December 8-11, 2019 | The Breakers, Palm Beach, FL

Bold Strategies for 2020

America’s Most Forward-Thinking Health Systems
I welcome you to join America’s most forward thinking health systems for the single best conference experience of your year. That is our goal. Now in year three, Health System 100 aims to provide you with exceptional content in leadership, strategy and innovation, and help you quicken your change towards value.

Our leadership keynoter, Professor Vijay Govindarajan, will share a powerful model of “Three Boxes” to help us accelerate change. CEOs spend too much time in Box 1 – Managing the Present, and not enough time in Box 3 – Creating the Future. This year’s program is perfectly aligned with this framework – we feature 20+ sessions of health systems who are boldly creating the future for you to be inspired by!

The health system model we have known is definitely fading. It is up to us to courageously assert a new version of ourselves, and I believe this program will help inspire us to move confidently in this direction.

Welcome to Health System 100!

Sincerely,

David Ellis
Founder & President
Lincoln Healthcare Leadership
Health System 100 Schedule At A Glance

**SUNDAY, DECEMBER 8**
- 7:00 – 8:00 AM Breakfast
- 8:00 – 9:00 AM Opening Keynote
- 9:00 – 10:00 AM Spouse Breakfast
- 10:00 – 11:00 AM General Session
- 11:00 – 12:00 PM CEO Panel
- 12:00 – 1:00 PM Lunch
- 1:00 – 3:30 PM Concurrent Sessions
- 3:30 – 5:30 PM Speed Meetings

**MONDAY, DECEMBER 9**
- 7:00 – 8:00 AM Breakfast
- 8:00 – 9:00 AM General Session
- 9:00 – 10:00 AM Concurrent Sessions
- 10:00 – 11:00 AM Break
- 11:00 – 12:00 PM Lunch
- 12:00 – 1:00 PM Keynote

**TUESDAY, DECEMBER 10**
- 7:00 – 8:00 AM Breakfast
- 8:00 – 9:00 AM General Session
- 9:00 – 10:00 AM Concurrent Sessions
- 10:00 – 11:00 AM Break
- 11:00 – 12:00 PM Lunch
- 12:00 – 1:00 PM Keynote

**WEDNESDAY, DECEMBER 11**
- 7:00 – 8:00 AM Breakfast
- 8:00 – 8:30 AM General Session
- 8:30 – 9:30 AM Reception & Dinner

**SUNDAY, DECEMBER 8**
- 6:00 – 7:30 PM Welcome Reception
- 7:30 – 9:00 PM Spouse Breakfast

**MONDAY, DECEMBER 9**
- 6:30 – 9:00 PM Dinner

**TUESDAY, DECEMBER 10**
- 6:30 – 9:30 PM Reception & Dinner

**WEDNESDAY, DECEMBER 11**
- 8:00 – 10:00 AM Spouse Breakfast

**Recreation**
- Beach Blast
- Catamaran
- Palm Beach Socialite Bike Tour

**Education**

**Networking**

**Recreation**
- The Spa at The Breakers
- Flagler Museum Tour
- Sushi Creation Class
Bold Providers

Our speakers are challenging the status quo...

Scott Powder
Advocate Aurora Health

Cliff Robertson
CHI Health

Tamarah Duperval-Brownlee
Ascension

David Ledbetter
Geisinger

Carl Armato
Novant Health

Chet Robson
Walgreens

Matthew Ferber
Mayo Clinic

Sean O’Grady
NorthShore University HealthSystem

Minyang Jiang
GoRide Health

Randy Oostra
ProMedica

Joel Theisen
LifeSprk

Michelle Hood
Northern Light Health

Jamie Doucette
Premise Health

Brant Heise
MemorialCare Innovation Fund

Imran Andrabi
Thedacare

Drew Rector
Health First

Full Attendee List Available at healthsystem100.com
...and will inspire you to change faster.

