



Boards That Care

September 9-10, 2024
Santa Clara, CA



About

Our healthcare system continues to fail patients, clinicians, and staff through subpar quality and patient safety, a misplaced focus on acute care rather than chronic care, an inability to commit to the relationships necessary for patient centeredness, unsustainable cost, and the proliferation of moral injury which contributes to clinician and staff burnout. These issues indicate a disconnect from the core purpose of any healthcare organization - to care. And yet, consideration of how an organization is fulfilling its mission to care goes largely unmentioned and undiscussed in even the highest level gatherings.

Boards That Care is an innovative program that supports healthcare organization board members and executives in their important role as stewards of care. Designed to complement traditional board training, Boards That Care offers language, tools, and strategies for discussing care in the boardroom alongside traditional discussions of finances and regulations.

Elevating care to a common and considered topic in the board room creates new opportunities to problem solve for issues like clinician burnout, staff turnover, and patient experience and allows the organization to draw on board members' experiences and skills beyond healthcare. Join us for a program that will open your eyes to the importance of care in healthcare and offer the strategies, tools, knowledge, and partners to support you and your organization in their mission to care.

Who should come?

While board members from all healthcare organizations are welcome to participate, we are particularly interested in those who serve on the boards of non-profit healthcare organizations in the United States.

We encourage multiple members of the same board to attend together which allows participants to collaborate in bringing the language and strategies back to their own boards.



Schedule Overview (Preliminary)

Monday, September 9, 2024
SESSION 1: 8:30 AM - 12:00 PM Care and the Problems of Healthcare
Welcome and Opening Remarks (<i>Julie Sullivan PhD and Victor Montori MD</i>)
Stories of Caring and Uncaring (<i>Video</i>)
How healthcare is failing patients, clinicians, and staff (<i>Don Berwick MD and panel</i>)
Care is the key to humanly sustainable healthcare systems (<i>Victor Montori MD</i>)
Group Discussion: Reflection on personal experiences of care (<i>Breakout session - All</i>)
Group Discussion: Reflection on care in the board room (<i>Breakout session - All</i>)
SESSION 2: 1:00 PM - 4:30 PM Making Room for Care in the Boardroom
The power and disruption of discussing care in the boardroom (<i>Sheila Moroney MPH</i>)
Training: Ethical Decision Making (<i>Don Heider</i>)
Group Discussion: Ethical Decision Making: Care-related cases (<i>Breakout session - All</i>)
What keeps you up at night? (<i>Executive Leadership Panel</i>) <ul style="list-style-type: none">• Warner Thomas (<i>CEO, Sutter Health</i>)• Dominique Allwood MD (<i>Exec Leader, NHS</i>)• (<i>tbd</i>)
Training: Managing Disagreements (<i>Ann Skeet</i>)
Group Discussion: Managing Disagreements: Boardroom scenarios (<i>Breakout session - All</i>)
SESSION 3: 6:00 - 8:30 PM Social hour, Dinner, and Speaker
Guest speaker

Tuesday September 10, 2024
SESSION 4: 8:30 AM - 2:00 PM Building a Care-focused Board Toolkit
Board members and their role in healthcare transformation (<i>Dick Levy PhD</i>)
Group Activity: Asking questions and board composition (<i>Breakout session - All</i>)
Group Activity: Creating a shared picture of patient-centered care (<i>Breakout session - All</i>)
Group Activity: Key takeaways and 3 asks of the community
Lunch & Shareout (<i>All groups</i>)
Staying Connected
Reflection and Commitments (<i>Victor Montori MD and Marc Burnstein</i>)

Speakers



DON BERWICK MD, MPP, FRCP

Donald M. Berwick, MD, MPP, FRCP, is president emeritus and senior fellow at the Institute for Healthcare Improvement and former administrator of the Centers for Medicare & Medicaid Services. A pediatrician by background, Dr. Berwick has served on the faculty of the Harvard Medical School and Harvard School of Public Health, and on the staffs of Boston's Children's Hospital Medical Center, Massachusetts General Hospital, and the Brigham and Women's Hospital. He has also served as vice chair of the US Preventive Services Task Force, the first "independent member" of the American Hospital Association Board of Trustees, and chair of the National Advisory Council of the Agency for Healthcare Research and Quality. He served two terms on the Institute of Medicine's (IOM's) Governing Council, was a member of the IOM's Global Health Board, and served on President Clinton's Advisory Commission on Consumer Protection and Quality in the Healthcare Industry. Recognized as a leading authority on health care quality and improvement, Dr. Berwick has received numerous awards for his contributions. In 2005, he was appointed "Honorary Knight Commander of the British Empire" by Her Majesty, Queen Elizabeth II in recognition of his work with the British National Health Service. Dr. Berwick is the author or co-author of over 160 scientific articles and six books. He currently serves as lecturer in the Department of Health Care Policy at Harvard Medical School.



VICTOR MONTORI MD

Victor M. Montori, MD is the Robert H. and Susan M. Rewoldt Professor of Medicine at Mayo Clinic. An endocrinologist, health services researcher, and care activist,

Dr. Montori is the author of more than 750 peer-reviewed publications and is among the most cited researchers in clinical medicine and in social science. He is a recognized expert in evidence-based medicine, shared decision making, and minimally disruptive medicine. He works in Rochester, Minnesota, at Mayo Clinic's KER Unit, to advance person-centered care for patients with diabetes and other chronic conditions. He is the author of the book *Why We Revolt*, and is leading a movement, a Patient Revolution, for Careful and Kind Care for all.

