as critical liaisons between patients and health care providers. They assist with access to care, health literacy, and delivery of services that address the social determinants of health, bridging gaps among communities, individuals, and providers through grassroots outreach and education.

In this session, learn about an innovative CHW program at Sinai Urban Health Institute, in Chicago, to address patient needs related to COVID-19. This innovative partnership integrates CHWs into pandemic response to link patients to community resources, help patients understand discharge paperwork and instructions, and set up virtual health appointments.

Participants also will review a framework at Parkland Health & Hospital System, in Dallas, for developing a successful CHW training program, combining clinical and nonclinical education. Developing such a program requires system investment, a coordinated approach to internal stakeholder engagement, and CHW involvement.

*Speakers*

**Stacy Ignoffo, MSW**

Director of Community Health Innovations

Sinai Urban Health Institute

**Vidya Ayyr, MPH**

Director of Community Social Impact

Parkland Health & Hospital System

1:05–1:50 pm

### Building a Foundation for Equity, Diversity, and Inclusion

The intersectional nature of systemic and structural racism impacts every health system, perpetrating constant threats to the well-being and, in some cases, the very survival of patients, providers, and communities of color. To successfully serve all, we must focus targeted efforts on communities that have suffered the longest and deepest wounds from systemic racism.

In this session, speakers from Alameda Health System, in California, and Adira Management Consulting will discuss how to develop sustainable, systemic approaches to evaluating the state of health equity, diversity, and inclusion in your organization. Learn best practices for establishing a robust, ground-up initiative to advance these goals. Attendees also will hear about a year-long effort at Alameda involving more than 100 employees, physicians, and community members to establish a firm foundation to sustain and build on inclusivity strategies.

#### *Speakers*

##### **Mini Swift, MD**

Vice President, Population Health  
Alameda Health System

##### **Ishwari Venkataraman**

Principal  
Adira Management Consulting

1:50–2:20 pm

Wellness



#### Mindful Yoga/Meditation Break

Use this 30-minute, off-camera yoga and meditation session to recenter your body and mind. Learn how to easily implement these exercises into your busy schedule.

2:20–3:05 pm

### Foundations of Essential Hospital Financing

Medicaid provides critical funding for essential hospitals. The joint role of the federal government and states in defining how Medicaid pays providers, and the funding of those payments, creates both opportunities and tremendous complexity. This session will describe the fundamentals of the federal, state, and local roles in Medicaid funding and payments.

#### *Speaker*

##### **Sarah Mutinsky, JD, MPH**

Founding Senior Advisor  
Eyman Associates

2:20–3:05 pm

### Optimizing Flow and Capacity During the COVID-19 Pandemic

Optimizing patient flow and capacity has been critical for our health system to meet the needs of vulnerable populations during the COVID-19 pandemic. The Adult Urgent Care Center (UCC) at Zuckerberg San Francisco General Hospital and Trauma Center implemented several initiatives to expand existing practices and collaborate with key stakeholders. These initiatives increased exam room availability and, subsequently, capacity to off-load lower acuity patients from our emergency department.

In this presentation, we will review our strategies and outcomes for improving flow and capacity. We also will share plans to expand these efforts to continue supporting our community's health beyond the pandemic.

***Speaker***

**Carmen Liang, DO, MPH**

Associate Clinical Professor, Associate Medical Director  
Zuckerberg San Francisco General Hospital and Trauma Center

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**3:05–3:15 pm**

**Refresh Break**

Visit our sponsors, connect with fellow attendees, or just relax.

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**3:15–4 pm**

**Barry R. Freedman Leadership Lecture Keynote**

***Speaker***

**Ibram X. Kendi**

Andrew W. Mellon Professor in Humanities, Boston University  
Founding Director, BU Center for Antiracist Research

***Facilitator***

**Brenda A. Battle, RN, BSN, MBA**

Senior Vice President, Community Health Transformation  
Urban Health Initiative and Chief Diversity, Inclusion and Equity Officer  
UChicago Medicine

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**4:05–4:10 pm**

**Closing Remarks**

***Speaker***

**Ashley McMaster**

Vice President of Membership and Development  
America's Essential Hospitals

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**THURSDAY, JUNE 24**

**12–12:50 pm**

**Welcome and 2021 Gage Awards Ceremony**

Celebrate excellence as we honor outstanding programs in quality, population health and COVID-19 innovations with the Gage Awards. The prestigious awards are presented to member hospitals for creative, successful programs and activities that enhance patient care and meet community needs. Join us as we honor our 2021 recipients.

