



2019 National Healthcare Executive Forum
Four Seasons Hotel | May 14-15, 2019 | Houston, TX

KEYNOTES

Opening Keynote: May 14th, 8:00am-9:00am

[Policies on Health: A Deep Dive into Changing Healthcare Policy](#)

It's a very disruptive time in healthcare, with an unprecedented amount of pressure and scrutiny facing the industry. In response, the federal government is enacting a number of policy changes. This keynote sheds light on up-and-coming shifts in rules and regulations, helping executives and healthcare decision-makers understand what the government is currently implementing, what this means for providers, and strategies to adapt.

Blair Childs, Senior Vice President, Public Affairs, Premier

Moderator: Richard M. Hamrick III, MD, MBA, FCCP Chief Medical Officer,
HCA Capital Division

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Lunch Keynote: May 14th, 12:30pm-1:45pm

[Ambitious Regulatory Actions: Moving Toward Open APIs:](#)

Healthcare data is embarking on a paradigm shift, driven by the ambitious (but achievable) regulatory actions from recent regulatory actions like the "MyHealthEData" initiative, "Primary Cares" payment models, and expansion of open data sets to include Medicare Advantage and Medicaid encounters data for commercial use. At the foundation of the paradigm shift is the use of Open APIs. This session is a deep-dive into the transition to Open APIs, what they are, what they bring to your organization, and what exactly they mean for the future of patient care. Heather and Aneesh will draw from their experiences in public and private sectors to present opportunities and challenges for healthcare leaders seeking to better coordinate patient care.

Aneesh Chopra, President, CareJourney; Former United States Chief
Technology Officer

Heather Cartwright, General Manager, Healthcare NExT, Artificial Intelligence
and Research, Microsoft

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Dinner Keynote: May 14th, 5:40pm-7:05pm

[Agents of Change: Innovation for the Future](#)

We, as healthcare leaders, have an incredible opportunity to incite change by leveraging the cutting-edge research, resources, and thought leadership that has originated within our organizations and throughout the industry. This keynote looks toward opportunities, innovation vectors, technological advancements and ways for organizations to collaborate to improve patient quality and safety.

Lance Black, MD, MBID, Associate Director, TMCx Accelerator Program, Texas
Medical Center

Paula Cobb, Head of Strategic Marketing, Global Healthcare Informatics,
Philips

Dennis Lund, MD, Chief Medical Officer, Lucile Packard Children's Hospital,
Stanford Children's Health; Associate Dean of the Faculty for Pediatrics and
Obstetrics, Stanford University School of Medicine

Steve Miff, PhD, President and Chief Executive Officer, Parkland Center for
Clinical Innovation

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Morning Keynote: May 15th, 7:30am-8:25am

Data-Driven Results: Finding Solid Answers for Challenges with Social Determinants of Health

By now, it's more commonly known how the elements of social determinants of health deeply impact community and individual wellbeing. However, up until this point, much of the data collected on patient health outside the hospital walls has been broken or disjointed. This keynote uses data to tell the stories of communities in need and outlines how systems can use this more complete knowledge to enact positive change within the most vulnerable, and often cost-intensive, patient populations.

Gerard Clancy, MD, President, University of Tulsa
Frederick Holston, Director of Healthcare, Sirius Computer Solutions
Ed Ricks, Director of Healthcare, Sirius Computer Solutions

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Closing Keynote: May 15th, 11:45am-1:10pm

Health in Transition: Shifting from Patient to Consumer

Unlike in decades past, patients are becoming more active participants in their own care. Yet, it is still a challenge for hospitals to anticipate and navigate this shift to allow patients to be more informed decision-makers. This keynote examines this transition, looking at where the industry is headed and outlining how organizations are leveraging technology to grant unprecedented access to patients as more empowered consumers of healthcare.