Visionary Content
8:00 – 9:00 am

Leadership Keynote

The Three Box Solution for Leading Innovation

Vijay Govindarajan (VG) is one of the foremost management thinkers of our time. His understanding of strategy is incisive, surprisingly simple, and ideally suited for a healthcare system in the throes of major transformation. To position one’s organization for future success, leaders must view strategy from three distinct vantage points, or “Three Boxes”: Manage the Present; Selectively Forget the Past; and Create the Future. For health system leadership, VG’s message will clarify:

- How to prioritize value-based strategies versus fee-for-service
- What innovation looks like, and how to create it
- The importance of shedding legacy thinking in order to achieve your future vision

About Vijay Govindarajan

VG has worked with CEOs and top management teams from Boeing to Wal-Mart to GE to deepen their thinking about strategy. VG is a Professor at the Tuck School of Business at Dartmouth, as well as a bestselling author of The Three Box Solution. Prior to Tuck, he was on the faculties of Harvard Business School, INSEAD and the Indian Institute of Management. He has been a keynote speaker at the BusinessWeek CEO Forum, HSM World Business Forum, TED, and Davos. VG received his MBA and doctorate from Harvard Business School.
Bold Strategy

Advocate Aurora Health: Leap Into Value

To make the leap from volume to value requires a major commitment – much more than the typical under 10% value-based revenue profile of most health systems. Advocate Aurora is living this commitment, with half of its total patient revenue derived from value contracting, including 450,000 lives at full capitation. Advocate Aurora will frame its value strategy (ACOs, MA plans and commercial contracts) and discuss the reasoning for its aggressive pro-value stance, including how bold commitment in the form of dollars, lives and culture begets success.

Scott Powder
Chief Strategy Officer
Advocate Aurora Health

“Getting into risk is not a dabble strategy. If you are truly doing it, it requires a fixed investment in the millions, and if you have only a few lives, you will never make the investment.”

–Scott Powder

Candid Convo: Scott Powder

Scott Powder calls it “a stroke of genius” the way Advocate got into risk at sizable scale - 230,000 lives in 2010, which was over 20% of their total revenue.

There is an important mission element: “You have to decide what your mission is. If it is beyond just healing, if you want to help people live healthier and happier lives, then you need to align your incentives around risk.”

Advocate Aurora is now pursuing a “dual transformation” strategy – simultaneously transforming their core delivery service while also investing in new sources of growth, mainly consumer-facing health businesses.

Powder says, “If all you do is transform your current business, eventually the disruption you face will outweigh your improvements, so you better have a second set of business models.” Advocate Aurora has identified six promising new business domains, including aging at home, food as medicine and financial health.
9:45 – 10:15 am

**Bold Strategy**

**Novant Health: Pre-Emptively Identifying Chronic Populations**

In line with its commitment to build a culture of population health, 15-hospital system Novant Health has developed a “search and rescue” initiative for identifying undiagnosed and untreated Type-1 diabetics. Novant CEO Carl Armato – who has been a Type-1 diabetic since infancy – will describe how Novant has positively identified more than 6,000 previously undiagnosed Type-1 diabetics. He’ll share the story of the initiative’s rollout, along with an analysis of the cost savings it means for Novant as well as the U.S. healthcare system overall.

Carl Armato
President & CEO
Novant Health

10:15 – 10:45 am

**Bold Strategy**

**ProMedica: All-In On Post Acute Care**

Health systems haven’t historically been interested in owning care across the post acute continuum. But Toledo, OH-based ProMedica sees it as a huge opportunity, reflected in its 2018 acquisition of top-five national SNF operator HCR ManorCare. ProMedica CEO Randy Oostra, the architect of this audacious merger, will share his rationale for fully embracing post acute services; the growing importance of “total cost of care” versus siloed, site-based care; how he sees risk-based reimbursement as the key to care integration; and his thoughts on future acute/post acute collaboration.

Randy Oostra
President & CEO
ProMedica Health System

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**Candid Convo: Randy Oostra**

“In thinking about a health system CEO’s role, Randy advises, “What business are you in today versus in ten years?” It will be very different. And likely not rosy.

“For 90% of America, communities are not growing, we are keeping more and more people out of hospitals, and we will face more non-traditional competitors.”

ProMedica’s solution is to re-imagine itself as a “health and well-being organization”, moving into new areas like social determinants of health, even if it means being ahead of reimbursement models. Randy sees care quickly spreading past outpatient directly to consumers and home.

