



Peer-to-Peer Meetings

Cancer Service Line Executives

Wednesday, Sept. 20 | 9:45 a.m.-3:00 p.m.
Lafleur 1

Audience: Senior clinical and administrative executives with cancer program, cancer center, or hospital oversight

Credit(s) available: ACHE, CPHQ, Nursing, Pharmacy, Pharmacy Technician, Physician, IPCE

Overview: Cancer service line leaders face ongoing pressures to succeed in a competitive and shifting market. This interactive meeting features subject matter experts, member case studies, and opportunities for networking on strategic issues in a collaborative, problem-solving environment. The afternoon will feature a combined cancer and cardiovascular leadership session on reimagining service line structure and clinical workforce engagement.

Cardiovascular Service Line Executives

Wednesday, Sept. 20 | 9:45 a.m.-3:00 p.m.
Lafleur 2

Audience: Senior clinical and administrative executives with cardiovascular program or heart hospital oversight

Credit(s) available: ACHE, CPHQ, Nursing, Pharmacy, Pharmacy Technician, Physician, IPCE

Overview: Cardiovascular service line executives face ongoing pressures to meet patient demand in constrained environments. This interactive meeting features subject matter experts, member case studies, and opportunities for peer networking on strategic issues in a collaborative, problem-solving environment. The afternoon will feature a combined cancer and cardiovascular leadership session on reimagining service line structure and clinical workforce engagement.

Clinical Documentation Improvement Leaders

Wednesday, Sept. 20 | 9:45 a.m.-3:00 p.m.
Avignon

Audience: Medical and quality leaders; chief medical and financial officers; clinical documentation improvement leaders; healthcare professionals focused on quality data, accurate reimbursement, and expected mortality

Credit(s) available: ACHE, CPHQ, Nursing, Pharmacy, Pharmacy Technician, Physician, IPCE

Overview: Effective clinical documentation improvement (CDI) programs are at the forefront of hospital data. This session will examine how CDI teams can go beyond traditional CDI reviews while continuing to maximize reimbursement and improve data quality.

Diversity, Health Equity, and Inclusion Leaders

Wednesday, Sept. 20 | 9:45 a.m.-3:00 p.m.

Musigny 1 and 2

Audience: Health equity and community health executives; diversity, equity, and inclusion executives; human resources leaders

Credit(s) available: ACHE, CPHQ, Nursing, Pharmacy, Pharmacy Technician, Physician, IPCE

Overview: This session is a peer forum in which diversity, health equity, and inclusion (DHEI) leaders will discuss tools and practices for measuring and improving equity. Topics include workforce; member and patient demographics; assessing social needs and structural inequities; the role of place-based measures; and making social determinants of health data actionable for members.

Medical and Quality Executives

Revolutionizing Healthcare and Enhancing Clinical Value

Wednesday, Sept. 20 | 9:45 a.m.-3:00 p.m.

Bandol 1

Audience: Chief medical and quality officers, medical and quality executives and leaders

Credit(s) available: ACHE, CPHQ, Nursing, Pharmacy, Pharmacy Technician, Physician, IPCE

Overview: The meeting will begin with a joint session of medical, quality, and nursing executives sharing innovative strategies to transform healthcare delivery, workforce, and leadership in a changing landscape. Quality and medical executives, supported by key stakeholders, will then continue the conversation with a focus on optimizing measurement to drive financial, operational, and clinical outcomes while balancing scorecard expectations to focus on enhancing clinical outcomes.

Nursing Executives

Revolutionizing Healthcare and Advancing Nursing Practice Across Generations

Wednesday, Sept. 20 | 9:45 a.m.-3:00 p.m.

Bandol 2 & Pomerol

Audience: Chief nursing officers, nurse executives and leaders

Credit(s) available: ACHE, CPHQ, Nursing, Pharmacy, Pharmacy Technician, Physician, IPCE

Overview: The meeting will begin with a joint session of nursing, medical, and quality executives sharing innovative strategies for transforming healthcare delivery, workforce, and leadership in a changing landscape. Nursing executives will then share strategies for engagement, optimization, and retention that recognize the diverse and multigenerational nursing workforce — according to the National Nursing Workforce Study, 19% of nurses are over the age of 65. Engaging, optimizing, and retaining nurses while recognizing their unique needs is crucial for high-quality care delivery.

Operations Executives

Consumer Strategies and Driving Change Through Leadership

Wednesday, Sept. 20 | 9:45 a.m.-3:00 p.m.

Meursault

Audience: Chief operations officers, operations executives and leaders

Credit(s) available: ACHE, CPHQ, Nursing, Pharmacy, Pharmacy Technician, Physician, IPCE

Overview: Join this session to discuss advanced consumer strategies and learn how executives are navigating cost pressures, capacity constraints, and digital transitions. The day will include presentations and roundtable discussions with peers about leadership approaches, building teams, engaging employees, and improving patient outcomes across the continuum. Discussion will include lessons transferrable from other industries.

Pharmacy Executives and Leaders

Wednesday, Sept. 20 | 9:45 a.m.-3:00 p.m.

Chopin

Audience: Chief pharmacy officers, pharmacy executives, and leaders

Credit(s) available: ACHE, CPHQ, Nursing, Pharmacy, Pharmacy Technician, Physician, IPCE

Overview: This forum will focus on leading the advancement of pharmacy to transform healthcare through collaboration, innovation, and adoption of best practices. Join us to hear members share their success stories.

Supply Chain Executives and Leaders

Wednesday, Sept. 20 | 9:45 a.m.-3:00 p.m.

Encore 4-8

Audience: Supply chain executives and leaders, spend management professionals

This session does not award accredited CE credit.

Overview: This forum will focus on leading the advancement of supply chain and spend management principles through collaboration and innovation. The meeting will feature member-led sharing of leading practices, peer roundtable discussions, and problem-solving focused on achieving supply assurance and developing resilient supply chains.



Cancer Service Line Executives Peer-to-Peer Meeting

September 20, 2023 | 9:45 a.m. – 3 p.m. | Lafleur 1 and 2

Overview

Cancer service line leaders face ongoing pressures to succeed in a competitive and shifting market. Learn how to incorporate clinical data, growth opportunities and patient experience into your strategic decision making. Apply insights from an innovative cancer urgent care program to improve patient experience, reduce ED utilization and reduce costs. Discuss this approach and share your challenges and successes in this interactive meeting in a collective, problem-solving environment. The afternoon will feature a combined Service Line session to reimagine your structure and clinical workforce engagement.

Morning session learning objectives

1. Describe an effective clinical model to reduce costs, reduce preventable acute care and improve patient-reported outcomes in cancer care.
2. Discuss strategies for success in emerging alternative payment models supporting value-based care.
3. Describe successful strategies to design and engage administrative and clinical service line leaders for success.

Room: Lafleur 1

Time	Session title	Speaker / Facilitator
9:45 a.m.	Welcome and Overview	<p>Janet Schuerman AVP, Performance Improvement Vizient</p> <p>Jim Wallace, MD Cancer Service Line Leader The University of Vermont Medical Center <i>Network chairperson</i></p> <p>Alex Zafirovski Chief Administrative Officer Robert H. Lurie Comprehensive Cancer Center of Northwestern University <i>Network vice-chairperson</i></p>
10 a.m.	<p>Care Clinic: Improving the Quality, Delivery and Experience of Cancer Care</p> <p>The cost of cancer care is drastically and rapidly increasing. Moreover, patients receiving cancer</p>	<p>Kasey Bowden, MSN, FNP, AGACNP, Co-Interim Director, Office of Advanced Practice, UCHealth University of Colorado Hospital, Aurora, Colo.</p>

care suffer from a multitude of distressing symptoms including pain, nausea and fatigue, often resulting in emergency department visits or hospitalizations. We created an innovative, multidisciplinary clinic dedicated to improving the quality, value and experience of cancer care through proactive, patient-centered approaches to advanced symptom management and urgent care tailored to the unique needs of oncology patients. The University of Colorado CARE Clinic has demonstrated remarkable effectiveness at reducing preventable acute care, reducing costs and improving quality of life for patients receiving cancer care.

Heather Corrigan PA-C

Senior Instructor, University of Colorado School of Medicine
Clinical Lead, CU Cancer Center CARE Clinic

10:30 a.m. **Making it Concrete: Using Metrics with a Reason**

Cancer service line leaders face ongoing pressures to succeed in a competitive and shifting market. Learn how to incorporate clinical data, growth opportunities and patient experience into your strategic decision-making.