Bernard A. Harris, Jr., MD, MBA, FACP, NASA Space Shuttle Astronaut; Board Member, Texas Medical Center; President, Harris Foundation; Chief Executive Officer and Managing Partner, Vesalius Ventures
George H. Perkins, MD, Chief Medical Officer, Physicians Referral Service, University of Texas MD Anderson Cancer Center



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Breakout Sessions: May 14th, 9:25am-10:35am

- **PANEL DISCUSSION:** [Communicating Antimicrobial Stewardship](#)

- Cesar A. Arias, MD, MSc, PhD, FIDSA, Professor of Medicine, Microbiology, and Molecular Genetics; Herbert L. and Margaret W. DuPont Chair in Infectious Diseases; Laurel and Robert H. Graham Faculty Fellow at McGovern Medical School; Director, Center for Antimicrobial Resistance and Microbial Genomics; Director, Center for Infectious Diseases, School of Public Health, University of Texas Health Science Center at Houston
- Amanda Beaudoin, DVM, PhD, Dipl. DACVPM, Director, One Health Antibiotic Stewardship, Minnesota Department of Health
- Arjun Srinivasan, MD, FSHEA, Captain, USPHS; Associate Director, Policy and Strategy (Acting); Associate Director, Healthcare Associated Infection Prevention Programs, Division of Healthcare Quality Promotion, Centers for Disease Control and Prevention

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- **BREAKOUT:** [Clinical Care Redesign: Reshaping Care Coordination](#)

We live in a fast-paced and ever-changing healthcare environment. Every day, our workforce juggles and manages multiple priorities and challenges in providing care to patients. Yet, we often fail to pause and reflect on how to better facilitate and design our systems of care. This session takes a deep dive into Memorial Hermann's successes and lessons learned while reengineering its care progression approach. Focusing on critical elements of each patient's evidenced based pathway and better anticipation of resource needs, has led Memorial Hermann to reduce unnecessary variation and drive down costs.

- Erin Asprek, Executive Vice President, Acute Care Services and Chief Transformation Officer, Memorial Hermann Health System
- Greg Haralson, Senior Vice President and Chief Executive Officer, Memorial Hermann Texas Medical Center
- Matthew T. Harbison, MD, Vice President, Care Coordination and Hospital Medicine; Medical Director, Memorial Hermann Physician Network Hospitalist Program, Memorial Hermann Health System
- Emily Allinder Scott, MHA, Vice President, Clinical Transformation, Memorial Hermann Accountable Care Organization; Memorial Hermann Physician Network MHMD; Memorial Hermann Health System
- Kimberlee M. Taylor, MHA, Director, Hospital Operations, Memorial Hermann Health System
- Moderator: Cari O'Leary, RN, Advisory Managing Director, Health & Government Solutions, KPMG

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- **PANEL DISCUSSION:** [Burnout in Healthcare: Where we are, Where we Need to be, and How to get There](#)

In an effort to do more with less, we've created a transactional workplace. This panel gets down to the root causes of burnout and fatigue and brings forth case studies on how organizations are successfully mitigating challenges and moving toward more meaningful and fulfilling daily interactions.

- Naim El-Aswad, MD, FACP, Chief Medical Officer and Co-Founder, Vital Signs Vital Skills, LLC
- Jennifer L. FitzPatrick, MSW, LCSW-C, CSP, Founder, Jenerations Health Education, Inc.
- Stephen W. Nesbit, DO, MBA, Chief Medical Officer, HCA Gulf Coast Division

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- **EXECUTIVE BOARDROOM:** [The Role of Specialty Pharmacy in the Care Continuum](#)

Oftentimes, organizations are motivated to start specialty pharmacy programs for the revenue potential, but how does this fit with overall patient care and value? This Executive Boardroom does a deep dive into specialty drugs looking at the impacts, limitations, and new opportunities these programs can have on a system, healthcare providers, and patients.