In terms of strategy, in addition to their bold move into long term care, Randy emphasizes cost control: “look to every single way to be more efficient.”
11:15 am – 12:05 pm
CEO Panel

Consumer Engagement in the New Healthcare Order

As the gig economy mindset spills into healthcare, consumer expectations in the areas of convenience, flexibility and transparency are rapidly changing. How health systems meet these evolving needs will be critical. Three CEOs will discuss their overall digital patient engagement strategy; price transparency; alternate sites of care; and records management — including best practices that are resonating most with consumers.

1:00 – 1:30 pm
Strategy In Practice

Geisinger: Genomics-Based Population Health

Pennsylvania IDN Geisinger has invested a decade of time into MyCode Community Health Initiative, one of the nation’s largest health system-led genomic sequencing projects, with more than 250,000 participants. Geisinger will explain the macro economics of the program — what it has invested to date, compared to what it hopes to get out over time - and how MyCode has led thus far to the identification of potentially life-threatening and “medically actionable” results for more than 1,100 of its patients (of which half are mutations related to cancer).

Ascension: Community-Based Care

The second largest health system in the nation by revenue is making bold moves to transform care beyond traditional hospital settings. Ascension will outline its efforts to create socially integrated systems of care — including a concerted focus on social determinants of health — in partnership with municipalities and other non-healthcare entities. Their efforts are exemplified by its ongoing “Health Village” development in Washington, D.C.
Candid Convo: Mark Saxon

Mercy Virtual has found two big upsides in telehealth: 1) it saves labor, both current and future; 2) it enables efficient chronic care management.

On what it takes to succeed in chronic care management:
“First, do a cultural analysis. Identify champions you can trust – it will not sustain without that. Second, what risk do you have? What is the payer model? That tells you what you need to accomplish with patients.” Next, you risk-stratify. “Identify the chronic high-spenders, those with rising risk.” Lastly, make progress on advanced directives. “Less than 5% of chronic patients have advanced directives.”

On what telehealth-enabled chronic care management takes, clinically and technically: “Team based care, everyone working to the top of their license, tablet in the home with triage software, blue tooth devices tied into the medical record, all monitored by a central team that works closely with the PCP.”

We have 44 hospitals, we have the medical record, we have every care environment... but we also need to change our culture.”

—Mark Saxon on large health systems vs. chronic disease management specialists
NorthShore: Full-Service vs. Specialty Hospitals

New leadership at NorthShore University HealthSystem embarked on a bold strategic shift in 2017 to reexamine the need for four full-service hospitals in its dense suburban market north of Chicago. Eighteen months later, NorthShore Skokie Hospital was converted into the Orthopaedic and Spine Institute, bringing singular focus to that campus while driving specialization at the other three NorthShore acute care hospitals. NorthShore will describe its justification for the Skokie change, the process of getting governance and community buy-in, and why it believes this strategy could be beneficial to many other health systems.

Sean O’Grady
Chief Clinical Operations Officer
NorthShore University HealthSystem

What Regina Herzlinger, Harvard Business School Professor, recommended 20+ years ago has come to pass in Chicago: a “healthcare focused factory.” Faced with declining growth, margin and occupancy, Northshore converted Skokie Hospital into a specialty orthopaedic and spine hospital.

Are you hoping to take orthopaedic share away from competitors? “That’s the plan.”

What was the toughest part? “The number of people impacted by the change – patients, doctors, staff and community members.”

What are the upsides of this conversion?

“The more you do of something the better you are at it. Our clinical staff loves it. And we think patients will follow the surgeons.”

On efficiency: “We are seeing a 10% reduction in cost. And community leaders are excited that a specialty hospital can bring in people from further away – more shopping at the mall, etc.”

Any other interesting impacts? “Yes – moving some services out of Skokie has enabled more specialization at other hospitals, like a urology focus at our Glenbrook hospital.”
Candid Convo: Cliff Robertson

CHI Health is a pioneer in the direct primary care movement.

On CHI’s move into risk: “Five years ago we were at the top of the market in payment rate. We went through a brutal ten month Blue Cross termination. Since then we have pivoted to performance-based contracts. In most of our commercial contracts we are now taking risk.”

Financial results: “We started a pilot in 2018 with our Omaha and Lincoln employees – changing benefit design on one option. Overall savings is $150 pmpm, or 10-15% of costs. And our EBITDA target now for a PCP is 20% – pretty unheard of.”