***Speakers***

**Kalpna Ramiah, DrPH, MSc**

Vice President of Innovation, America's Essential Hospitals  
Director, Essential Hospitals Institute

**Larry Gage**

Senior Counsel, Alston and Bird, LLP  
Founding President, America's Essential Hospitals

***Master of Ceremonies***

**Christine Neuhoff, JD, MBA**

System Vice President, General Counsel, St. Luke's Health System

Chair, Essential Hospitals Institute Board of Directors

**2021-2022 Essential Hospitals Institute Chair**

**Parveen Chand, MHA**

Chief Operating Officer, Academic Health Center — Adult Hospitals  
Indiana University Health.

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**12:50–1 pm**

**Refresh Break**

Visit our sponsors, connect with fellow attendees, or just relax.

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**1–1:45 pm**

**Medicare Funding of Residency Training: New GME Rules in 2021**

Impending physician shortages, particularly in underserved communities, make the growth of medical residency programs critical to the future health of our country. Several significant legal developments in the world of Medicare graduate medical education funding occurred in 2020 that affect existing teaching hospitals, as well as hospitals that wish to become teaching hospitals.

This session will cover everything from regulatory changes related to COVID-19 and funded positions awarded from the closed Hahnemann University Hospital to the year-end legislation that added new funded slots, corrected the so-called “resident rotator” problem, and reduced administrative burden for rural training track programs.

**Speakers**

**Lori Mihalich-Levin, JD**

Partner  
Dentons US

**Jim Anderson, MD**

Assistant Dean of Graduate Medical Education  
Oregon Health & Science University

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**1–1:45 pm**

**Creating a Culture of Diversity, Equity, and Inclusion**

Essential hospitals share a mission of ensuring health care for all people, regardless of sexual orientation, gender identity, or expression. From patients to staff, essential hospitals recognize the importance of training, hospital culture, and accountability in achieving this goal.

Learn how leaders at Erie County Medical Center, in Buffalo, New York, worked with the hospital’s Office of Diversity and Inclusion to better understand what is necessary to secure equitable and inclusive care for LGBTQ patients and their families. Their work earned them designation as an LGBTQ Equality Top Performer by the Human Rights Campaign Foundation.

Also in this session, speakers from Premier Health, in Dayton, Ohio, will explore how retention, engagement, and employee experience are inextricably linked to culture. They will share practical tips and discuss strategy formulation and meaningful practices to ensure that diversity, inclusion, and equity are hardwired in your organization.

**Speakers**

**Cynthia Bass, BS, MBA**

Director of the Office of Diversity and Inclusion  
Erie County Medical Center

**Natalie Sleaf, MA**  
Program Coordinator, Office of Diversity and Inclusion  
Erie County Medical Center

**Stacey Lawson, MS**  
Vice President, Human Resources  
Premier Health

**Adrian Taylor**  
Director, Diversity  
Premier Health

**1:45–2:15 pm**  
*Wellness*



**Mindful Yoga/Meditation Break**

Use this 30-minute, off-camera yoga and meditation session to recenter your body and mind. Learn how to easily implement these exercises into your busy schedule.

**2:15–3 pm**

**Reaching High-Risk Populations During Epidemics**

COVID-19 challenged essential hospitals to use their resources in unique and innovative ways to reach those most affected by the pandemic. In Phoenix, Valleywise Health partnered with the Arizona Refugee Resettlement program to create informational videos in 10 languages about the coronavirus to reach refugees at high risk. These informational videos have been viewed more than 180,000 times, helping refugee populations understand the virus and how it spreads, as well as COVID-19 symptoms.

In a similar way, Parkland Health & Hospital System, in Dallas, launched a medication-assisted treatment (MAT) program in 2020 for people experiencing homelessness amid a substance use disorder epidemic. The Health Resources and Services Administration-funded program is embedded in the systems' 25-year primary care program for the homeless population. Participants reported gains in employment, housing, interpersonal relationships, and income; nearly 80 percent reported maintaining sobriety from opioids; and a quarter experienced reduced hospitalizations.

**Speakers**

**Michael Do, MD**  
Director, Pediatric Refugee Clinic  
Valleywise Health

**Donna Persaud, MD, MBA**  
Medical Director Homeless Outreach Medical Services  
Parkland Health & Hospital System

**Juana Acosta, LPC**  
Mental Health Counselor  
Parkland Health & Hospital System

**2:15–3 pm**

**Staff Wellness and Resiliency**

“Second victims” are health care providers involved in an unanticipated adverse patient event, in a medical error, or a patient-related injury who become traumatized by the event. The Helping Healers Heal (H3) program was implemented at Kings County

Hospital Center, in Brooklyn, N.Y., to support staff left vulnerable after an unanticipated event or adverse patient outcome occurs.