Cory Jones, Associate Principal, Intelligence, Sg2, Chicago, Ill.

Setu Shah, MPH, Consultant, Intelligence, Sg2, Chicago, Ill.

H. James Wallace, MD, Cancer Service Line Leader, UChicago Medicine, Chicago, Ill.

Alex Zafirovski, MBA, Chief Administrative Officer, Robert H. Lurie Comprehensive Cancer Center of Northwestern University, Chicago, Ill.

11 a.m. **Applying the Concepts: Roundtable and Facilitated Discussion**

Jim Wallace, MD

Cancer Service Line Leader
The University of Vermont Medical Center

Alex Zafirovski

Chief Administrative Officer
Robert H. Lurie Comprehensive Cancer Center of Northwestern University

11:35 a.m. Morning Session Wrap-Up and Next Steps

Janet Schuerman

AVP, Performance Improvement
Vizient

11:45 a.m. Lunch

Note: Afternoon session in Lafleur 1 and 2

Afternoon session learning objectives

- Discuss service line structures and financial implications.
- Describe how to develop service line growth goals and project the financial benefits expected to accrue as the result of upfront investments in the service line.
- Identify three high-impact methods of appreciation for physicians and advanced practice providers (APPs).

Room: Lafleur 1 and 2

Time	Session title	Speaker / Facilitator
1 p.m.	Welcome back! <i>Cardiovascular and Cancer Service Line Executives combined</i>	Janet Schuerman AVP, Performance Improvement Vizient
1:10 p.m.	Service Line Structures and Financial Implications Insights from the Service line Structure survey conducted earlier this year highlight commonalities and differences in organizational approaches to strategic goal setting, governance structures, defining service line success and more. Discuss how these structures impact financial performance.	Cory Jones Associate Principal, Sg2 Intelligence Vizient Janet Schuerman AVP, Performance Improvement Vizient
1:40 p.m.	Building an Integrated Profit and Loss Model for Service Lines Integrated service lines are the way of the future, as their patient-centric structure improves patient experience, clinical outcomes and operating performance; facilitates cross-department coordination and clinical research; and promotes the expansion and integration of clinical areas that provide high-margin services in increasingly competitive markets. In this session, you will learn how to build an integrated profit and loss model that will allow you to set growth goals and project the financial benefits of upfront service line investments, as well as determine cost reduction opportunities through improved coordination and integration efficiencies.	Jesika Lee Krasts, MBA, CSSGB, CPHQ, PROSCI, Senior Strategic Planning Specialist Kristin Mensonides, MHA, MLS, FACHE, Executive Director, Integrated Service Lines, Comprehensive Cancer Center UC Davis Health, Sacramento, Calif.
2:10 p.m.	An Innovative, Inexpensive Method to Help Providers Feel Valued Burnout is pervasive and growing among physicians and APPs, leading to increased staff turnover and patient safety errors and decreased patient access and experience. While a sense of not feeling valued within the organization is a top driver of burnout, well-being initiatives rarely adequately address this issue. Focused discussions and a novel survey were used to better understand what providers need to feel valued. Hospital and departmental leaders used the results to create appreciation initiatives. Despite incentive pay cuts and staff shortages, within one year, providers' sense of feeling valued increased by 6.4% while burnout rates decreased 5%.	Jennifer Bickel, MD, Chief Wellness Officer Moffitt Cancer Center, Tampa, Fla.
2:40 p.m.	Wrap Up and Next Steps	Janet Schuerman AVP, Performance Improvement Vizient

Interprofessional Executive Forums: 3:15 to 5 p.m.

Room: Musigny 1 and 2

Time	Topic	Speakers / Facilitators
3:15 p.m.	Clinical Trial Equity: Achieving Representation and Improving Outcomes for All Learning Objectives: <ul style="list-style-type: none">• Describe barriers to including patients from underrepresented demographics in clinical trials, treatments and therapies.• Outline successful strategies to improve equitable patient representation in clinical trials and emerging therapies. Learn how health systems are advancing health equity and improving outcomes through collaboration within their systems and communities to enroll patients of all backgrounds in clinical trials, communicate about therapies, and engage communities to increase adoption of clinical trials and reduce distrust.	Chyke Doubeni, MD, MPH Chief Health Equity Officer The Ohio State University Wexner Medical Center Jeff Hines, MD AVP, Chief Diversity Officer UConn Health

Room: La Fleur 1 and 2

4:15 p.m.	Interdisciplinary Approaches to Service Line Integration and Optimization Learning Objectives: <ul style="list-style-type: none">• Explain the benefit of partnered interdisciplinary leadership in a hospital service line model.• Identify methods to measure outcomes within a hospital service line.• Describe examples of potential specific improvements that show value from a hospital service line model. In 2021, Emory University Hospital established seven hospital service lines in a project championed jointly by the chief nursing officer and chief medical officer and supported by the CEO. Each service line uses a partnered leadership approach with a medical director, a nursing director and an administrative partner leading a multidisciplinary steering committee. On a quarterly basis, each service line leader group presents recommendations to the hospital executive team, with subsequent establishment of strategic actions. Data from Vizient and other sources have been incorporated into interactive dashboards, and significant improvements in quality, operational and workforce metrics have been tied to hospital service line work.	Matthew J. Wain, MAS , Chief Executive Officer Chad W.M. Ritenour, MD , Chief Medical Officer/Co-Chief Well-Being Officer Nancye R. Feistritz, DNP, RN, NEA-BC , Chief Nursing Officer/Vice President of Patient Care Services Emory University Hospital/Emory Healthcare, Atlanta, Ga.
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Networking Reception and Poster Presentations: 5:30 to 6:30 p.m. – Latour Ballroom

Cardiovascular Service Line Executives Peer-to-Peer Meeting

September 20, 2023 | 9:45 a.m. – 3 p.m. PT | Lafleur 1 and 2

Overview

Cardiovascular service line executives face ongoing pressures to meet patient demand and grow programs in competitive markets. Learn how one organization restructured and rebranded a specific cardiovascular program for success. Discuss definitions of success and how to measure ongoing programmatic performance in a collective, problem-solving environment. The afternoon will feature a combined Service Line session to reimagine your structure and clinical workforce engagement.

Morning session learning objectives

1. Discuss successful strategies to achieve high-quality, patient-centered, complex care.
2. Identify tactics to strategically expand specific cardiovascular services and increase market share.
3. Explain strategic development tools to expand clinical programs.

Room: Lafleur 2

Time	Session title	Speaker / Facilitator
9:45 a.m.	Welcome and Overview	Kate O'Shaughnessy Senior Member Networks Director Vizient Jill Engel Service Line Vice President – Heart and Vascular Duke University Health System Cardiovascular Service Line Strategic Network Chairperson
10 a.m.	Setting the Stage: 2023 Cardiovascular Landscape Cardiovascular service line executives face ongoing pressures to meet patient demand and grow programs in competitive markets. Learn how cardiovascular service lines use data to make strategically informed decisions. Discuss definitions of success and how to measure ongoing program performance in a collective, problem-solving environment.	Chad Giese Principal, Sg2 Intelligence Vizient Josh Aaker Senior Consulting Director, Sg2 Intelligence Vizient
10:20 a.m.	The Rush Arrhythmia Center: Patient-Centered Care Focused on Operational Excellence	Hannah Cooper, MBA , Program Manager-Heart & Vascular

	<p>In urban locations, growth and expansion are vital to the survival of large medical facilities. At Rush University Medical Center, we utilized historical volume and market share data to drive the restructuring and rebranding of the electrophysiology program. We formed the Rush Arrhythmia Center (RAC), focused on keeping the patient at the center of workflows and complex care coordination. Since its inception, the RAC has seen increases in clinic and procedure volumes, patient access, patient satisfaction, and internal referrals. Additionally, there has been no change in complication rates, length of stay index, 30-day readmission rates or mortality index.</p>	<p>Anne Krukowski, MHA, Director, RUMG Practice Operations - Heart & Vascular</p> <p>Rush University Medical Center, Chicago, Ill.</p>
10:50 a.m.	<p>Facilitated Discussion</p> <p>Participants discuss ways that their organizations are meeting the growing cardiovascular patient demand in their markets, including identifying growth opportunities and differentiating cardiovascular services.</p>	<p>Jill Engel Service Line Vice President – Heart and Vascular Duke University Health System</p> <p>Chad Giese Principal, Sg2 Intelligence Vizient</p> <p>Josh Aaker Senior Consulting Director, Sg2 Intelligence Vizient</p>
11:35 a.m.	<p>Morning Session Wrap-Up and Next Steps</p>	<p>Kate O’Shaughnessy Senior Member Networks Director Vizient</p>
11:45 a.m.	<p>Lunch</p>	<p>Note: Afternoon session in Lafleur 1 and 2</p>

Afternoon session learning objectives

1. Discuss service line structures and financial implications.
2. Describe how to develop service line growth goals and project the financial benefits expected to accrue as the result of upfront investments in the service line.
3. Identify three high-impact methods of appreciation for physicians and advanced practice providers (APPs).