Operational results: “Patients love this. They can call and email the docs. Physicians love this – allows them to take care of patients in a holistic manner. And there is a flywheel effect – our physicians are getting very good at finding lower cost services. Direct primary care also allows us to change the traditional RVU incentive for physicians.”

Future opportunity: A great market to offer direct primary care is smaller employers. “For $800-900 pmpy, they can get primary care, alongside a high-deductible plan.”

2:20 – 2:50 pm
Strategy In Practice

MemorialCare: Innovation-Fund Investing

As a pioneer in innovation-fund investment, the MemorialCare Innovation Fund has incubated healthcare companies in Southern California for more than 25 years. MemorialCare will describe its strategy to build privately held, early- to mid-stage companies in parallel to its core role as a health delivery system; what the financial risks and potential rewards are to the system; and the challenges and learnings of investing in a vendor, while simultaneously relying on its support services.

Brant Heise
Managing Director
MemorialCare Innovation Fund (MemorialCare)

CHI Health: PCP-Direct Contracting

CHI Health (a 14-hospital division of CommonSpirit Health) has created a fixed-cost Direct Primary Care (DPC) service for its 12,000 employees in Nebraska and southwestern Iowa. CHI Health will outline the structure of its DPC program, which is part of its 500-provider multispecialty medical group called CHI Health Clinic, and will discuss what it takes to get it up and running, the range of services – including what’s not covered – and the overall savings to the system compared to conventional insurance.

Cliff Robertson, MD
CEO
CHI Health
(CHI Nebraska/Southwest Iowa)
3:00 – 3:30 pm

**Strategy In Practice**

**UCLA Health: Cybersecurity**

When UCLA Health was the victim of a data breach in 2014, a court-mandated investment of $5.5 million into network security and automation quickly accelerated the health system's knowledge of cybersecurity management. UCLA Health will share the valuable lessons learned from this experience, including proactive steps to protect patient data; communication strategies around a breach; and how every system – irrespective of size – should have a plan in place for cyber crisis management.

**ThedaCare: Community Paramedicine**

ThedaCare, a 7-hospital system in Central Wisconsin, is serving patients with complex medical and social needs through a two-year-old community paramedic program in partnership with local ambulance services. With the global goal of reducing over-utilization of emergency department and hospital services, the community paramedicine program identifies high-risk, high-utilization Medicare patients and helps them with medication management, social needs and self-management skills. ThedaCare will provide evidence of the program’s efficacy, including the capture of social determinants of health (SDOH) date, as well as the ability to identify previously unserved chronic patients.

3:45 – 5:15 pm

**Speed Meetings**

These rapid format meetings connect providers with innovative solution partners. You will gain some fresh insights, and perhaps find another business partner.
8:00 – 9:00 am

**General Session**

**Independent Medical Groups’ “Secret Sauce” to Physician Management**

What can health system CEOs learn from independent medical groups about physician management? This summer, Health System 100 is interviewing 20-plus of the most efficiently run independent physician groups in the United States, with an emphasis on groups who have moved meaningfully into value. What are best management and incentive practices that drive optimal physician behavior in the areas of: productivity, standardizing work flows, value-based care, cost savings, teamwork, nurse clinician empowerment, consumer experience and new technology adoption? How can these lessons be best applied within a complex health system setting? How can they be applied across both employed and affiliated physicians?

**Researchers & Presenters:**

David Ellis  
Founder & President  
Lincoln Healthcare Leadership

Tim Craig  
VP  
Lincoln Healthcare Leadership

**Additional Panelists To Be Announced**
Northwell: Home-Grown Patient Engagement

New York’s Lenox Hill Hospital (Northwell Health) is addressing a clinical challenge in a novel way – by investing $500M in startup Playback Health, a mobile patient engagement app conceived and developed by the hospital’s Chair of Neurosurgery. Lenox Hill will describe how Playback is designed to generate and share real-time diagnostic and care-plan data (videos, medication instructions, MRIs) with patients via mobile devices, including use cases and impact on patient behavior.