With the spread of COVID-19 and subsequent state of emergency in New York, the H3 wellness team, with support from senior leadership, sought to expand program support into emergency operations to establish respite options, wellness events, nourishment, and debrief/wellness rounds for staff.

### *Speakers*

**Geralda Xavier, MD, MPH, MBA**

Chief Quality Officer

NYC Health + Hospitals/Kings County Hospital Center

**Donna Leno Gordon RN, MS, Executive MPA**

Staff Wellness Lead

NYC Health + Hospitals/Kings County Hospital Center

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**3–3:10 pm**

### **Refresh Break**

Visit our sponsors, connect with fellow attendees, or just relax.

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**3:10–3:55 pm**

### **Ingraining Equity into Quality and Safety: A Systemwide Strategy**

The COVID-19 pandemic made clear and exacerbated long-studied and documented health care disparities, which have disproportionately devastated low-income and Black, Latino, and indigenous communities across the United States. The subsequent national tragedies involving police brutality further highlighted the need to address these inequities within the essential hospital framework.

Because equity and quality are fundamentally linked, a health system must focus first on advancing equity within its workforce and mitigating health care disparities in the communities it serves to deliver on its promise to improve health care quality for all. By leveraging existing health care infrastructure, all can participate in institutional equity improvement at multiple levels.

During this panel discussion, speakers will highlight a purposeful, iterative strategy deployed across NYC Health + Hospitals, the largest municipal health system in the United States. Using existing quality and safety structures and applying an equity lens to performance improvement and safety systems, we can proactively confront health disparities upstream. The session will include polling, small-group work, and other techniques to engage attendees in the conversation.

### *Speakers*

**Lou Hart III, MD**

Director of Equity, Quality, and Safety

NYC Health + Hospitals

**Komal Bajaj, MD, MS-HPed**

Chief Quality Officer

NYC Health + Hospitals/Jacobi Medical Center

**Eric Wei, MD, MBA**

Senior Vice President and Chief Quality Officer

NYC Health + Hospitals

**Linelle Campbell, MD, MS**  
Director of Equity within Quality and Safety  
NYC Health + Hospitals/Jacobi Medical Center

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**4–4:05 pm**

**Closing Remarks**

*Speaker*

**Ashley McMaster**  
Vice President of Membership and Development  
America's Essential Hospitals

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**FRIDAY, JUNE 25**

**12–12:10 pm**

**Welcome and 2021-2022 Chair's Address**

*Speaker*

**Steve Purves**  
President and CEO  
Valleywise Health

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**12:15–1:15 pm**

**Leadership Lessons: Combating Racism and Creating Inclusive Health Systems**

In the wake of 2020, health systems have begun to recognize racism as a public health crisis. The deaths of George Floyd, Ahmaud Arbery, Breonna Taylor and others, as well as the disproportionate impact of COVID-19, underscored severe disparities afflicting communities of color. This interactive session will feature leaders of four major health systems working to eliminate systemic inequities in their organizations. The panel will focus on the challenges these leaders face as they work to implement new policies and practices to build a diverse workforce at all levels, create an inclusive workplace culture, and eliminate health care disparities.

*Speakers*

**Susan Ehrlich, MD, MPP**  
CEO  
Zuckerberg San Francisco General Hospital and Trauma Center

**Shereef Elnahal, MD, MBA**  
President and CEO  
University Hospital

**Leon Haley Jr., MD, MHSA**  
CEO  
UF Health Jacksonville

**Lisa Harris, MD**  
CEO  
Eskenazi Health

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**1:15–1:25 pm**

**Refresh Break**

Visit our sponsors, connect with fellow attendees, or just relax.

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**1:25–2:10 pm**

### **Honoring the Most Trusted Profession: Registered Nurses**

Nurses at Erie County Medical Center (ECMC), Western New York's only level I adult trauma center, are no strangers to the rigors of high-acuity patients. But even the most seasoned nurses could not have envisioned themselves on the front lines of a pandemic. As COVID-19 cases spiked last year, so did the question of how to best support the whole nurse. When querying ECMC's nurses, leadership discovered many challenges and opportunities to support front-line staff in a holistic manner. In this session, learn how ECMC used a variety of creative solutions to support the physical, mental, and spiritual needs of our caregivers.

