

The Leadership Conference on
VALUE

Managing The Transition

MARCH 29-30, 2012

JW Marriott, Chicago



hfma

healthcare financial management association



DEAR COLLEAGUE:

The transformations that are reshaping American health care are monumental, and none is more profound than the shift from volume to value. For healthcare providers to survive and succeed, they must deliver improvements in clinical quality, patient satisfaction, and facilities and services. At the same time, they must reduce costs for stakeholders across the board, from Medicare and private payers to employers and patients.

HFMA's Value Project has led the effort of healthcare organizations to succeed in this transition. This multi-phase project started as a collaboration of HFMA with 17 leading hospitals and health systems, the Institute for Healthcare Improvement, and the American College of Physician Executives. Bringing together this unprecedented combination of clinical, administrative, and financial leaders gave HFMA the ability to research, discuss, and recommend actionable solutions to these challenges.

At last year's *Leadership Conference on Value*, the findings of Phase 1 Value Project research were presented along with results already produced by healthcare administrative and clinical leaders. This year, *The Leadership Conference on Value: Managing the Transition* unveils the early results of Phase 2 of HFMA's Value Project. You'll learn which metrics speak to the needs of each stakeholder group, and how to best communicate value—both in terms of quality and price—to each stakeholder.

Hear from industry leaders on how to manage the transition from volume to value—providing tangible, proven steps to take within your organization and when speaking to external markets. You will also be providing expertise and personal perspective, which will help inform the final output of Phase 2 of the Value Project. Some of our conference's most popular opportunities arise when you can collaborate with industry leaders to share your experiences, provide feedback, and have a meaningful dialogue with your peers. At *The Leadership Conference on Value: Managing the Transition*, we're excited to facilitate an esteemed group of healthcare leaders in an exchange of groundbreaking information, as together we create the "new normal" in health care.



Richard L. Clarke, DHA, FHFMA
President and CEO
Healthcare Financial Management Association

AGENDA

THURSDAY, MARCH 29

7:30 - 8:15 am	Continental Breakfast
8:15-8:30 am	Conference Welcome and Opening Remarks <i>Richard L. Clarke, DHA, FHFMA</i> <i>President & CEO, HFMA</i>
8:30-9:30 am	Value from a Stakeholder Perspective <i>Helen Darling, President & CEO</i> <i>National Business Group on Health</i>
9:30-10:30 am	Value: Presentation of Findings <i>Richard L. Clarke, DHA, FHFMA</i>
10:30-10:45 am	Break
10:45 am-12:00 pm	Breakout Groups: Stakeholder Needs and Metrics
12:00-1:30 pm	Moderated Panel Discussion Lunch: Engaging Stakeholders
1:30-2:30 pm	Structural Integration: Operating Models for Transition <i>John Wray, Senior Vice President for Managed Care,</i> <i>Catholic Healthcare West and Juan Davila, Sr. VP –</i> <i>Network Management, Blue Shield of California</i>
2:30-5:00 pm	Breakout Groups: Managing the Transition from Volume to Value

FRIDAY, MARCH 30

8:00-8:30 am	Moderated Panel Discussion Breakfast: Managing Transitions
8:30-9:30 am	Rapid Integration Strategies <i>Dennis Dahlen, Senior Vice President of Finance & CFO,</i> <i>Banner Health</i>
9:30-10:30 am	Clinical Integration Performance Improvement Featured Case Studies (Panel): <i>Raj Behal, MD, MPH,</i> <i>Associate Chief Medical Officer, Senior Patient Safety</i> <i>Officer and Denise Nedza, AVP, Financial Planning &</i> <i>Decision Support, Rush University Medical Center;</i> <i>Rachelle Schultz, CEO and Charles Shepard, MD,</i> <i>Senior Leader of Inpatient Services, Winona Health.</i>
10:30-10:45 am	Break
10:45 am-12:00 pm	Breakout Group Reports: Identifying Value Project Gaps and Takeaways
12:00-1:30 pm	Lunch and Conference Consensus Building
1:30 pm	Conference Adjourns

CONFERENCE OVERVIEW

Healthcare Financial Management Association (HFMA) invites financial, clinical, and operational leaders to join us at *The Leadership Conference on Value* to shape the transition from a healthcare system based on volume to one based on value.

Attendees will learn firsthand from HFMA's Richard Clarke new findings from HFMA's Value Project that show how providers can execute the transition to being rewarded for value. The National Business Group on Health's Helen Darling will explore the need for outstanding quality and lower cost, and the role of employer-sponsored care in the new healthcare system. Breakout sessions, facilitated by leaders from hospitals and systems that are part of the HFMA Value Project, will include focused conversations on topics presented by our keynote speakers. These working sessions will encourage a spirited exchange of opinions about how to manage the transformation to value.