David Langer, MD
Chairman
Department of Neurosurgery
Lenox Hill Hospital &
VP Neurosurgery
Northwell Health

Health First + Privia: Physician Alignment

One Florida health system is reacting to the shift from volume to value by radically modifying its physician alignment strategy. Health First will discuss their groundbreaking partnership with Privia Health to align Health First Medical Group’s employed physicians and community-based private practice physicians in a new enterprise. Physicians will share a common EHR, consumer portal, analytics and reporting, population health workflow, and physician governance. Health First and Privia will describe how this model can create new opportunities with independent physicians in support of a system’s population health initiatives.

Drew Rector
EVP & Chief Strategy and Growth Officer
Health First

Shawn Morris
CEO
Privia Health

Candid Convo: David Langer

David Langer is presenting on a novel mobile health application he’s developed at Northwell Health.

On the idea: “In 2014 I heard Jeff Katzenberg (Dreamworks) say ‘our future is mobile’ – that got me thinking.

We spend billions on EMR, and zero on effective mobile strategies – those that allow the patient to share data.

We’ve invested in bricks and mortar, food, parking, but not so much on the patient experience. This initiative is focused on three things: the patient experience, the cloud, and mobility.”

On the benefits of mobile: “The minute the EMR is created it gets devalued. The most important thing is what’s happening today. Our technology is like an Instagram or Snapchat for healthcare, which helps the patient experience: know your diagnosis, know why we did what we did, know what your responsibilities are – are you taking your meds, share a picture of a wound or MRI – and we can add context, audio or video.”

On implementation challenges: “Changing workflows is a big deal.”
Candid Convo: Matthew Ferber

On Mayo’s consumer genomics: “We have a Mayo Clinic Gene Guide, which educates consumers on genomics. For most, their results are boring (a good thing). For a few (2-3%), it is life-changing. You have an opportunity to catch something before it develops into an advanced stage cancer, and can increase survival rate. It can also help tell you which drugs will interact better with your genes.”

Why genomics matter to health systems: “Consumers and patients are interested. Doing these screenings allows you to recommend health living items along with their genome. It helps you better manage your populations. It can be partially paid by consumers, partially by the hospital. (Price today is $1,000 - it could be $199 in five years).”

How to get into this space: “Partnership is the best way. You want to make primary care feel good about this - find a partner who can distill the information in a useful way so both docs and patients love it.”

Mayo Clinic + Helix: Personalized Health

Mayo Clinic is partnering with genetics startup Helix for the launch of the Mayo Clinic GeneGuide, an app-based product that leverages Helix’s experience processing genetic samples and Mayo’s expertise in genomics analysis. Mayo will describe the partnership and product – including co-branding, pricing, and distribution – and outline how it foresees genetic sequence testing influencing the health literacy and care decisions of consumers.

Matthew Ferber, PhD
Director, Clinical Genome Sequencing Laboratory
Mayo Clinic

WakeMed + BCBS: Two-Sided Risk in Commercial Contracting

Blue Cross Blue Shield of North Carolina has launched Blue Premier, a commercial contract based on a health system’s ability to manage total cost of care and overall performance. WakeMed Health & Hospitals, one of five systems contracted in the program, will describe the benefits of the Blue Premier plan (the brainchild of former CMMI administrator Pat Conway) including up- and down-side risk for the system.

Donald Gintzig
President & CEO
WakeMed Health & Hospitals
10:50 – 11:20 am

**Innovators & Disruptors**

**Ford GoRide Health: Mobility for Chronic Care Patients**

Ford is getting into healthcare mobility, and it’s not just providing the vehicles. With the launch of GoRide Health, Ford is entering the sector of Non-Emergency Medical Transportation with a business model built around personalized driver assistance, healthcare analytics and Ford Transit vans custom-built for healthcare. GoRide Health will describe its partnership model with providers, including Detroit Medical Center, and how it foresees the expansion of MA benefits as a boon to medical transportation reimbursement in the years to come.

**One Medical: “Concierge” Primary Care for Health Systems**

Great primary care is a very valuable commodity, including for health systems looking to keep costs in check. PE-backed One Medical, a tech-enabled primary care startup, will discuss how its approach to care delivery — robust EHRs, telehealth, and flexible office hours — is leading to new health system partnerships, including its recent alignment with a network of independent physicians affiliated with New York’s Mount Sinai.

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**Candid Convo: Minyang Jiang**

GoRide Health, a new startup launched by Ford Motor Company, fits into value based healthcare by offering payers and health systems consistent transportation for their most needy and chronic clients — think doctor visits or trips to the pharmacy or grocery store.