Room: Lafleur 1 and 2

Time	Session title	Speaker / Facilitator
1 p.m.	<p>Welcome back! <i>Cardiovascular and Cancer Service Line Executives combined</i></p>	<p>Janet Schuerman AVP, Performance Improvement Vizient</p>
1:10 p.m.	<p>Service Line Structures and Financial Implications</p> <p>Insights from the Service line Structure survey conducted earlier this year highlight commonalities and differences in organizational approaches to strategic goal setting, governance structures, defining service line success and more. Discuss how these structures impact financial performance.</p>	<p>Cory Jones Associate Principal, Sg2 Intelligence Vizient</p> <p>Janet Schuerman AVP, Performance Improvement Vizient</p>

1:40 p.m.	<p>Building an Integrated Profit and Loss Model for Service Lines</p> <p>Integrated service lines are the way of the future, as their patient-centric structure improves patient experience, clinical outcomes and operating performance; facilitates cross-department coordination and clinical research; and promotes the expansion and integration of clinical areas that provide high-margin services in increasingly competitive markets. In this session, you will learn how to build an integrated profit and loss model that will allow you to set growth goals and project the financial benefits of upfront service line investments, as well as determine cost reduction opportunities through improved coordination and integration efficiencies.</p>	<p>Jesika Lee Krasts, MBA, CSSGB, CPHQ, PROSCI, Senior Strategic Planning Specialist</p> <p>Kristin Mensonides, MHA, MLS, FACHE, Executive Director, Integrated Service Lines, Comprehensive Cancer Center</p> <p>UC Davis Health, Sacramento, Calif.</p>
2:10 p.m.	<p>An Innovative, Inexpensive Method to Help Providers Feel Valued</p> <p>Burnout is pervasive and growing among physicians and APPs, leading to increased staff turnover and patient safety errors and decreased patient access and experience. While a sense of not feeling valued within the organization is a top driver of burnout, well-being initiatives rarely adequately address this issue. Focused discussions and a novel survey were used to better understand what providers need to feel valued. Hospital and departmental leaders used the results to create appreciation initiatives. Despite incentive pay cuts and staff shortages, within one year, providers' sense of feeling valued increased by 6.4% while burnout rates decreased 5%.</p>	<p>Jennifer Bickel, MD, Chief Wellness Officer Moffitt Cancer Center, Tampa, Fla.</p>
2:40 p.m.	Wrap Up and Next Steps	<p>Janet Schuerman AVP, Performance Improvement Vizient</p>
3 p.m.	Adjourn	

Interprofessional Executive Forums: 3:15 to 5 p.m.

Room: Musigny 1 and 2

Time	Topic	Speakers / Facilitators
3:15 p.m.	<p>Clinical Trial Equity: Achieving Representation and Improving Outcomes for All</p> <p>Learning Objectives:</p> <ul style="list-style-type: none"> Describe barriers to including patients from underrepresented demographics in clinical trials, treatments and therapies. Outline successful strategies to improve equitable patient representation in clinical trials and emerging therapies. <p>Learn how health systems are advancing health equity and improving outcomes through collaboration within their systems and communities to enroll patients of all backgrounds in clinical trials, communicate about therapies,</p>	<p>Chyke Doubeni, MD, MPH Chief Health Equity Officer</p> <p>The Ohio State University Wexner Medical Center</p> <p>Jeff Hines, MD AVP, Chief Diversity Officer</p> <p>UConn Health</p>

and engage communities to increase adoption of clinical trials and reduce distrust.

Room: La Fleur 1 and 2

4:15 p.m. **Interdisciplinary Approaches to Service Line Integration and Optimization** **Matthew J. Wain, MAS**, Chief Executive Officer

Learning Objectives:

- Explain the benefit of partnered interdisciplinary leadership in a hospital service line model.
- Identify methods to measure outcomes within a hospital service line.
- Describe examples of potential specific improvements that show value from a hospital service line model.

Chad W.M. Ritenour, MD, Chief Medical Officer/Co-Chief Well-Being Officer

Nancye R. Feistritz, DNP, RN, NEA-BC, Chief Nursing Officer/Vice President of Patient Care Services

In 2021, Emory University Hospital established seven hospital service lines in a project championed jointly by the chief nursing officer and chief medical officer and supported by the CEO. Each service line uses a partnered leadership approach with a medical director, a nursing director and an administrative partner leading a multidisciplinary steering committee. On a quarterly basis, each service line leader group presents recommendations to the hospital executive team, with subsequent establishment of strategic actions. Data from Vizient and other sources have been incorporated into interactive dashboards, and significant improvements in quality, operational and workforce metrics have been tied to hospital service line work.

Emory University Hospital/Emory Healthcare, Atlanta, Ga.

Networking Reception and Poster Presentations: 5:30 to 6:30 p.m. – Latour Ballroom



CDI Success Stories

CDI, Medical, and Financial Leaders Peer-to-Peer Meeting

September 20, 2023 | 9:45 a.m. – 3 p.m. | Avignon

***Audience:** Medical and quality leaders; chief medical and financial officers; clinical documentation improvement leaders; healthcare professionals focused on quality data, accurate reimbursement, and expected mortality*

Overview

Effective clinical documentation improvement or integrity (CDI) programs are at the forefront of hospital data. This session will examine how CDI teams can go beyond traditional CDI reviews while continuing to maximize reimbursement and improve data quality.

Morning session learning objectives

The Impact of Collaboration: C-Suite Victories and Second Level Review Processes

1. Outline the challenges faced at UCI in supporting Case Mix Index, quality, and expected mortality.
2. Describe the techniques used to collaborate at the C-Suite level to align goals and facilitate change.
3. Outline the use of a second-level review and calculator to conduct the clinical documentation improvement (CDI) quality review.

Time	Topic	Speakers / Facilitators
9:45 a.m.	Welcome and Introduction	Aman Sabharwal, Executive Principal, Operations & Quality
9:50 a.m.	<p>Member Spotlight: C-Suite Collaboration Yields Results</p> <p>A hospital's financial goals and medical staff goals aren't typically aligned, so at times the outcomes are at odds. To facilitate improvement in both areas, we employed a collaborative strategy at the C-suite level to define the problem, identify a viable solution and implement that solution with an eye toward sustainability. Our approach utilized a common strategy of clinical documentation improvement (CDI) education and process improvement, data analytics, and physician education at the service line level, using UCI CDI physician advisors to facilitate change and align financial and medical staff goals.</p>	<p>University of California Irvine (UCI)</p> <p>Speakers: Joe Carmichael, MD, Chief Medical Officer Randolph Siwabessy, Chief Financial Officer</p>
Break	10:35 – 10:45 a.m.	
10:45 a.m.	<p>Member Spotlight: Building a Resilient CDI: Second Level Review</p>	Hackensack Meridian Health

<p>In 2019, a business proposal was submitted and approved to insource a second-level review team. The following were included in the proposal: engage Vizient consultant to provide risk adjustment education, create an EHR process flow to track CDI performance, review 100% of Medicare and managed Medicare, and employ the consultant until they are unable to find any opportunities (5% less). The proposal was approved because of the positive return on investment, including accurate reimbursement, improved expected mortality, appropriate risk adjustment, accurate reflection in quality rating.</p>	<p>Speakers: Marie Mathieu, MS, RN, NE-BC, CDIP, CCDS, Vice President</p> <p>Julie Alverson, BSN, RN, CCDS, CDIP, Manager - North</p>
<p>11:45 a.m. Lunch</p>	<p>Lafite Ballroom and Sunset Terrace</p>

Afternoon session learning objectives

CDI: Documentation Improvement Beyond Financial Impact

1. Explain successful strategies to facilitate improved documentation by targeting specific diagnosis opportunities at the service line level.
2. Describe a multidisciplinary approach to track, trend and enumerate the value of CDI, coding and quality partners in the PSI-90 exclusion process within a complex, multihospital health system.
3. Explain steps in identifying hospital-acquired conditions (HAC) and perioperative complications.