- John Grubbs, Chief Pharmacy Officer, UC Health
- Sinthusan Sinnadurai, Director, Business Operations and Strategic Initiatives – Clinical Operations, Stanford Health Care
- Moderator: Neil Smiley, Founder and Chief Executive Officer, Loopback Analytics

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[Breakout Sessions: May 14th, 11:00am-12:10pm](#)

- **PANEL DISCUSSION:** [Transferring Risk: Addressing the Very Real Consequences of Shifting Risk to the Middle Class](#)

In seeking to make healthcare more affordable for those with the lowest incomes, we've seen risk transferred to a once more stable middle class. As a result, a new problem is coming to the surface. More commonly, this group is putting off preventative care and threatens to further tax healthcare systems down the line. This interactive panel discussion takes an in-depth look at the threat and repercussions of risk transfer, what high cost impacts have on care, and ways to fix this growing challenge.

- Anthony T. Lo Sasso, PhD, Professor and Senior Research Scientist, Health Policy and Administration Division, School of Public Health, Institute of Government and Public Affairs, University of Illinois at Chicago; Director, Center for Employee Health Studies, University of Illinois at Chicago; Executive Director, American Society of Health Economists
- Frank G. Opelka, MD, FACS, Medical Director, Quality and Health Policy, Division of Advocacy and Health Policy, American College of Surgeons; Founder and Chair, Surgical Quality Alliance
- Moderator: Thomas Buckingham, BSN, MBA, Executive Vice President, Select Medical



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- **PANEL DISCUSSION: [Large-Scale Cultural Change](#)**

Changing a system's culture takes a significant amount of effort from all levels; it also incites many daunting questions: What does a top-down approach truly mean? What is leadership's responsibility to oversee and drive change? What are ways to verify organizations are hiring the right people throughout the system? Bringing together perspectives from hospital executives and Human Resources, this session answers critical questions from two arenas: building an entirely new culture and undergoing a cultural rebuild within an organization.

- Charity Garris, MBA, System Director, Experience, Prisma Health
- Allan Klapper, MD, President, AHN Wexford Hospital; Chair, AHN Women and Children Institute; Network Chair, Department of Obstetrics and Gynecology, Allegheny Health Network; Clinical Professor; Lewis Katz School of Medicine at Temple University, Department of Obstetrics, Gynecology and Reproductive Sciences
- Eugene Scioscia, Jr., MD, Chief Experience Officer, Allegheny Health Network

- **BREAKOUT: [Culture of Security: Your Role in Keeping your Organization Safe](#)**

Creating a culture of security starts with understanding the scale of information security risks hospitals face, and how interconnected, and thus vulnerable, the healthcare ecosystem is. We can't rely solely on our security professionals or on government to regulate us out of cyber trouble. As HDO executives, you play a crucial leadership role in this process. This session outlines how risks and threat actors can be understood, managed, and addressed. Learn how security is a team sport, and that collaboration toward new solutions across an interdependent system gives us the strength in numbers to stay ahead of – or at least not fall behind – the adversaries.

- Tom August, CISSP, CPHIMS, Vice President and Chief Information Security Officer, John Muir Health
- Gregory T. Garcia, Executive Director for Cybersecurity, Health Sector Coordinating Council

- **EXECUTIVE BOARDROOM: [Successful Structures: Building a Solid Framework to Address Mental Health and Substance Abuse](#)**

Substance abuse is still largely seen as a behavioral issue, and while behaviors are a portion of the problem, this session looks at new approaches to addiction and addiction medicine. Hear perspectives on community engagement strategies, leveraging technology and data analytics, and new programs from government, public and private entities that are working alongside the healthcare industry to take action.