In addition, GoRide Health has invested in a data analytics platform to identify and improve social determinants of health for their clients. Minyang Jiang says,

“Imagine what can be done in a one-on-one travel engagement with your customer: conduct a risk assessment, reinforce diabetic care steps, encourage pre-natal checkups or offer a primary care video in a native language.”

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**Minyang Jiang**
President & CEO
GoRide Health

**John Singerling**
Chief Network Officer
One Medical
11:30 am – 12:00 pm

**Innovators & Disruptors**

**DispatchHealth: Urgent Care in the Home**

DispatchHealth, an at-risk provider of ambulance and EMS services, operates on a simple philosophy: only about half of patients who come to the ER need to be there. Their model delivers on-demand acute care in the pre-hospital setting to prevent unnecessary ER utilization, as well as prescription post-acute care to prevent readmissions. DispatchHealth will explain under which conditions its in-field urgent-care makes most sense; what it takes to get the economics to line up; and case studies of partnerships that have relieved ER overcrowding and generated cost savings for health systems.

![Kevin Riddleberger](image)

**Kevin Riddleberger**
Chief Strategy Officer
DispatchHealth

**Intermountain + LifeSprk: Chronic Senior Care in the Home**

A joint venture between 22-hospital system Intermountain Health and personal care provider LifeSprk is emerging as a successful new model of longitudinal, home-based care for seniors. LifeSprk will discuss the creation of the new JV, which operates under the name HomeSpire, including the use of RNs and other 24/7 “life care” managers who emphasize social health and wellness as a means of lowering costs, reducing rehospitalizations, and preventing unnecessary ER visits.

![Joel Theisen](image)

**Joel Theisen**
CEO & Founder
LifeSprk
1:00 – 1:45 pm

Industry Keynote

Five Keys to Creating an Exceptional Patient Experience

Health systems are competing with other care providers who have natural advantages in delivering a superior customer experience - from convenient care clinics to telehealth apps. Northwell Health, a New York-based 23-hospital system has addressed this challenge with a recent overhaul of its online presence and digital patient engagement tools. Sven Gierlinger, their Chief Experience Officer, will outline Northwell’s five critical components for an exceptional consumer experience:

- **Solve the right problem.** Don’t just apply technology to a situation. Take the time to understand the dynamics behind a problem, and create a real solution.

- **Go back to basics.** Hearing directly from patients and other stakeholders is critical. Interview patients and staff. Listen to them. What do they need in a digital patient experience?

- **Learn from retail, don’t emulate it.** Customer journeys are not patient journeys. Healthcare requires empathy, privacy and empowerment that are different from other industries.

- **Don’t neglect your people.** You need commitment and buy-in from the whole enterprise, especially the frontline staff whose workflow is changing. Culture is critical. You can’t fake it.

- **Be humble.** Change is hard, be prepared for setbacks. Seven out of ten new ideas will fail.

8:00 – 8:30 am

General Session

Civica Rx: The Future of Generic Drug Sourcing

Fed up with drug makers’ inability to supply essential generic drugs, five major U.S. health systems in 2018 founded Civica Rx (Civica), a not-for-profit company aiming to rewrite the rules for sourcing generics. Eighteen months later, Civica has tripled its health system enrollment and is currently on track to ensure an uninterrupted supply of 14 generics by the end of 2019. Intermountain’s Dan Liljenquist, the lead architect of the Civica initiative, will describe the shortcomings of the U.S. drug industry; the challenges and opportunities of creating a model that addresses them; and his predictions for further supply chain disruption going forward.
8:45 – 11:00 am

General Session

Disrupting the Care Delivery Landscape

A new generation of outpatient, home-based and virtual care delivery models – many of which are controlled by entities other than health systems – are quickly gaining acceptance among payers and consumers.

Five companies, each representing an emerging model of care, will describe how they fit into the continuum of care and where they foresee the growth trajectory within their niche. Their stories will help health systems strategize how they should be extending care beyond their walls:

- Does your outpatient strategy anticipate emerging consumer technology and trends?
- How ready are you to connect with patients in their homes?
- Where should you be partnering with outpatient specialists versus building your own?