Speakers



RICHARD M. LEVY, PHD

Richard Levy was chairman of the Varian Medical Systems Board of Directors from 2002-2014.

He was General Manager of the Medical Business from 1986-1999 and CEO of the company from 1999 to 2006. Levy was on the Board of Sutter Health, an \$11B Healthcare system, 2006-2016, and was Chairman of that Board 2013-2014. He has served on the Board of the Palo Alto Medical Foundation, an affiliate of Sutter Health, since 2002, and the Bay Area Board of Sutter Health since it was formed in 2015. He was on the Board of the United Way Silicon Valley 2002-2014, and served as Chair in 2008-2009.

He has been a co-chair of the Advisory Committee of the Dartmouth Institute for Health Policy and Clinical Practice, is currently a mentor to students in Stanford's Clinical Excellence Research Center, and previously an active participant in summits for CCI (Center for Corporate Innovation, Inc.), with a focus on improvement of the national healthcare system. Other Boards include North Hawaii Community Hospital and he is a past chairman of the board of directors of the American Electronics Association. Levy holds a bachelor's degree from Dartmouth College and a doctorate in nuclear chemistry from the University of California at Berkeley.



SHEILA MORONEY, MPH

Sheila serves as the Executive Director of The Patient Revolution and comes to the organization with more than 35 years of experience in healthcare policy, strategic planning, patient experience and operational leadership, education and training, and person-centered care improvement.

Prior to her role at The Patient Revolution, Sheila was the Patient Experience Officer and Senior Director of Person- and Family-Centered Care at Hennepin Healthcare in Minneapolis. Sheila is a graduate of Boston College and the University of Minnesota School of Public Health.

Speakers



Perspectives from Executive Leadership

DOMINIQUE ALLWOOD MD

Dominique is a healthcare leader with almost 20 years of experience as a medical doctor and public health physician in the UK. She enjoys variety and currently holds a portfolio of roles including Chief Medical Officer of UCLPartners, a health innovation partnership across a population of 5 million people, and Director of Population Health at Imperial College Healthcare NHS Trust, at a large teaching hospital in London. She has worked extensively across healthcare in various delivery, leadership, management and advisory roles. She is passionate about improving healthcare for patients, families, communities, and staff and a frequent author and speaker on the topic of careful and kind care.



Perspectives from Executive Leadership

WARNER THOMAS

Warner Thomas is president and CEO of Sutter Health, a not-for-profit integrated health system headquartered in Northern California that cares for more than 3.5 million patients in one of the most diverse and innovative regions of the country.

In his role, Thomas leads more than 53,000 employees, 12,000 physicians and 2,000 advance practice clinicians in Sutter Health's nationally recognized integrated delivery system of hospitals, outpatient care and surgery centers, home health and hospice care, laboratory and pharmacy services, research facilities and Sutter's Institute for Advancing Health Equity.

A dynamic and purpose-driven leader, Thomas has demonstrated the capability to navigate the healthcare landscape at every level — from outstanding patient care to health equity to organizational strategy to public policy at both the state and national levels. At Sutter, he is leading the organization's bold new long-term strategy that aims to significantly expand patient access to care and strengthen collaboration and partnerships—especially with physicians—to position Sutter Health as the premier health system in the highly competitive Northern California region.

Speakers



ANN SKEET

Ann (Gregg) Skeet is the senior director of leadership ethics at the Markkula Center for Applied Ethics. Her work focuses on the ethical dilemmas of leaders and followers and business ethics, with a particular interest in healthy corporate culture, corporate governance, and ethical leadership practices, all grounded in an emphasis on human flourishing. Her research explored how to make ethics pervasive in organizations and she has authored resources for managing culture. She teaches ethics literacy for boards in the Silicon Valley Executive Education Center in the Leavey School of Business. Skeet is a co-author of “Ethics in the Age of Disruptive Technologies: An Operational Roadmap.”

Skeet served as CEO of American Leadership Forum Silicon Valley for 8 years and worked for a decade as a Knight Ridder executive, serving the San Jose Mercury News and Contra Costa Newspapers as Vice President of Marketing. She was also president of Notre Dame High School San Jose.



DON HEIDER

Don Heider is the chief executive of the Markkula Center for Applied Ethics at Santa Clara University with responsibility for vision, strategy, fundraising, and leadership. In addition to his role as executive director, Heider serves as the John Courtney Murray, S.J. University Professor of Social Ethics and holds an appointment as a tenured Full Professor in the Department of Communication. The Center is one of the most active ethics centers in the United States, with programs in business, government, journalism, technology, health care ethics, leadership and venture & equity ethics. Heider coordinates the activities of over 14 staff members who work directly for the Center and 75 affiliated faculty scholars who work on all aspects of applied and professional ethics. Formerly, Heider was the Associate Provost for Strategy & Innovation and Dean of the School of Communication at Loyola University in Chicago. He also was the founder of the Center for Digital Ethics and Policy at Loyola. He served as Associate Dean of the Philip Merrill College of Journalism at University of Maryland, College Park, and as Associate Professor in the School of Journalism at University of Texas at Austin.

Heider began his career as a TV journalist and received five Emmy awards for his work. He is the author or editor of seven books including *A Practical Guide to Digital Journalism Ethics*, and *Ethics for a Digital Age*, Volumes 1 and 2.