- Arlyn Brunet, PhD, Section Chief, US Department of Justice, Drug Enforcement Agency, Office of Intelligence Programs
- Gerard Clancy, MD, President, University of Tulsa
- Karran Phillips, MD, MSc, Clinical Director, National Institute on Drug Abuse; Medical Director, Archway Clinic



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Breakout Sessions: May 14th, 2:05pm-3:15pm

- **PANEL DISCUSSION: In Case of Emergency: Crisis Management Tactics**

We all operate an emergency room. Yet, are you ready (really ready) in the case of an emergency? Most organizations are equipped to handle more typical emergency situations, but what about the unforeseen crises? This panel discussion explores the process of preparing for the unplanned, delving into case studies on natural disasters, infection prevention predicaments, and data and security risks. Together, this panel will outline the community-, organizational-, and team-related factors that enable effectiveness and "success" in the case of a crisis.

- Darrell Pile, Chief Executive Officer, SouthEast Texas Regional Advisory Council
- Edward J. Septimus, M.D., FACP, FIDSA, FSHEA, Medical Director, Infection Prevention and Epidemiology, HCA; Professor of Internal Medicine, Texas A&M Health Science Center College of Medicine; Professor, Distinguished Senior Fellow, George Mason University School of Public Health
- Lorie K. Shoemaker, DHA, RN, MSN, NEA-BC, Division Senior Vice President and Chief Nursing Officer, CHI St. Luke's Health System
- Moderator: Rick Bryant, National Healthcare Architect, Healthcare Practice Manager, Veritas Technologies, LLC

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- **PANEL DISCUSSION: Healthcare is a Team Sport: Integrating Pharmacy into the Care Team**

Having a pharmacist on the care team has been proven to improve overall patient care and outcomes; the problem is, a pharmacist is a costly add. Take a peek into organizations that have successfully closed that gap between costs and outcomes. This session explores case studies that outline challenges, pitfalls, and successes; it also offers key takeaways to align with the executive team to target key areas for outcome improvements.

- Binita Patel, PharmD, MS, Vice President, Pharmacy Services, Memorial Hermann Health System
- Goldina Erowele, PharmD, MBA, Administrative Director, System Pharmacy Operations; Director, Residency Programs, Harris Health System
- Angela A. Shippy, MD, FACP, FHM, Senior Vice President and Chief Quality Officer, Memorial Hermann Health System
- Moderator: Divya Abraham Varkey, PharmD, MS, Clinical Associate Professor, University of Houston College of Pharmacy

- **BEST PRACTICE: Putting the Human Back in Healthcare: Human-Centered Design**

We're off-track. The businessization of healthcare has contributed to an environment that emphasizes checked boxes, outdated processes, and a disproportionate amount of time dedicated to curating and maintaining EHRs. As a whole, we're moving away from the industry's original intent – and the reason why we chose to be in healthcare in the first place. Learn how refocusing on the people and processes that matter can also positively impact your organization's bottom line. Join Kim Erwin as she explores case studies and opportunities at the intersection of science and design to develop critical shifts in the ways hospitals effectively deliver care.

- Kim Erwin, MDes, Co-Founder and Co-Director, Institute for Healthcare Delivery Design, Population Health Sciences, Office of the Vice Chancellor for Health Affairs; University of Illinois at Chicago; Research Professor, UIC School of Design



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- **BEST PRACTICE: [Culturally Competent Care](#)**

Each patient has a backstory that affects the way they seek, use, and interact with the healthcare industry. This session discusses methods to educate your staff to identify patients with unique sets of experiences and outlines ways to adapt and screen these patients differently in order to provide more inclusive, timely, high quality, culturally sensitive healthcare services.

- J. Gregory Jolissaint, MD, MS, CPE, FAAPL, Veteran, U.S. Army Medical Corps; Vice President, Military and Veterans Health Program, Trinity Health System
- Ronald J. Steptoe, CMR, DABDA, Chief Executive Officer, Warrior Centric Health, LLC

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- **EXECUTIVE BOARDROOM: [The Next Gen: Developing Future Physician Leaders](#)**

Physicians spend years studying and training before finally having the opportunity to practice medicine on their own. However, as they climb the ranks toward leadership, certain gaps in necessary capabilities become more prevalent, preventing great physicians from becoming great leaders. This Executive Boardroom looks at the future of healthcare education and how organizations can better cultivate the next generation of healthcare leaders.