Agenda

Time	Topic	Speakers / Facilitators
1 p.m.	<p>Member Spotlight: Leveraging the CDB to Improve Quality & Accountability Metrics</p> <p>An organization's ability to capture patient complexity influences performance, mortality and length of stay (LOS) indices, as well as reimbursement. Senior leadership at MUSC supported multihospital systemization and growth of the clinical documentation improvement (CDI) department, providing a jumping-off point for targeted work. Using the Vizient Clinical Data Base, we provided individual diagnosis opportunities at the system, hospital, and service line levels to be used in capturing high-impact risk variables. Our team demonstrates how use of this unique data helped drive meaningful improvements in expected mortality and expected LOS and their respective indices in the neuro service line and how this work is being used to drive improvements systemwide.</p>	<p>Medical University of South Carolina (MUSC)</p> <p>Speakers: Tracy Ferro, MSN, RN, CCDS, Corporate Director of Clinical Documentation Integrity</p> <p>Aubrie Booth, MSN, RN, CCDS, CCMC, CDI Nurse Manager</p>
Break	1:45 – 1:55 p.m.	
1:55 p.m.	<p>Member Spotlight: Reducing Patient Safety Indicator 90 by Improving Documentation and Coding</p> <p>This quality improvement project was implemented at SUNY Downstate Health Sciences University to reduce the publicly reported Centers for Medicare & Medicaid Services (CMS) Patient Safety Indicator (PSI) 90 measure. All HAC and perioperative complication cases that fall into PSI 90 were reviewed daily to ensure accuracy of documentation and ICD-10 coding. The project demonstrated that having a proper PSI</p>	<p>University Hospital at SUNY Downstate</p> <p>Speakers: Mohamed Rami Nakeshbandi, MD, MHA, FACP, Chief Quality Officer</p>

	90 review process resulted in more accurate PSI 90 reporting, better CMS Star Ratings, an improved Leapfrog Hospital Safety Grade and higher CMS reimbursement. As a result of this project, the hospital reduced publicly reported PSI 90 by 78% between July 2021 and September 2022.	Abdul Rehman, MD, MPH, Performance Improvement Clinical Specialist
2:55 p.m.	Closing Comments	Angela Hunt, Senior Principal, Quality CDI
3 p.m.	Adjourn	

Interprofessional Executive Forums: 3:15 p.m. to 5 p.m.

Networking Reception and Poster Presentations: 5:30 p.m. to 6 p.m. – Latour Ballroom



Diversity, Health Equity and Inclusion

Peer-to-Peer and Interprofessional Meetings

September 20, 2023 | 9:45 a.m. – 5 p.m. | Musigny 1 and 2

Overview

The good news is: Every day more and more organizations, employees and consumers are examining the intersection of health equity and diversity and inclusion, as well as the myriad impacts of the processes we create and rely upon. The better news is you have access to an alliance of leading health systems all working to ensure their employees and patients can achieve their highest levels of health—so let’s share!

This year the Vizient® Connections Summit features an entire day of lessons learned and success stories to inform, inspire and speed your organization’s improvement journey.

Your executive colleagues will share strategies for building a diverse and inclusive workforce empowered to provide culturally appropriate care, measuring and addressing patient outcome disparities, forming effective partnerships and implementing interventions that work. All that’s missing is your voice and experience. **Please join us and share!**

Morning session learning objectives

- Discuss methods used to achieve diversity, equity and inclusion goals for employees.
- Identify milestones for expanding Race and Ethnicity data capture.

Agenda

Time	Topic	Speakers / Facilitators
9:45 a.m.	Welcome and Introduction	LeeMichael McLean AVP, Member Networks, Vizient
10:15 a.m.	Diversity, Equity and Inclusion: The Path to Meeting a Mission and Building a Workforce UCHealth, a Colorado-based academic health system of 30,000 employees, is using diversity, equity and inclusion to reduce the gap between what the organization says about itself and the actual lived experience of staff, patients and the surrounding community. DEI is also an integral component supporting UCHealth in building a committed, competent workforce that reflects the communities it serves.	David Mafe, MHRM, CDP Chief Diversity Officer and Vice President Human Resources Melissa McDonald, MSOL, CDP Director of Diversity, Equity and Inclusion UCHealth
11 a.m.	Addressing Racial and Ethnic Disparities Through Data Quality Enhancement This project describes an initiative targeting data quality improvement of patient race and ethnicity status in the	Gerald Cochran, MSW, PhD Professor, Chief, Section on Health Equity

medical record. A mixed-methods, multi-level intervention approach leveraged literature review and data from stakeholders, staff and patients. Project results included expansion of six previous race categories to include 77 race and country of origin options, implementation of lessons learned from staff feedback related to perceived barriers, and enhancements of patient race and ethnicity information within the medical record. These findings provided a foundation for system leaders and clinicians to address disparities.

Sandi Gulbransen, MA
Chief Quality Officer

Kimberly Killam, PMP
Operations Project Manager

Mari Ransco, MA
Senior Director of Patient Experience

Terrell Rohm, MBA
Director, Quality Analytics and Technology

University of Utah Health

11:45 a.m. Lunch in the Lafite Ballroom and Sunset Terrace

Afternoon session learning objectives

- Describe the importance of systemwide social determinants of health (SDoH) screening.
- Discuss successful strategies to diversify your workforce through community partnerships.
- Identify disparities in accessing acute care at home services between institutions with different payer mixes.

Time	Topic	Speakers / Facilitators
1 p.m.	<p>Successful Systemwide Implementation of a Social Determinants of Health Program</p> <p>Screening is vital to identify social needs, provide resources and intervene so patients can optimize their health. At Northwestern Medicine, 60% of patients with a need do not reside in an under-resourced community, revealing that a universal (not geographically targeted) screening and response program is needed. With engaged leadership, clinicians and community health workers, Northwestern has screened more than 230,000 patients and responded to more than 14,000.</p>	<p>Jennifer Calabria, MS Director, Outreach</p> <p>Teresa Pollack, MS, CPHQ Director, Quality Operations</p> <p>Northwestern Medicine</p>
1:45 p.m.	<p>Taking What You Have to Produce What You Need: Hospitals and HBCUs</p> <p>AtlantiCare and Cheyney University of Pennsylvania, the nation's first historically black college or university (HBCU), have enhanced a partnership aimed at expanding student learning and career opportunities. With our partnership, we are increasingly strategic and intentional about creating a more diversified workforce that will ultimately lead to greater health equity outcomes within our diverse communities.</p>	<p>Desiree May, RN-BC Director of Nursing</p> <p>Christian Ragland, MPA AVP, Diversity, Equity and Inclusion</p> <p>AtlantiCare</p>
2:15 p.m.	<p>Acute Care at Home: Can We Keep up the Pace?</p> <p>Many patients have competing priorities when hospitalized in traditional brick-and-mortar settings. Challenges may include an inability to work from home limiting family</p>	<p>Monal Shah, MD, ACOG Clinical Strategy and Value</p> <p>Alissa Tran, PharmD, BCCCP</p>

income or remaining as a caregiver for household members while they themselves recover from acute illness. We aim to characterize and compare acute care-at-home programs based on payor mix and determine if disparities exist.	Director Acute Care at Home Parkland Health
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Interprofessional Executive Forums