This conference encourages the collaboration of leaders at this pivotal time to provide stewardship for their hospitals and health systems. Attendees will leave inspired and armed with specific, real-world solutions to improve quality and lower cost in order to respond to the needs of all stakeholders.



KEYNOTE SESSIONS AND SPEAKERS

VALUE FROM A STAKEHOLDER PERSPECTIVE

For several years, high annual increases in healthcare costs have been a major challenge for employers in the United States. These escalating costs challenge the ability of U.S. businesses to grow and compete in today's global economy. Despite the fact that businesses increase their payments, the care received remains inconsistent. Healthcare quality can range from the best in the world to the opposite, resulting in actual harm. This keynote session addresses how stakeholders are working together to find reasonable solutions to quality, safety, and cost challenges, while helping policymakers and legislators understand how these issues impact employer-sponsored care.



speaker

Helen Darling



Helen Darling is President and CEO of the National Business Group on Health, a national non-profit membership organization. It is devoted exclusively to providing practical solutions to its employer-members'

most important healthcare problems and representing large employers' perspective on national health policy issues. The 330 members, including 67 organizations of the Fortune 100 in 2011, purchase health and disability benefits for over 50 million employees, retirees, and dependents.

Ms. Darling was the 2009 recipient of WorldatWork's Keystone Award, its highest honor, in recognition of sustained contributions to the field of human resources and benefits. She received the President's Award from the American College of Occupational and Environmental Medicine in 2010. Ms. Darling was given a lifetime appointment in 2003 as a National Associate of the National Academy of Sciences for her work for the Institute of Medicine.

VALUE: PRESENTATION OF FINDINGS

This session will present early findings of the highly anticipated Phase 2 of HFMA's Value Project, further defining value in health care and the need to improve the value of care. The Value Project is building a new body of information needed to make effective decisions on cost and quality improvement. Techniques will be discussed that provide current and accurate costing of clinical and administrative processes. Building upon the needs defined in Phase 1, analytics will be described that allow executives to understand how changes in healthcare processes impact financial performance.



speaker

Richard Clarke



Richard Clarke is a nationally recognized authority on healthcare finance. He is an innovative leader in advancing solutions to improve the business performance of healthcare organizations and provide excellent patient care.

As President and CEO of Healthcare Financial Management Association since 1986, Dr. Clarke has provided perspective and guidance to the healthcare industry on achieving excellence in financial and business practices. Under his direction, HFMA has become an indispensable resource for financial professionals, providing leadership on capital access, revenue cycle management, and thought leadership to healthcare organizations and professionals throughout the

world. HFMA initiatives have not only provided a solid foundation of information for financial professionals, but have also generated trusted and influential findings that are used by rating agencies, congressional committees, state hospital organizations, hospitals, and other government and industry leaders.

Dr. Clarke is the past chair of the board for the Commission on Accreditation of Healthcare Management Education (CAHME) and also a former chair of AHA Financial Solutions, Inc. From 2003 to 2006, he served on the Federal Reserve Bank of Chicago's Seventh District Advisory Council. In 2011, Dr. Clarke was named to *Modern Healthcare's* Top 100 Most Influential Leaders in Healthcare for the tenth consecutive year. Dr. Clarke holds an adjunct faculty position in the Department of Health Systems Management at Rush University in Chicago and the MBA in Health program for the University of Miami in Coral Gables, Florida.

This session will set the stage for the breakout sessions.

TOPICS WILL INCLUDE:

- Stakeholder Needs and Metrics – building consensus among providers, purchasers, and payers on essential quality metrics and guidelines for costing and reporting on the financial implications of value-based improvements.
- Managing the Transition to Value – identifying promising business models for managing the transition to value, with an emphasis on “how to” strategies specific to different organization types.

FEATURED CASE STUDY SESSIONS

These case studies will show how providers and other stakeholders are collaborating to curb unnecessary medical resource consumption, consolidate duplicative services, reduce waste and inefficiency, and improve the health of their population.

STRUCTURAL INTEGRATION: OPERATING MODELS FOR TRANSITION

Learn how Catholic Healthcare West and Blue Shield of California worked together to manage the transition from volume-based payment to value-based payment. This case will show the steps organizations can take to encourage population health while payment still rewards volume. This case study from Catholic Healthcare West and Blue Shield of California will provide the framework for the breakout group discussion on *Managing the Transition from Volume to Value*.

RAPID INTEGRATION STRATEGIES

Many organizations are developing strategies for integrating operations from different areas of their business. For some, this strategy involves multiple hospitals; for others it involves various campuses or several departments. No matter what size or level of integration you seek, the challenges of combining varying populations, cultures, and environments need to be addressed. Hear how Banner Health implemented a “rapid integration strategy” for clinical and financial success.

CLINICAL INTEGRATION PERFORMANCE IMPROVEMENT *(panel discussion)*

Learn from clinical, financial, and administrative leaders at Rush University Medical Center and Winona Health on how their organizations used clinical integration and other methodologies for performance improvement to deliver value to their stakeholders. Find out about their results and how you can translate these successes into action steps for your organization.