- C. Martin Harris, MD, MBA, Associate Vice President and Chief Business Officer, Health Enterprise; Professor, Department of Internal Medicine, Dell Medical School, University of Texas at Austin
- Hans Zetterstrom, Chief Strategic Innovation Officer, American Association for Physician Leadership

[Breakout Sessions: May 14th, 3:35pm-4:45pm](#)

- **BEST PRACTICE: [Modern Interventions: Predicting and Managing Diseases with Artificial Intelligence](#)**

Imagine learning that you or a family member had an 86% chance of developing deadly disease within the next year. Now, imagine hearing that a prescribed regimen of diet, exercise, and brain training could reduce that risk to 42%. With the use of very large data sets, we can now predict the onset of many diseases including the only top ten killer without any successful treatment – Alzheimer's Disease. In predicting your chance of developing this devastating disease, we can simultaneously identify modifiable risk factors to alter disease trajectory. This session will review how Machine Learning and Artificial Intelligence can lead to such predictions and, more importantly, how these tools can then provide options to acutely reduce your risk.

- Mark Ereth, MD, Emeritus Professor, Anesthesiology, Mayo Clinic College of Medicine

- **BREAKOUT: [Running Lean Without Lacking: Fiscally Responsible Saving Without Sacrificing Quality or Safety](#)**

Systems want to be able to run efficiently while reducing costs...while providing quality care...while integrating the best and latest technological innovations...while employing a solid team of experts in their own specializations...while reaching all key goals and metrics. This session looks at how CHI St. Luke's Texas Division lean management redesign initiative achieved these lofty goals. The two-year process leveraged lean methodology, global metrics, KPIs, and frontline drivers to save the organization \$160 million without sacrificing jobs or quality.

- T. Douglas Lawson, PhD, President, Baylor St. Luke's Medical Center; Chief Executive Officer, CHI Texas Division
- Peter K. Wong, PhD, MBA, RPh, Division Vice President, Performance Excellence, CHI St. Luke's Health

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- **BEST PRACTICE:** [Disruption and Resilience in Laboratory Healthcare](#)

Laboratory medicine is facing a changing regulatory landscape that threatens to significantly impact reimbursement. To maintain, and even enhance, lab wellbeing amidst these changes, we must shift our view from a cost center to one of an opportunity center. Considering the lab as the single greatest source of big data within the hospital setting, this best practice looks at re-strategizing lab stewardship and explores the critical role pathology plays in population health and test utilization.

- Michael Lukas, General Manager, Professional Lab Services, Quest Diagnostics
- Berle Stratton, MD, Medical Director, Laboratories, PeaceHealth Southwest Medical Center

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- **BEST PRACTICE:** [Predictable Outcomes: Target-Based Care](#)

Changing behaviors across large systems and convincing practitioners to adopt standardized procedures takes skill and a fair amount of data. This session looks at Stanford's process of examining the average length of stay through EHR data. It outlines the development of customized predictive modeling to establish tangible care milestones that better aligns patient, physician, and department expectations. It also defines tactics to utilize informatics as a way to interface with the frontline and cultivate a culture that leverages physicians' competitive nature to continuously meet and beat key targets for quality improvement.

- Andrew Shin, MD, Associate Chief Quality Officer; Medical Director, Systems Utilization Research for Stanford, SURF MEDICINE; Associate Medical Director, Cardiovascular Intensive Care; Associate Professor, Pediatrics (Cardiology), Stanford Children's Health, Stanford University Medical Center

- **BOARDROOM DISCUSSION:** [Controversies in Infection Prevention](#)

There is never one, single way to solve a problem, and the same can be said for infection prevention. This panel explores varying schools of thought, examining three specific areas: decolonization vs. Isolation, advanced techniques for hand hygiene and environmental services, and screening for admission and colonization of long-term admission. Come away with a comprehensive knowledge of inefficiencies and an outline of enhanced approaches to improve your infection prevention capabilities.