Time	Topic	Speakers / Facilitators
3:15 p.m.	<p>Clinical Trial Equity: Achieving Representation and Improving Outcomes for All</p> <p>Learning Objectives:</p> <ul style="list-style-type: none"> Describe barriers to including patients from underrepresented demographics in clinical trials, treatments and therapies. Outline successful strategies to improve equitable patient representation in clinical trials and emerging therapies. <p>Learn how health systems are advancing health equity and improving outcomes through collaboration within their systems and communities to enroll patients of all backgrounds in clinical trials, communicate about therapies, and engage communities to increase adoption of clinical trials and reduce distrust.</p>	<p>Chyke Doubeni, MD, MPH Chief Health Equity Officer</p> <p>The Ohio State University Wexler Medical Center</p> <p>Jeff Hines, MD AVP, Chief Diversity Officer</p> <p>UConn Health</p>
4:15 p.m.	<p>Social Solutions: A Focus on Food and Housing</p> <p>Learning Objectives:</p> <ul style="list-style-type: none"> Describe how transitional housing affects houseless patients' emergency department utilization, readmission rates and patient experience. Identify impacts of food insecurity on patients' disease progression and healthcare utilization risk <p>UC Davis Medical Center will present on how food insecurity can contribute to poor health outcomes for patients and high healthcare costs. We have developed an innovative framework to address food insecurity that includes building partnerships based on trust, leveraging innovative technology to obtain social needs data, using this data to guide screening efforts, developing closed-loop referrals with community-based organizations and beginning to prescribe food as medicine.</p> <p>OHSU offers houseless patients placements in hotels and independent living facilities with social work support to facilitate safe and timely discharges, thus freeing up hospital beds for new admissions. This intervention also gives houseless patients the opportunity to continue post-hospital healing, connect with outpatient medical care and work with social work staff to improve housing prospects. Presenters will also discuss observed effects on ED utilization, readmission and patient and staff satisfaction.</p>	<p>Reshma Gupta, MD, MSHPM Chief of Population Health and Accountable Care</p> <p>Vanessa McElroy, MSN, PHN, ACM-RN, IQCI Director, Care Transitions and Population Healthcare Management</p> <p>Georgia McGlynn, RN, MSN-CNL, CPHQ Manager, Population Health and Accountable Care</p> <p>UC Davis Medical Center</p> <p>Julia Hays, LCSW Clinical Outreach Social Worker</p> <p>Carissa Samples, BSW Social Work Specialist</p> <p>OHSU</p>

Networking Reception and Poster Presentations: 5:30 to 6 p.m. – Latour Ballroom



The Future of Quality

Chief Medical and Quality Executives Peer-to-Peer Meeting

September 20, 2023 | 9:45 a.m. – 3 p.m. | Bandol 2

Morning Overview | Rising to New Heights: Bold Strategies for Revolutionizing Healthcare

Healthcare organizations continue to strive to improve clinical care and value across the continuum – beyond the four walls of the hospital. Chief Quality, Nurse, and Medical Officers, along with support from key stakeholders from three healthcare organizations will discuss how they have optimized measurement to drive financial, operational, and clinical outcomes.

The executives will share strategies for balancing the expectations of the numerous scorecards, utilizing data and analytics in identifying and addressing opportunities for cost reduction and clinical standardization as well as engaging critical partnerships across the healthcare organization.

Learning Objectives:

1. Identify key trends and challenges in the healthcare industry and their implications for care delivery, workforce, and leadership.
2. Develop innovative strategies for leveraging technology, data, and collaboration to transform care delivery, enhance workforce satisfaction and cultivate strong leadership skills.
3. Apply practical tools and knowledge to drive change and achieve measurable improvements in patient outcomes, workforce engagement and organizational performance.

Time	Topic	Speakers / Facilitators
9:45 a.m.	Welcome and Introduction	<p>Julie Cerese, PhD, RN Group Senior Vice President Networks, Performance Management and Member Education</p> <p>David Levine, MD, FACEP Group Senior Vice President Advanced Analytics & Data Science, Vizient</p> <p>Nicole Gruebling, DNP, RN, NEA-BC Vice President, Vizient Member Net works</p>
10 a.m.	<p>Member Panel</p> <p>Panel Moderator Sue Nuss, MBA, PhD, RN Chief Nursing Officer, Nebraska Medicine Chair, Vizient Chief Nurse Executive Network AMC Steering Committee</p> <p>The ability to restructure leadership and operation systems that drive positive outcomes for patients, staff and faculty can be a daunting yet necessary task. Learn how organizations partnered together to re-design workflows, interdisciplinary teams and leadership structures that led to cost savings and improved team engagement and quality outcomes.</p>	<p>Vanderbilt University Eric M. Lee, MBA, Senior Director, Strategy & Improvement</p> <p>Lee Ann Liska, MBA, FACHE, Hospital Chief Operating Officer</p> <p>Warren Sandberg, MD, PhD., Chief of Staff and Department Chair</p> <p>Bellin Health Sharla Baenen, MSN, RN, FABC, Chief Operating Officer, Bellin Region</p> <p>Lisa Harton, PhD, MBA, MPH, RN, Chief Quality Officer, Bellin Region</p> <p>The Ohio State Wexner Medical Center Alisha Alabre-Bonsu, MD, MA, Cardiovascular Medicine Fellow, Cardiovascular Medicine</p>



Franklin Owusu, MBA, MPA, FACHE, Administrator, Hospital Operations

Deepak Rai, MD, Area Medical Director, Medical Units University Hospital

NYU Langone

Brian Bosworth, MD, Chief Medical Officer and Patient Safety Officer

Katherine Hochman, MD, MBA, Director, Division of Hospital Medicine

11:15 a.m.	<p>Executive Brainpower Exchange</p> <p>Leverage the brainpower of your Vizient Clinical Executive Community! You'll have the opportunity to share your insights and experience during our Executive Brainpower Exchange - where audience participation drives shared learning, collaboration, and inspires actionable solutions to revolutionize healthcare.</p>	<p>Niraj Sehgal, MD, MPH Chief Medical Officer, Stanford Health Care Co-Chair, AMC CME Steering Committee</p>
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11:45 a.m. Lunch **Lafite Ballroom and Sunset Terrace**

Afternoon Overview | The Future of Quality: Striving for Excellence While Enhancing Clinical Value

The pressure for healthcare organizations to reduce cost while improving outcomes is bigger than ever and often feels like an overwhelming task. Hear from your peers at three organizations how they have enhanced value and improved outcomes while calculating the financial impact.

Learning Objectives

1. Describe strategies for optimizing measurement and data analytics to improve hospital performance, reduce costs, adopt clinical standardization, and drive better outcomes.
2. Identify and leverage quality metrics to develop, deploy and achieve top performance in key metrics
3. Illustrate the application of internal cost accounting data and benchmark data to explore possibilities for clinical standardization and cost reduction.

Time	Topic	Speakers / Facilitators
1:00 p.m.	Welcome and Introduction	<p>Penny Castellano, MD, FACOG Chief Medical Officer, Emory Healthcare</p> <p>Chad VanDenBerg, MPH, FACHE Chief Quality & Patient Safety Officer, UCSD</p>
1:10 p.m.	<p>Member Spotlight Panel</p> <p>An Academic Health System's Six-year Journey Towards Enhancing Value</p> <p>Explore the Prescribing Value program that addresses clinical variation and waste while maintaining quality of care with a rigorous data-</p>	<p>Panel Moderator Jodi Eisenberg, MHA, CPHQ, CPMSM AVP Member Connections Clinical Networks Vizient Inc.</p> <p>Froedtert and the Medical College of Wisconsin Siddhartha Singh, MD, MS, MBA Chief Quality and Safety Officer</p> <p>Catlin Dunn, MHA</p>