#### ***Speakers***

**Karen Ziemianski, MS, RN**

Senior Vice President, Nursing  
Erie County Medical Center

**Mary Rhinehart, MS, RN**

Director, Critical Care Nursing Education  
Erie County Medical Center

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**1:25–2:10 pm**

### **The Diabetes Epidemic: A Comprehensive Patient Care Model**

This session will outline the growing prevalence of diabetes in vulnerable communities and serve as a forum for health systems tackling chronic diseases to share best practices and learn from promising efforts. Harris Health System, in Houston, has more than 40,000 diabetes patients in its accountable care organization; the high prevalence of this disease has strained resources and increased morbidity and mortality for COVID-19 and other conditions.

Speakers also will discuss an integrated chronic disease management model recently implemented at Harris Health, which includes universal risk stratification, a single point of navigation across a continuum of services, and integration of patient activation as an outcome measure and a risk factor.

#### ***Speakers***

**Karen Tseng, JD**

Chief Integration Officer  
Harris Health System

**Jamie Hughes, MSN, RN**

Associate Administrator for Population Health  
Harris Health System

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**2:10–2:40 pm**

*Networking*

### **Trivia Break**

Are you a trivia buff? Grab your beverage of choice and join your peers for this 30-minute networking break to test your knowledge on sports, movies, TV shows, history, and more.

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**2:10–2:40 pm**

*Networking*

### **340B-Focused Networking Discussion**

Hear from subject matter experts and join your peers in an engaging discussion on the 340B Drug Pricing Program.

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**2:40–3:25 pm**

### **It Takes a Village: Partnering to Provide Pandemic Child Care for Staff**

When the COVID-19 pandemic hit Kentucky, UK HealthCare quickly pivoted to support staff by providing options for emergency child care through June. Care was again offered at an onsite center beginning in August to support virtual learning.

In this session, speakers will explore multiple strategies and options to support staff during the pandemic and beyond, including child care and care for school-age children. This presentation will discuss:

- demand forecasting;
- alternatives UK HealthCare considered, such as onsite or owned centers versus community partnerships and in-home or nanny services;
- challenges overcome, including staffing needs, personal protective equipment, state guidance and exemptions, city planning and zoning, employment verifications, and food support;
- financial model and price sensitivity; and
- lessons learned related to operating hours, flex schedules, special needs and medications, excess demand and prioritization, and cleaning procedures.

### ***Speakers***

#### **Sarah Heck, MBA**

Assistant Operations Executive  
UK HealthCare

#### **Erika Chambers**

Employee Engagement and Work Life Director  
University of Kentucky

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**2:40–3:25 pm**

### **Closing the Loop: Electronic Referrals to Address SDOH**

In 2019, the Institute for H.O.P.E. at The MetroHealth System, in Cleveland, implemented a social determinants of health (SDOH) screening and referral strategy to identify and mitigate barriers to optimal health for underserved people. This session will examine predominant, urgent social needs and the importance and process of building partnerships between health care and social service organizations. Additionally, the presenters will discuss implementation, outcomes, and ongoing evaluation of the SDOH screening and partnerships, as well as next steps.

### ***Speakers***

#### **Susan Fuehrer, MBA**

President, Institute for H.O.P.E.  
The MetroHealth System

#### **James Misak, MD**

Medical Director  
The MetroHealth System

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**3:25–3:35 pm**

### **Refresh Break**

Visit our sponsors, connect with fellow attendees, or just relax.

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**3:35–4:20 pm**

### **Acute Hospital Care at Home**

Acute Hospital Care at Home is an expansion of the Centers for Medicare & Medicaid Services (CMS) Hospital Without Walls initiative launched in March 2020 as part of a comprehensive effort to increase hospital capacity and maximize resources in response

to COVID-19. CMS has indicated it might look to expand the program by allowing more hospitals to participate. Essential hospitals interested in future iterations of this program can join this session to learn about the status of federal policy developments related to Hospital at Home programs and to learn from an essential hospital with a successful Hospital at Home program underway.

***Speaker***

**Maryellen Guinan, Esq.**  
Principal Policy Analyst  
America's Essential Hospitals

**Colleen Hole, BSN, MHA**  
Vice President, Atrium Health Hospital at Home Administrator  
Chief Nurse Executive, Atrium Health Medical Group

**Kristen D.W. Morris**  
Senior Vice President and Chief Government Relations Officer  
Atrium Health

**Stephanie Murphy, DO**  
Medical Director  
Atrium Health Hospital at Home  
Co-Medical Director  
Atrium Health Mobile Integrated Health  
Medical Director  
Atrium Health Transition Services

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**4:25–4:30 pm**

**Final Closing Remarks**

***Speaker***

**Bruce Siegel, MD, MPH**  
President and CEO  
America's Essential Hospitals