- Mayar Al Mohajer, MD, MBA, CAQ, CPHQ, FACP, FIDSA, Associate Professor, Baylor College of Medicine; Medical Director, Infection Prevention and Antimicrobial Stewardship, Baylor St. Luke's Medical Center
- Luis Ostrosky, MD, FACP, FIDSA, FSHEA, CMO, Professor and Vice Chairman, Medicine for Healthcare Quality, Division of Infectious Diseases, McGovern Medical School; Medical Director, Epidemiology and Antimicrobial Stewardship, Memorial Hermann Texas Medical Center
- Edward J. Septimus, M.D., FACP, FIDSA, FSHEA, Medical Director, Infection Prevention and Epidemiology, HCA; Professor of Internal Medicine, Texas A&M Health Science Center College of Medicine; Professor, Distinguished Senior Fellow, George Mason University School of Public Health

Breakout Sessions: May 15th, 8:45am-9:55am

- **PANEL DISCUSSION:** [Optimizing Throughput with AI & Data Analytics](#)

With throughput as the key target for altering capacity management challenges, turning to data allows organizations to better understand barriers and bottlenecks in a system. This session examines strategic capacity management from multiple perspectives, looking at the best practices and positive outcomes that stem from pairing effective change management with data-driven processes. Come away with a solid grasp of tactics to leverage technology such as artificial intelligence, machine learning, and predictive analytics to maximize operations.

- Lori Armstrong, RN, DNP, NEA-BC, Chief Nursing Executive, Kaiser Permanente Santa Clara Medical Center
- Dana Bjarnason, PhD, RN, NE-BC, Vice President and Chief Nursing Executive, OHSU Healthcare; Associate Dean, Clinical Affairs, OHSU School of Nursing
- Mudit Garg, Founder and Chief Executive Officer, Qventus
- Chad W. Ritenour, MD, Chief Medical Officer, Emory University Hospital; Professor of Urology and Director, Men's Health and Infertility Division, Emory University School of Medicine; Vice Chair, Education and Faculty Affairs and Director, Emory Urology Residency Program, Emory University Hospital
- Moderator: Greg Schneider, Chief Marketing Officer, Qventus

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- **BEST PRACTICE:** [Mitigating Hospital Acquired Conditions](#)

While most other Hospital Acquired Conditions have reduced over the past few years, Pressure Ulcer rates have increased. The Best Practice focuses on reducing Pressure Ulcers, a significant contributor to a facility's HAC scores. Drawing on his extensive research and reporting on pressure injuries, Dr. Padula introduces a Standardized Pressure Injury Prevention Protocol (SPIPP) that outlines tactics to simplify HAPI prevention into core components and maps out key Quality Improvement (QI) interventions intended to reduce HAC rates.

- William V. Padula, PhD, Assistant Professor of Pharmaceutical and Health Economics, Leonard D. Schaeffer Center for Health Policy and Economics, University of Southern California

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- **BEST PRACTICE:** [Understanding AI: Using Artificial Intelligence to Develop Advanced Predictive Models](#)

Artificial Intelligence has become a buzzword, but what are the real opportunities to utilize it? This session looks at the ways organizations are moving past the stigma, toward opportunities to bring operational efficiency and improve quality and outcomes. This case study examines the link between hypotension and surgical complications through the data lens. Using AI to translate EHR, physiological, and genomic data and develop high-fidelity waveforms, this session creates a roadmap to understanding, adapting, and expanding AI uses to help providers improve patient care capabilities.