	<p>driven approach; multidisciplinary team-based improvement efforts; and engagement of clinical teams.</p>	<p>Director, Population and Digital Health</p> <p>Jamie Avdeev, MS Program Manager</p>
1:30 p.m.	<p>A Roadmap for Quality Excellence – One Star at a Time</p> <p>Recognize how to become a beacon of quality and safety excellence with executive leadership guidance and multidisciplinary teams to dive deeper in processes to understand barriers to improvement to have a radical impact on patient safety metrics and star ratings.</p>	<p>SSM Health</p> <p>Emma Misra, MD, MHA Senior Quality Manager</p> <p>Zafar Akram Jamkhana, MD, MPH Associate CMO</p> <p>Rita Fowler, RN, MSN, CCRN-K, NE-BC VP, Patient Care Services/CNO</p>
1:50 p.m.	<p>Show me the Money! Calculating Financial Impact of Clinical Outcomes</p> <p>Examine how to calculate financial impact of clinical improvement using common project examples and templates to identify the financial impact of clinical outcomes, hospital-acquired conditions, patient safety indicators and other key metrics.</p>	<p>Stanford Health Care</p> <p>Jake Mickelsen, MBA Director, Performance Improvement</p> <p>Mariah Bianchi, RN, MSN, NEA-BC, CPHQ VP, Quality, Safety, and Clinical Effectiveness</p>
2:10 p.m.	<p>Peer to Peer Roundtable</p> <p>Discuss and share key strategies being used to improve outcomes while enhancing clinical value with your peers.</p>	<p>Tabletop Discussion</p> <p>Chris Kim, MD, MBA, SFHM Associate Medical Director, Quality & Safety, UW Medical Center – Chair, AMC CQO Steering Committee</p> <p>Amy Lu, MD, MPH Chief Quality & Safety Officer, UCSF Health System Chair, Quality Executive Network Advisory Committee</p>
2:40 p.m.	<p>Executive Report Out: Key Take-Aways</p> <p>Share the insights learned during the tabletop discussions and hear final reflections from panel presenters.</p>	<p>Chris Kim, MD, MBA, SFHM</p> <p>Amy Lu, MD, MPH</p>
2:55 p.m.	<p>Closing Comments</p>	<p>Donna McNutt, MS, RN Sr. Member Networks Director Vizient Inc.</p>

Interprofessional Executive Forums: 3:15 p.m. to 5 p.m.

Networking Reception and Poster Presentations: 5:30 p.m. to 6 p.m. – Latour Ballroom

Rising to New Heights: Bold Strategies for Revolutionizing Healthcare Chief Nurse, Medical, and Quality Executives

Morning Overview

September 20, 2023 | 9:45 – 11:45 a.m. | Bandol 1&2

Healthcare organizations continue to strive to improve clinical care and value across the continuum – beyond the four walls of the hospital. Chief Medical, Nurse, and Quality Officers with support from key stakeholders from four healthcare organizations will discuss how they have optimized measurement to drive financial, operational, and clinical outcomes.

The executives will share strategies for balancing the expectations of the numerous scorecards, utilizing data and analytics in identifying and addressing opportunities for cost reduction and clinical standardization as well as engaging critical partnerships across the healthcare organization.

Learning Objectives

1. Identify key trends and challenges in the healthcare industry and their implications for care delivery, workforce, and leadership.
2. Develop innovative strategies for leveraging technology, data, and collaboration to transform care delivery, enhance workforce satisfaction and cultivate strong leadership skills.
3. Apply practical tools and knowledge to drive change and achieve measurable improvements in patient outcomes, workforce engagement and organizational performance.

TIME	TOPIC	SPEAKERS / FACILITATORS
9:45 a.m.	Welcome and Introduction	<p>Julie Cerese, PhD, RN Group Senior Vice President Networks, Performance Management and Member Education</p> <p>David Levine, MD, FACEP Group Senior Vice President Advanced Analytics & Data Science, Vizient</p> <p>Nicole Gruebling, DNP, RN, NEA-BC Vice President, Vizient Member Networks</p>
10 a.m.	<p>Member Panel</p> <p>Panel Moderator Sue Nuss, MBA, PhD, RN Chief Nursing Officer, Nebraska Medicine Chair, Vizient Chief Nurse Executive Network AMC Steering Committee</p> <p>The ability to restructure leadership and operation systems that drive positive outcomes for patients, staff and faculty can be a daunting yet necessary task. Learn how organizations partnered together to re-design workflows, interdisciplinary teams and leadership structures that led to cost savings and improved team engagement and quality outcome.</p>	<p>Vanderbilt University</p> <p>Eric M. Lee, MBA, Senior Director, Strategy & Improvement</p> <p>Lee Ann Liska, MBA, FACHE, Hospital Chief Operating Officer and Interim Hospital President</p> <p>Warren Sandberg, MD, PhD, Chief of Staff and Department Chair of Anesthesiology</p> <p>Bellin Health</p> <p>Sharla Baenen, MSN, RN, FABC, Chief Operating Officer, Bellin Region</p> <p>Lisa Harton, PhD, MBA, MPH, RN, Chief Quality Officer, Bellin Region</p> <p>The Ohio State Wexner Medical Center</p> <p>Alisha Alabre-Bonsu, MD, MA, Cardiovascular Medicine Fellow, Cardiovascular Medicine</p> <p>Franklin Owusu, MBA, MPA, FACHE, Administrator, Hospital Operations</p> <p>Deepak Rai, MD, Area Medical Director, Medical Units University Hospital</p> <p>NYU Langone</p> <p>Brian Bosworth, MD, Chief Medical Officer and Patient Safety Officer</p> <p>Katherine Hochman, MD, MBA, Director, Division of Hospital Medicine</p>
11:15 a.m.	<p>Executive Brainpower Exchange</p> <p>Leverage the brainpower of your Vizient Clinical Executive Community! You'll have the opportunity to share your insights and experience during our Executive Brainpower Exchange - where audience participation drives shared learning, collaboration, and inspires actionable solutions to revolutionize healthcare.</p>	<p>Niraj Sehgal, MD, MPH Chief Medical Officer, Stanford Health Care</p>
11:45 a.m.	Lunch	Lafite Ballroom and Sunset Terrace

The Future of Nursing

Chief Nurse Executive Peer-to-Peer Meeting

Afternoon Overview | Advancing Practice Across Generations
September 20, 2023 | 1 – 3 p.m. | Pomerol

Overview

Clinical workforce engagement, optimization and retention are critical components of a care delivery system's strategy for success. Clinicians, including nurses, are the healthcare organization's greatest resource and largest expense. Nursing includes a diverse workforce: according to the National Nursing Workforce Study, 19% of nurses are over the age of 65.1 The ability to meet generational needs of the workforce becomes even more important as the evolution of the healthcare industry continues to accelerate. Nurse executives from two provider organizations will share systems and environments redesigned to engage, optimize, and retain workforce across generations through wellness programs, academic partnerships, and structured mentoring.

Learning Objectives

1. Discuss how generational characteristics enhance the workforce.
2. Demonstrate the use of pre-hiring nursing students as a competitive recruitment strategy.
3. Outline successful, financially effective methods to expedite the transition of nursing students into practice.

TIME	DESCRIPTION	SPEAKERS / FACILITATORS
1 p.m.	Welcome and Introduction	Jackie Anhalt, MS, MSN, RN, NEA-BC Chief Nursing Officer, ThedaCare Inc. Chair, Vizient Chief Nurse Executive Network Advisory Committee
1:10 p.m.	University of Maryland Medical System: Enhancing the Academic-Practice Partnership to Benefit All Moderator Barbara Seymour, DNP, RN, NE-BC, CPPS AVP Member Connections, Vizient Each generation has unique strengths and insights to offer, which can be harnessed through intergenerational mentorship programs, shared learning experiences, and open communication. This panel discussion will discuss the University of Maryland Medical Systems (UMMS) academic partnerships created to expedite nursing student's transition into practice using affordable and innovative methods.	Lisa Rowen, DNSc, RN, CENP, BCC, FAONL, FAAN, Senior Vice President & Chief Nurse Executive, University of Maryland Medical System Jenni Day, PhD, RN, Senior Director of Clinical Practice & Professional Development, University of Maryland Medical System Casey Embert, BA, Nursing Program Director, University of Maryland Medical System
1:55 p.m.	Vizient Chief Nurse Executive Hackathon Participants will engage in an interactive exercise that will encompass various aspects of advancing nursing practice and professionalism. This session will encourage solution-driven discussions such as understanding each generations' motivation, communication style and desire to advance education.	Gwen Moreland, DNP, RN, NEA-BC Chief Nurse Executive, UK Health Care Vice-Chair, Vizient Chief Nurse Executive Network AMC Steering Committee Amy Brown, MSN, RN, NE-BC Chief Nursing Officer, Sparrow Hospital Vice-Chair, Vizient Chief Nurse Executive Network Advisory Committee
2:45 p.m.	Report Outs and Closing Comments	Linnea Tolbert, MSN, RN Sr. Member Networks Director, Vizient

Interprofessional Executive Forums: 3:15 p.m. to 5 p.m.

