10 Keys to Restoring Trust in Healthcare  
Conference Highlights
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PHYSICIAN LEADERSHIP
In Fall 2023, 100 thought leaders gathered in Washington to discuss the state of trust in healthcare.

• Highlights from the conference are presented here.

• To access the full report, visit hfma.org/TLRreports
Thought leaders perceive a loss of trust in healthcare.

More than 80% of Thought Leadership Retreat participants indicated that patient trust in healthcare decreased between 2020 and 2023.

“Healthcare is a complicated system, so therefore trust and the opportunity to rebuild or restore [it]—that solution has to be systemic.”

- C. ANN JORDAN, JD, PRESIDENT AND CEO, HFMA
Eroding trust affects clinicians as well as patients.

What’s the number one preferred behavior characteristic of leaders as viewed from the C-suite or as viewed from the front line? Trustworthy.

ROBYN BEGLEY, DNP, RN, CEO, AMERICAN ORGANIZATION FOR NURSING LEADERSHIP

When we talk about trust, it really has to be rebuilt from the foundation. It’s not about an episodic connection, it’s really immersion...

ROBYN BEGLEY, DNP, RN, CEO, AMERICAN ORGANIZATION FOR NURSING LEADERSHIP

For frontline workers, the visibility, accessibility and believability of executive leadership are critical factors. Employee satisfaction arguably is more critical than patient satisfaction because the former metric is how you ensure optimal care.

ROBYN BEGLEY, DNP, RN, CEO, AMERICAN ORGANIZATION FOR NURSING LEADERSHIP

TAKEAWAYS FROM THOUGHT LEADERSHIP RETREAT PARTICIPANTS
Key #1: Defining the issue

“People who don’t trust the system, they just don’t seek care and there’s going to be higher rates of nonadherence. People are going to end up being sicker, and it’s going to cost the country a whole lot more in terms of healthcare costs when they have to come in at a much more urgent stage later on.”

ALEXANDER DING, MD, MBA, ASSOCIATE VP FOR PHYSICIAN STRATEGY AND MEDICAL AFFAIRS, HUMANA.
Key #2: Measuring trust

• Go straight to the source—patients—for information on trust levels.
• The U.S. Department of Veterans Affairs can serve as an exemplar.
Key #3: Boosting affordability

“...The U.S. [healthcare system] is objectively ranked as the leader in novel scientific innovation...But where we fall short as an industry is in affordability and access and equity.”

CARTER DREDGE, SENIOR VP AND LEAD FUTURIST, SSM HEALTH, SEPT. 28, 2023
Key #4: Increasing value

“I really think of this as making sure patients have a provider that is quarterbacking their care across settings and across other providers to make sure that their needs are being met—not only their medical needs but also their health-related social needs.”

PURVA RAWAL, PHD, CHIEF STRATEGY OFFICER, CENTER FOR MEDICARE AND MEDICAID INNOVATION, SEPT. 28, 2023

Source: Oregon Health Authority, “Health-related social needs vs. social determinants of health.”
Key #5: Healing the clinicians

Nursing insights about essentials of creating sustainable trust

- Stop regarding nursing as a cost and build the framework for contribution/value.
- Staff/schedule nurses to reflect service demand/capacity and value/contribution to health outcomes.
- Engage nurses in setting strategic priorities and addressing critical service issues.
- Invest in a culture of commitment to retain and sustain nurses.
- Nurses are accountable by statute to society, not to institutions. They are your partners, not your subordinates.
- The CNO represents nursing to the C-suite/board. S/he is not the chief nursing control officer.
- You are leading professionals; learn/use collateral leadership skills.
- If you don’t demonstrate trust in nurses, they won’t trust you; they will leave you.

TIM PORTER O’GRADY, DM,
SENIOR PARTNER,
HEALTH SYSTEMS,
TPOG ASSOCIATES LLC,
SEPT. 29, 2023
Key #6: Improving transparency

• **50%** of commercial health plan enrollees have access to price transparency tools.

• Only **10%** of enrollees are using these tools.

DANIELLE LLOYD, SENIOR VP FOR PRIVATE MARKET INNOVATIONS AND QUALITY INITIATIVES, AHIP, SEPT. 29, 2023
Key #7: Improving equity

“If you’re a patient of color and you see a physician of color, you assume to some degree that there is some equity in the system. We haven’t seen the diversity in healthcare, in people who are taking care of patients or in the system itself.”

CLAUDE BRUNSON, MD, EXECUTIVE DIRECTOR, MISSISSIPPI STATE MEDICAL ASSOCIATION, SEPT. 28, 2023

6% of US doctors are Black or African American, study shows

That’s roughly half of the percentage of the US Black population.

Note: Except the Hispanic or Latino group, the percentage of US population figures represents each group’s share of the non-Hispanic population. The “All other” category for both AAMC and Census data includes people who identify with multiple races, as American Indian or Alaska Native, and all others.

Sources: Association of American Medical Colleges, US Census Bureau
Graphic: Christopher Hickey, CNN
Key #8: Going digital

“[AI technology] is going to rehumanize healthcare.”

ZEEV NEUWIRTH, MD

“Digital solutions aren’t going to solve our underlying problems. We saw that with the [electronic health record]. You can’t slap a technical Band-Aid onto a bleeding wound and expect resolution.”

BRUCE LEVY, MD, CPE, ASSOCIATE CHIEF MEDICAL INFORMATICS OFFICER, GEISINGER

EHRs consume most physician time in the average primary care visit
(time shown in minutes)

Key #9: Easing systemic friction

• An ongoing concern of both patients and clinicians is the type of roadblock to care posed by processes such as prior authorization.
• Insurers and regulators understand the reasons for the dissatisfaction.

Q: What one word describes the state of trust in legacy healthcare stakeholders?
Key #10: Acting now

“" It’s time to stop admiring the problem. Let’s get moving.
ROBYN BEGLEY, DNP, RN

“" We can’t allow ourselves to be immobilized by the size and complexity of this problem. We need to just start working on solutions and see where it leads us.”
BRUCE LEVY, MD

“" It requires the desire to be better or—because this is healthcare, it shouldn’t just be ‘better’—the desire to be great.
C. ANN JORDAN, JD
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