- Maxime Cannesson, MD, PhD, Professor of Anesthesiology; Vice Chair for Perioperative Medicine; Director, Clinical Research, Department of Anesthesiology and Perioperative Medicine, University of California Los Angeles, David Geffen School of Medicine

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- **EXECUTIVE BOARDROOM:** [Disrupting Diversion: Do You Know Where Your Drugs Are Going?](#)

Drug diversion is increasingly common due to medication sharing, prescription pad theft, card sharing, doctor shopping, prescription forging, and plain theft. It's also due to false claims, diluting medications, false credentials, illicit prescribing, counterfeiting, and illegal imports. This Boardroom session focuses on this growing issue and importantly (1) how you can detect it, (2) how you can report it, and (3) how you can prevent it.

- James Arnold, Chief of Liaison, Diversion Control Division, Drug Enforcement Agency, US Department of Justice
- Allison Vordenbaumen Benz, PRh, MS, Executive Director, Texas State Board of Pharmacy

[Breakout Sessions: May 15th, 10:15am-11:25am](#)

- **PANEL DISCUSSION:** [Strategically Resilient: New Approaches to Fight Back Against Drug Shortages](#)

Shortages are challenging to navigate, and, in recent years, they have become commonplace. This session looks at the implications that affect the supply chain, workforce practices, and financial burden when healthcare organizations are forced to navigate through varying degrees of shortages. The discussion also looks at the innovative practices and methods systems are implementing to ease the mounting pressures.

- Craig P. Frost, RPh, MBA, FACHE, System Vice President, Clinical Pharmacy Services, Catholic Health Initiatives Clinical Enterprise
- Michael Nnadi, PharmD, MHS, ScD (hon), Vice President and Chief Pharmacy Officer, Harris Health System
- Heather Wall, Chief Commercial Officer, Civica
- Moderator: Allen P. Broome, PharmD, DPLA, Assistant Vice President, Pharmacy Services, Erlanger Health System

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- **BEST PRACTICE:** [What's Wrong with Your Organization's Rankings?](#)

While rating systems were designed with the original intent of allowing consumers to be more informed healthcare shoppers and use data for decision-making and financial negotiations, these reporting systems have had unintended consequences on healthcare institutions. This session examines the root of quality, safety, and reporting measures, outlining where ratings can be misleading and sharing opportunities to create more effective ratings.

- Bala Hota, MD, MPH, Vice President and Chief Analytics Officer, Rush University Medical Center

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- **BEST PRACTICE:** [Leveraging Advanced Simulations to Improve Workflow Efficiency and Patient Outcomes](#)

To adequately meet or exceed current quality and patient safety standards, individuals need time and experience, both of which are always in short supply. Learn how InSyty, which grew out of the Providence St. Joseph Health System, leverages on site, multidisciplinary simulations to custom-review and improve an organization's current protocols and procedures. Through these exercises, hospitals understand how their own practices play out in real time and gain comprehensive analysis of strengths and weaknesses in safety behaviors, team communication, latent safety risks and overall workflow, allowing simulations to drive change that will improve quality and outcomes.

- Theresa Demeter, MHA, Executive Director, InSyty Advanced Healthcare Simulation
- Ian Doten, MD, FACEP, CHSE, Chief Medical Officer, InSyty Advanced Healthcare Simulation

- **EXECUTIVE BOARDROOM:** [Running Short: Navigating Challenges Around the Healthcare Talent Shortage](#)

With an aging population that will require unprecedented levels of care, there is an impending gap in skilled healthcare talent. This Executive Boardroom session will move the discussion beyond the mere challenges of the shortage to focus on innovative solutions, actionable insights, and best practices.

- Diane Freeman, RN, MBA, CNOR, Vice President, Patient Care Services and Chief Nursing Officer, CHI St. Luke's The Woodlands Hospital, Lakeside and Springwoods Village
- Luke Morris, MPA, SHRM-SCP, Assistant Vice President, Talent, Intermountain Healthcare
- Moderator: Bruce Brotine, Director, Business Development – Midwest, SoFi at WORK

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SoFi The SoFi logo, consisting of the word "SoFi" in a bold, blue, sans-serif font, followed by a stylized icon of a cluster of dots.