Networking Reception and Poster Presentations: 5:30 p.m. to 6 p.m. – Latour Ballroom



Operations Executives

Consumer Strategies and Driving Change Through Leadership

Wednesday Sept. 20 | 9:45 a.m. – 3 p.m. | Wynn – Meursault

Overview

Join this session to discuss advanced consumer strategies and learn how executives are navigating cost pressures, capacity constraints, and digital transitions. The day will include presentations and roundtable discussions with peers about leadership approaches, building teams, engaging employees, and improving patient outcomes across the continuum. Discussion will include lessons transferrable from other industries.

Morning session learning objectives

1. Discuss evolving consumer expectations and aligning health system strategies.
2. Describe the impact of demographics, access challenges, digital platforms/transitions, and cost pressures and their impact on strategy deployment.

Agenda

Time	Topic	Speakers / Facilitators
9:45 a.m.	Welcome and Introductions Interactive Exercise	Kathy Parrinello , RN, PhD, EVP & Chief Operating Officer, University of Rochester Michael Holmes , MSA, Chief Operating Officer, Yale New Haven Health System
10 a.m.	Balancing Expectations: Consumer Strategy This session will describe advanced consumer strategies and how demographics, access challenges, digital transitions and cost pressures factor into them. Presentations and roundtable discussions will enable an interactive learning session addressing current local trends and strategies.	Brian Esser , Principal Sg2, Vizient Company
10:35 a.m.	Peer-to-Peer Breakout Groups: What is your organization doing to meet emerging consumer demands?	All
11:05 a.m.	Roundtable report out: Key Take-Aways	
11:30 a.m.	Break for Lunch	Lafite Ballroom and Sunset Terrace

Afternoon session learning objectives

1. Identify and compare strategies to enhance teamwork across the organization.
2. Describe how to build teams that improve patient and employee outcomes.
3. Illustrate the tangible benefits of Frontline First approach.

Agenda

Time	Topic	Speakers / Facilitators
1:00 p.m.	Welcome Back	Michael Holmes , MSA, Chief Operating Officer, Yale New Haven Health System
1:05 p.m.	<p>Member Spotlight: Simulating Chaos: Transformative Leadership Exercise</p> <p>This session will describe a process used to enhance development of complex, interprofessional hospital service line teams by senior leadership and how to engage leaders to guide change and help teams communicate.</p>	<p>Nancye Feistritzer, DNP, RN, NEA-BC, Chief Nursing Officer, Vice President, Patient Care Services, Emory University Hospital</p> <p>Samantha Yang, MHA, Project Manager, Northwestern Memorial Healthcare</p>
1:25 p.m.	<p>Member Spotlight: Building Teamwork to Benefit the Workforce and Patients</p> <p>Healthcare is the ultimate team sport, and this session explores how to build teamwork across teams. Nursing, environmental services, and food and nutrition services working collaboratively is paramount to improving patient experience and outcomes. We will describe how we built teams and improved both patient and employee outcomes. The learnings are applicable to any team setting.</p>	Richelle Graham , BSN, RN, MBA, NE-BC, Senior Associate Nursing Officer, Vanderbilt University Medical Center
1:45 p.m.	<p>Member Spotlight: What Healthcare Needs Now: Frontline First</p> <p>In the current healthcare environment where compassion fatigue and burnout are pervasive, motivating exhausted healthcare workers to engage in quality improvement efforts is more challenging than ever. Healthcare executives can look to other industries for transferable learnings and craft such learnings to their own team's needs. During this session, Tom Spiegel, MD, MBA, MS, will share leadership lessons and a novel quality improvement approach called Frontline First, crafted during his 30-year journey through the corporate world and into healthcare. This session will focus on the components of a successful approach to develop an employee-centric and quality-minded culture.</p>	<p>Thomas Spiegel, MD, MBS, MS, Vice President and Health System Chief Quality Officer</p> <p>University of Chicago Medicine</p>
2:05 p.m.	Peer to Peer Break Out Groups: How will your leadership tactics evolve in the near and long term to achieve sustainability?	All

2:35 p.m.	Roundtable report out: Key Take-Aways	
2:55 p.m.	Wrap up	Kathy Parrinello , RN, PhD, EVP & Chief Operating Officer, University of Rochester
3:00 p.m.	Adjourn	

Interprofessional Executive Forums: 3:15 to 5 p.m.

Time	Interprofessional Executive Forums	Speakers / Facilitators
3:15 – 4 p.m.	<p>Less Really Can Be More: A Staffing Efficiency Story</p> <p>Since 2017, Intermountain Health has been on a continual journey to systemness to reduce variation and create a “One Intermountain” experience for patients and caregivers. Healthcare market forces and the pandemic created additional pressure toward standardization and efficiency. Like many other organizations, Intermountain completed a workforce reduction in early 2021 that impacted all shared services, including the Intermountain Quality team. This team was tasked with redesigning its staffing model and approach to the work. How would they do more with less? This is their story.</p>	<p>Melisa Missi Roeber, MSN, Clinical Operations Senior Manager - Office of Patient Experience</p> <p>Bonnie Gregson, MSN, Clinical Operations Senior Manager - Office of Patient Experience</p> <p>Milli West, MBA, Director of Quality - Office of Patient Experience</p> <p>Intermountain Healthcare, Salt Lake City, Utah</p>
4:15 – 5 p.m.	<p>Supply Chain 360: An Assessment Journey Toward Best Practice</p> <p>During times of change and as a general health check, Vizient provided a 360-degree supply chain assessment that allowed leaders to prioritize areas that could be improved to meet established best practice indicators. Pomona Valley Hospital Medical Center (PVHMC) took advantage of this service, resulting in a revised supply chain organizational chart, including a new contracts division and a multimillion savings initiative. PVHMC was able to implement these initiatives while enriching associate relationships and gaining senior leadership support. Join us for an executive-level discussion as PVHMC provides strategies for incorporating a Vizient assessment as a foundational tool in navigating the process to achieve best practice.</p>	<p>Michael Vestino, DrPH, MHA, EML, FACHE, Vice President, Support Services & Master Planning</p> <p>Michelle L. Medel, Director, Supply Chain</p> <p>Pomona Valley Hospital Medical Center</p>

Networking Reception and Poster Presentations: 5:30 to 6 p.m. – Latour Ballroom



Navigating workforce and financial challenges to maximize patient impact and outcomes

Pharmacy Executives and Leaders Peer-to-Peer Meeting

September 20, 2023 | 9:45 a.m. – 3 p.m. | Chopin

Overview

Pharmacy leaders continue to face a myriad of challenges in today’s environment as healthcare organizations continue to strive to improve clinical care and value across the continuum. Presenters will share how they are tackling these challenges through the financial and workforce lens. Specifically:

- **Financial** challenges through a variety of projects and programs that touch on billing practices, sterile compounding and drug diversion
- **Workforce** challenges through the intersection of regulatory compliance and use of technology and mitigation strategies around maintaining a robust pipeline of pharmacy staff

Rising to New Heights: Bold Strategies for growing revenue and ensuring patient safety

Morning session learning objectives

- Create a compelling case to resource system-level teams focused on sterile compounding standards compliance and drug diversion prevention.
- Identify various methods to maximize the financial opportunity associated with billing for waste.

Agenda

Time	Topic	Speakers / Facilitators
9:45 a.m.	Welcome and Introduction	Jordan Dow, PharmD, MS, FACHE , Vice President and Chief Pharmacy Officer; Assistant Dean, MCW School of Pharmacy Froedtert and the Medical College of Wisconsin; Vizient Pharmacy Network Chair 2023-2025
9:50 – 11 a.m.	<p>Unleashing System Support for Diversion Prevention and Sterile Compounding</p> <p>In financially challenging times, creating new roles with added cost structure to support quality- and standardization-related needs presents a significant challenge. Sutter Health and Ochsner Health recognized the critical link to patient safety in the areas of sterile</p>	<p>Ryan Stice, PharmD, BCPS, Vice President, Pharmacy, Sutter Health, Sacramento, Calif.</p> <p>Melanie Horn, PharmD, BCSP, System Sterile Compounding Coordinator, Sutter Health, Sacramento, Calif.</p>

compounding and drug diversion and chose to implement dedicated programs. Presenters will share how they developed business cases to support investment and compare and contrast different approaches to aligning teams within organizational structures for maximum impact. They will also share outcomes and offer guidance to help evaluate the necessity of a similar team in your organization.

Teresa Liston-Crain, PharmD, DPLA, System Diversion Pharmacy Coordinator, Sutter Health, Sacramento, Calif.