- **Walgreens: Retail Clinics**
  Walgreens is preparing to roll out phase two of convenient care: primary care clinics. Their CMO will outline its recent partnership with VillageMD, a national value-based primary care company.

- **Heal: Physician House Calls**
  Five-year-old startup Heal is a leader in tech-enabled on-demand care in the home. Heal will discuss how its app-based business of physician home visits can be designed for health systems to provide relief from ER overcrowding as well as a referral source for complex and chronic patients.
Dignity + Contessa Health: Home Recovery Care

Contessa Health was built to serve hospital-eligible patients in their homes, without a prior inpatient or SNF admission. Contessa will describe how it partners with value-based upstream partners, and will co-present outcomes from its Home Recovery Care program with Dignity Health (CommonSpirit).

Premise Health: Employer-Direct Healthcare

A leader in employer-direct contracting, Premise Health will outline its current model, which includes virtual care, and detail its health system partnership strategy, specifically the recent creation of a Center of Excellence program with Mayo Clinic.

MDLive: Virtual Care

MDLive serves consumers and enterprise clients through remote video consultations. MDLive will describe how improvements in technology and reimbursement are bumping up utilization rates and positioning telehealth as a viable means to address gaps in care, readmissions and ER congestion.

Candid Convo: Doug Watson

Doug Watson will present on Dignity Health’s Arizona Hospital at Home initiative, which went live in May 2019 with their partner Contessa Health.

On when Hospital at Home makes sense: “If you are heavily value-based or looking to expand where bed capacity is constrained. You can backfill your empty bed with a more complex patient.”

On how Dignity developed this: “We talked with Marshfield Clinic and others, and signed an agreement with Contessa last fall. Keys were getting our hospitalist group on board, accelerating home health capabilities, and working with our payers – you can’t flip the switch overnight.”

On the benefits: “There are savings – even on a variable cost basis. And this model allows us to attract new patients and work better with our risk-sharing physician partners. Also, we can roll this out at freestanding ERs far from our existing hospitals.”
Sunday, December 8

12:30 – 4:30 pm
Beach Blast

Try hobie cats, paddle boards, wave runners or snorkeling. Or relax on a private section of the resort’s beach. Bungalows also available.

12:45 – 5:00 pm
Catamaran

Enjoy a cold beverage aboard a spacious catamaran that will take you past sprawling estates and luxury yachts. Time for snorkeling and swimming too.

1:00 – 3:30 pm
Palm Beach Socialite Bike Tour

This leisurely trip along the Intracoastal Waterway takes you around Palm Beach’s most spectacular houses, with colorful stories about the socialites who live in them along the way.

Tuesday, December 10

2:15 – 4:30 pm
Flagler Museum Tour

American industrialist Henry Flagler’s estate is one of the most prestigious homes in America. Built in 1902 and restored to its original glory, you’ll get a private tour. Rambler, Flagler’s personal railroad car, will be on display.

2:15 – 5:30 pm
The Spa at The Breakers

Indulge in a 50-minute custom massage or facial, plus the lounge, steam room and outdoor courtyard.

2:30 – 4:30 pm
Sushi Creation Class

The Breakers’ award-winning Echo restaurant chef will demonstrate his personal techniques of making sushi. You’ll take home a sushi rolling mat and metal chopsticks.
**Spouse Program**

**Sunday, December 8**

**Recreation**
- 12:30 – 4:30 pm
  **Beach Blast**
- 12:45 – 5:00 pm
  **Catamaran**
- 1:00 – 3:30 pm
  **Palm Beach Socialite Bike Tour**

6:00 – 7:30 pm
**Welcome Reception**

**Monday, December 9**

7:30 – 9:00 am
**Breakfast**

9:30 am – 2:00 pm
**Worth Ave Tour & Lunch**
Led by a local expert, this tour provides a historical narrative of Palm Beach and commentary on its famed architecture, including homes of the rich, famous and infamous.

6:30 – 9:00 pm
**Dinner**

**Tuesday, December 10**

7:30 – 9:00 am
**Breakfast**

9:30 – 10:30 am
**The Breakers Hotel Tour**
Learn the history and appreciate the grandeur of this century old landmark.

10:30 – 11:30 am
**Book Club**
The selection for our casual discussion is *Where the Crawdads Sing* by Delia Owens.