FACILITATED BREAKOUT SESSIONS

Throughout the conference, attendees will participate in working sessions facilitated by representatives from hospitals and systems that are part of the HFMA Value Project. In these smaller groups, participants will discuss topics covered by keynote speakers. Get ready to “roll up your sleeves,” and share your opinions on essential issues such as specific competencies, best practices or policy implications related to alignment of quality outcomes, and financial management and reporting. Results of these conversations will be translated into a white paper and shared with all participants, and will also be used to direct the output of the Value Project.

HFMA VALUE PROJECT PHASE 2 SPONSORS*:

Advocate Health Care	Baptist Health South Florida
Billings Clinic	BJC HealthCare
Bon Secours Health System	Catholic Health East
Catholic Healthcare West	CHRISTUS Health
Cleveland Clinic	Geisinger
New York-Presbyterian Hospital	Partners Healthcare
Rush University Medical Center	Spectrum Health
UAB Medicine-UAB Hospital	

* As of November 2, 2011. Full listing at hfma.org/valueproject.



CONFERENCE ACCOMMODATIONS

The Leadership Conference on Value: Managing the Transition will be held at Chicago’s landmark luxury hotel, the JW Marriott. Created by renowned architect Daniel Burnham, the hotel is located in the heart of the Chicago financial district, providing world-class meeting and guest facilities.



WHAT YOU NEED TO KNOW

HOTEL INFORMATION

JW Marriott Chicago
151 West Adams Street, Chicago, IL 60603

HFMA has reserved a block of rooms at the luxurious JW Marriott, located in the heart of the vibrant Chicago business district. Rooms at the special conference rate of \$229 single/double occupancy may be reserved by calling 800-228-9290 and asking for the HFMA rate. Rooms are available on a first-come, first-served basis until March 6th, 2012.

Your reservation in the HFMA hotel allows us to fulfill our contractual obligations and provide HFMA educational programs at the lowest possible cost. You are responsible for making your own hotel reservations, including changes and cancellations.

PRICING

Registration rates: \$975 member; \$1,225 nonmember

CPE CREDITS

14 CPE credits are available for attending all conference sessions.

Program Level: Intermediate/Advanced

Type of Program: Group Live

Content Area: Specialized Knowledge & Applications

Prerequisites: Working knowledge of healthcare finance operations and policy

Pre-work: None, unless indicated in session description

WHO SHOULD ATTEND

This conference is designed for hospital and health system chief financial officers, chief operating officers, and other senior finance, administrative, and clinical leaders responsible for developing and executing financial strategies and improving collaboration between financial and clinical areas.

CONFERENCE LEARNING OBJECTIVES

- Identify trends and issues related to the reform of health systems, disruptive innovations that change the structure and performance of systems, and the role of consumers
- Discuss survival skills necessary to transform financial reporting and management to better align with quality and patient outcomes across care settings, including acute inpatient admissions and ambulatory settings
- Examine multiple organizational approaches to clinical integration, using a blend of quality outcomes, cost savings, delivery of value and social responsibility
- Review organizational and system changes required to better align quality and patient outcomes.
- Examine case studies to develop solutions and identify areas of concern

CONFERENCE TAKEAWAYS

White paper on takeaways and findings from event, roadmap for success, and preview of Value Project Phase 2 findings.



REGISTRATION FORM



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RETURN THIS FORM:

By Mail:

HFMA
Dept. 77-6063
Chicago, IL 60678-6063

By Fax:

(708) 531-0665
Attn: MSC

By Phone:

(800) 252-4362, extension 2

*(Credit card registration only
for fax or phone registrations.)*

Online:

hfma.org/leadershipconference

Type of Program: Group Live

Program Level: Intermediate/Advanced

Pre-work: None, unless indicated
in session description

Prerequisites: Working knowledge of
healthcare finance operations and policy

Content Area: Specialized
Knowledge & Applications policy

CPE Credits: 14 CPE credits
are available for attending all
conference sessions.



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For complete information on cancellations and our satisfaction guarantee, please visit hfma.org/leadershipconference.

1. ATTENDEE INFORMATION *(please print clearly)*

FIRST NAME / MIDDLE INITIAL / LAST NAME

NAME FOR BADGE

MEMBER NO.

JOB TITLE

EMPLOYER / ORGANIZATION

ADDRESS

CITY / STATE / ZIP

TELEPHONE

CELL PHONE

EMAIL ADDRESS

ALTERNATE EMAIL ADDRESS

2. PAYMENT INFORMATION

HFMA Members: \$975

Non-Members: \$1,225

*If you are new to HFMA, this registration
includes an HFMA membership.*

No Thanks

Registration total \$ _____

Check enclosed (payable to HFMA Education Foundation)

Charge my: VISA MasterCard AMEX Discover

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