Deborah Simonson, BS, PharmD, CPEL, Chief Pharmacy Officer, Ochsner Health, New Orleans, La.

Neil Hunter, PharmD, BCSCP, MBA, System Director, Sterile Compounding Operations, Ochsner Health, New Orleans, La.

Alexandre Raymond, PharmD, MS, CHC, Director – Drug Diversion Prevention and Response, Compliance, Ochsner Health, New Orleans, La.

11 – 11:45 a.m. **Optimization for Pharmaceutical Billing**

Reducing billing errors and maximizing revenue streams is essential to creating a sustainable business model. Yale New Haven Health System enhances the patient's experience through continuous oversight of the pharmaceutical billing process to minimize financial burden. Interventions designed by this team greatly improved the number of clean claims and garnered 99.9% pharmaceutical billing accuracy. At The Ohio State University Wexner Medical Center, a collaborative team — including informatics, revenue cycle and pharmacy — worked to identify all wasted medications that should be documented and billed. With the efforts of this cross-functional team, all payers are being billed appropriately for wasted medications, yielding an additional \$800,000 per month in new revenue.

Steven Loborec, PharmD, MS, MPH, BCPS, Associate Director of Pharmacy, The Ohio State University Wexner Medical Center, Columbus, Ohio

Eyal Yazdi, MBA, Associate Director of Pharmacy Business Operations, Yale New Haven Health System, New Haven, Conn.

Marjorie Lazarre, MBA, PharmD, Associate Chief Pharmacy Officer, Yale New Haven Health System, New Haven, Conn.

11:45 a.m.

Lunch

Lafite Ballroom and Sunset Terrace

Striving for Excellence While Enhancing Clinical Value

Afternoon session learning objectives

- Illustrate a plan for advancing technician roles while solving common regulatory compliance issues as part of DSCSA compliance.
- Examine the opportunity for strategic advertising of a clinical pharmacy career to a young, diverse student population.

Agenda

Time	Topic	Speakers / Facilitators
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1 – 2 p.m.	DSCSA: Five Letters We've Been Putting Off for 10 Years	Kristen Kruszewski, PharmD, MBA, Director of Pharmacy Strategy, Geisinger, Danville, Pa.
	<p>On Nov. 27, 2023, new provisions of DSCSA, a decade-old federal law, will take effect. Our presentation will provide attendees with a strategy to achieve compliance using current staff, new technology and integration into existing workflows without disruption. Topics will include DSCSA regulatory requirements, how multihospital health systems can use DSCSA to promote nontraditional pharmacy technician roles, use of technology to automate and enhance compliance within workflows, compliance issues and practical actions for resolution, and compliance requirement updates.</p>	Randy Braun, PharmD, Pharmacist Coordinator, Informatics and Automation, UNC Health, Chapel Hill, N.C.
		Eric Marshall, BA, JD, Principal, Leavitt Partners and Executive Director, PDG
		Shoshana Krilow, JD, SVP, Public Policy and Government Relations, Vizient (<i>moderator</i>)
2 – 3 p.m.	Maintaining a Robust Pharmacy Staff Pipeline	Kavish Choudhary, PharmD, MS, Chief Pharmacy Officer, University of Utah Hospitals and Clinics, Salt Lake City, Utah
	<p>Pharmacy workforce shortages present challenges for patient care and operations. Health systems and pharmacies may experience issues filling open pharmacist and pharmacy technician positions. With some colleges of pharmacy experiencing declines in applications and enrollments and the Bureau of Labor Statistics indicating that the technician workforce will need 5% more workers,1 workforce shortage issues are real and here to stay unless we take action. The University of Utah Health and the University of Utah College of Pharmacy have attempted to mitigate these issues, with varying degrees of success.</p>	
3 p.m.	Adjourn	

Interprofessional Executive Forums: 3:15 to 5 p.m.

Networking Reception and Poster Presentations: 5:30 to 6 p.m. – Latour Ballroom

Supply Chain Executives and Leaders Peer-to-Peer Meeting

September 20, 2023 | 9:45 a.m. – 3 p.m. PT

Encore Las Vegas | Encore Ballroom

Overview

This forum will focus on leading the advancement of supply chain and spend management principles through collaboration and innovation. The meeting will feature member-led sharing of leading practices, peer roundtable discussions, and problem-solving focused on achieving supply assurance and developing resilient supply chains.

Morning Learning objectives

- Identify leading practices to mitigate the risk of supply disruptions.
- Discuss the importance of supply assurance and resilience strategies and what is next.
- Discover spend management strategy and discussion.

Agenda

Time	Session title	Speakers / Location
7:00 a.m.	Networking Breakfast	Lafite Ballroom and Sunset Terrace, Brahms, Chopin and Encore
8:00 a.m.	Keynote General Session	Cristal Ballroom
9:45 a.m.	Welcome to the Summit Supply Chain Executives and Leaders Peer-to-Peer Meeting	Michael Darling, MS, RN, CMRP Vice President Supply Chain, Saint Lukes Health System Brian Pollick, CMRP Administrative Director of Supply Chain Management, University of Utah Hospitals and Clinics Karen Kresnik, MSN, RN, CMRP , Vice President Supply Chain Member Networks, Vizient
10:00 a.m.	Back to Basics Through Data and Insights, Assurance, Sustainability and Diversity - Member Panel	Regine Villain, MPH , Senior Vice President, Chief Supply Chain & Support Services Officer – Ochsner Health Allison Corry , Chief Supply Chain Officer – Intermountain Healthcare

		Shaleta Dunn , Vice President Member Diversity & Community Initiatives – Vizient
		Molly Zmuda , Vice President Spend Management & Delivery – Vizient
10:45 a.m.	Category Management Approaches to Solve Provider Challenges	Ann Byre , Chief Pharmacy Officer – Allina Health Clinton Hazziez , Vice President Supply Chain & Sourcing – Baylor Scott & White Health Keith Gregory , Senior Principal Indirect Spend – Vizient Steve Rudner , Pharmacy Executive – Vizient
11:30 a.m.	Connecting the Dots with Insights and Intelligence	Beth Godsey , SVP Data Science & Methodology – Vizient
11:45 a.m.	Networking Lunch	Encore Ballroom

Afternoon Learning objectives

- Discuss areas of focus to develop a consistent response and workplan for supply disruptions.
- Explain the benefits of an interactive orders management platform and its ability to improve order efficiency, transparency, communication and resilience.
- Describe how industry insights and leading practices among supply chain leaders and staff contribute to operational efficiencies and the advancement of supply chain strategy.

Time	Session title	Speakers / Location
1:00 p.m.	Risk Mitigation Through an Accelerated Product Delivery Platform While Utilizing a Multi-disciplinary Approach Organizations have historically struggled to ensure order exceptions remain visible to internal customers (including supply disruptions, backorders, rejections, recalls, invoice not received notifications and substitutions, etc.), while also failing to engage these customers in prioritizing resolution interventions. The order exceptions can outweigh the perfect orders, especially today after the COVID-19 pandemic, leaving Supply Chain at times unable to effectively tackle volume. Requestors are best positioned to know what they need for patient care, including what is urgent and what can wait. A collaborative approach means Supply Chain can quickly respond to requestors' priorities. Learn how these two organizations have made strides to improve the traditional workflows through creation of a two-way communication platform, centralized tracking, and	Kate Polczynski, MBA, CMRP , Vice President, Enterprise Supply Chain, Geisinger Health, Danville, Pa. Candice O'Brien-Dominguez , Stock Control Manager, Supply Chain, Sutter Health Tim Miller , Vice President, Supply Chain, Sutter Health, Sacramento, Calif.

enhanced data analytics among other solutions. These strategies improve timeliness of decision-making, prioritization of Supply Chain efforts, and prompt feedback on status or resolution.

2:15 p.m.

Medical Device Industry Trends

Learn about the latest industry trends including advances in medical devices, hospital volume statistics, capex outlooks, medtech company revenues, and labor issues.

Craig Bijou, US Equity Research,
Medical Supplies and Devices, Bank of
America Securities

2:55 p.m.

Adjourn

Brian Pollick, Administrative Director of
Supply Chain Management, University of
Utah Hospitals and Clinics

Interprofessional Executive Forums: 3:15 to 5 p.m.

Networking Reception and Poster Presentations: 5:30 to 6 p.m. – Latour Ballroom