10:00 am – 2:00 pm
**Private Beach Bungalows**

12:30 – 1:30 pm
**Lunch**

**Recreation**
- 2:15 – 4:30 pm
  **Flagler Museum Tour**
- 2:15 – 5:30 pm
  **The Spa at The Breakers**
- 2:30 – 4:30 pm
  **Sushi Creation Class**

6:30 – 9:30 pm
**Reception & Dinner**

**Wednesday, December 11**

8:00 – 10:00 am
**Breakfast**
Thank You to Health System 100 Partners (as of June 24)

Health System 100 is sponsored by a select group of leading product/service companies who are committed to helping you lead meaningful change in your organizations.

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Healthcare Technology

Limited Partnerships Available

Health System 100 allows for one to two partners per product/service category. Contact Sofia Gakopoulos at (203) 644-1723 or sgakopoulos@lincolnhc.com for availability.
The Single Best Conference of Your Year

Of the many conferences on your calendar, Health System 100 is the “crème de la crème.” Attendees gave last year’s conference fabulous ratings and we’re aiming even higher this year.

2018 Attendee Evaluation Scores
(Out of 5)

Education 4.6
Networking 4.6
Health System 100 Overall 4.7

The Breakers 4.7
Spouse Program 5.0

"Health System 100 is extremely well designed for system CEOs. Top issues that are on my mind were addressed, specifically the transition to population health and disruptive innovation, with great presenters across many areas." — Doug Cropper, President & CEO, Genesis Health System
Health System 100 Attendance Information

Secure Your Place at healthsystem100.com
or call Miriam Adams at (203) 644-1734

<table>
<thead>
<tr>
<th>Provider Attendance Qualifications</th>
</tr>
</thead>
<tbody>
<tr>
<td>Health System 100 is designed for C-level executives from leading health systems, with permitted number of executives shown below.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>REVENUE</th>
<th>MANAGEMENT LEVEL INVITED</th>
<th># OF ATTENDEES PERMITTED</th>
</tr>
</thead>
<tbody>
<tr>
<td>&lt;$750M</td>
<td>CEO/COO/CFO</td>
<td>1</td>
</tr>
<tr>
<td>$750M – $2B</td>
<td>CSO/CMO/CIO</td>
<td>2</td>
</tr>
<tr>
<td>$2B – $5B</td>
<td>EVP/SVP/VP</td>
<td>3</td>
</tr>
<tr>
<td>$5B+</td>
<td></td>
<td>4</td>
</tr>
</tbody>
</table>

*By Request

<table>
<thead>
<tr>
<th>Reserve Your Hotel Room</th>
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<tbody>
<tr>
<td>$330 per night is the Health System 100 discounted rate. Reserve by October 15, 2019 to ensure availability. Call (888) 273-2537 and reference Health System 100.</td>
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<table>
<thead>
<tr>
<th>Airports</th>
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<tbody>
<tr>
<td>Palm Beach International Airport (PBI): 12 minute drive, 5 miles</td>
</tr>
<tr>
<td>Fort Lauderdale-Hollywood International Airport (FLL): 1 hour drive, 52 miles</td>
</tr>
<tr>
<td>Miami International Airport (MIO): 1 hour 15 minute drive, 74 miles</td>
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<thead>
<tr>
<th>Complimentary Car Service</th>
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<tbody>
<tr>
<td>Health System 100 will provide complimentary car service to and from Palm Beach International Airport on select dates. Attendees arriving within 20 minutes of each other will be grouped together.</td>
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<table>
<thead>
<tr>
<th>Conference Attire</th>
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<tbody>
<tr>
<td>Executives:</td>
</tr>
<tr>
<td>Education: Business casual</td>
</tr>
<tr>
<td>Monday Night: Resort casual</td>
</tr>
<tr>
<td>Tuesday Night: Cocktail attire (men a jacket, women dressy attire)</td>
</tr>
<tr>
<td>Recreation: Casual</td>
</tr>
<tr>
<td>Spouses: Resort casual, except for Tuesday night’s cocktail attire.</td>
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The Breakers
1 South County Road
Palm Beach, FL 33480
Experience the Holiday Magic of The Breakers

It might not snow in Palm Beach, but every December The Breakers' in-house designers transform the resort into a festive winter wonderland.

Spouses Welcome! See Page 23