There are no words that can adequately capture our 2020. The tsunami our health systems faced descended seemingly overnight: Responding to COVID, you established field hospitals, pivoted to remote work and corralled a daily-changing threat with invention and grace. Now, you’ll move from striving to keep your heads above water to handling the financial recovery from COVID, determining the partnerships and tools needed to move forward and taking with you the best lessons learned from the depths of the trenches.

Through it all, Scottsdale Institute has kept the conversations going by quickly moving to remote meeting models, shoring up our teleconference schedule (up to six weekly at times!) and coalescing expert voices from across the country to address your key concerns and needs during this remarkable time. When the world was in shock, we together held our breath, dove deeper into the thought leadership that would get us through and helped innovation, wisdom and reassurance rise to the surface. To celebrate and commemorate all you’ve accomplished this year, we present this crucible of conversations – the Scottsdale Institute’s 2020 Annual Report showcasing your astounding resilience.

Don

In many ways, we can never go back to the way we were. And in some ways, that will be a good thing.
**MISSION & VISION**

<table>
<thead>
<tr>
<th>MISSION</th>
<th>Achieve clinical integration – and transform the way we work – through information technology.</th>
</tr>
</thead>
<tbody>
<tr>
<td>VISION</td>
<td>Improve quality, efficiency, and experience through intimate, informal and collegial forums for senior healthcare executives supporting knowledge sharing, leading practice demonstration, and lessons learned.</td>
</tr>
<tr>
<td>PURPOSE</td>
<td>Gather the right people to discuss the right topics at the right moment.</td>
</tr>
</tbody>
</table>

**The Scottsdale Institute’s 2021 Strategic Objective**

Support our Members in meeting the challenges of the post-pandemic world as they transform the way healthcare works.

Health systems are constructing support infrastructures to strengthen organizational, financial and clinical structures and processes. The tougher financial environment requires investments in digital health capabilities and other innovative technologies to facilitate a successful healthcare revolution. As such, SI’s primary goals for the year ahead:

- Listen to and share the THOUGHT LEADERSHIP of our Advisors, Members, and Sponsors regarding the pulse of the industry
- Facilitate a meaningful MEMBER EXPERIENCE through Affinity Groups, Fireside Chats, teleconferences and webinars, IT Benchmarking, and our first-ever Fall Symposium focused on the data-driven real-time health system

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The Summit provided excellent small group discussion with leaders in similar roles. Amazing how smoothly it went on Zoom. Props for great facilitation.

**Lara Terry, MD MPH**  
VP Analytics, Mass General Brigham

---

I liked being able to network and learn from others during trying times.

**Diane Humbrecht, DNP RN-PC**  
CNIO, Virginia Mason Health System
Attendance was great - quality of conversation was worth the time.

David Lundal  
CIO, Children’s Minnesota

We all have similar challenges, and it’s great to hear all the different ideas and solutions to address the challenges.

Larry Yob  
CISO, AMITA Health

**SI 2020 by the Numbers**

<table>
<thead>
<tr>
<th>Members</th>
<th>62</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total NPR</td>
<td>$275.1B</td>
</tr>
<tr>
<td>Hospitals</td>
<td>1,129</td>
</tr>
<tr>
<td>Beds</td>
<td>177,924</td>
</tr>
<tr>
<td>Sponsors</td>
<td>12</td>
</tr>
<tr>
<td>Strategic Partners</td>
<td>3</td>
</tr>
</tbody>
</table>

**IT Benchmarking**

| Organizations | 67 |
| SI Members | 42 |
| Hospitals | 691 |
| Ambulatory Sites | 13,016 |

**SI 2020 Faculty**

| # Presenters | 845 |
| # Organizations | 190 |
| SI Ambassadors | 41 |
| Ambassador Calls | 121 |

<table>
<thead>
<tr>
<th>SI Events</th>
<th>Summits</th>
<th>Dialogues</th>
<th>Teleconferences &amp; Webinars</th>
</tr>
</thead>
<tbody>
<tr>
<td># Events</td>
<td>7</td>
<td>32</td>
<td>116</td>
</tr>
<tr>
<td># Total Participants</td>
<td>217 Attendees</td>
<td>851 Attendees</td>
<td>18,583 Registrants</td>
</tr>
<tr>
<td># Contributing Members</td>
<td>61</td>
<td>61</td>
<td>36</td>
</tr>
<tr>
<td># Contributing Sponsors</td>
<td>7</td>
<td>N/A</td>
<td>10</td>
</tr>
</tbody>
</table>

**Member Geographical Distribution**

- 37% of SI Members provide care in 2 or more states
- At least 3 Members provide services internationally
- 95% of SI Members have more than one hospital, 45% have 10 or more

**Multi Hospital Members**

- Multi-Hospital Member Organizations

![Multi-Hospital Member Organizations Chart]
2020 SI Programming Recap

Developing the SI Roadmap
Addressing how COVID accelerated healthcare transformation “overnight” and how health systems will grapple with a challenging pandemic-driven landscape over the next year, 30 SI Advisors convened to identify eight key Guideposts on the road to the “next norm,” post-COVID:

- Data & Advanced Analytics
- Convergence of SDoH, Pop & Public Health
- Redesigning Digital Care
- Need for Speed
- Remote Workforce
- Collaboration & Partnerships
- Economic Recovery & Reinvention
- Reimagining the Consumer Experience

These themes were explored with Member conversations in Affinity Group Summits & Dialogues, teleconferences and SI publications.

Teleconferences
SI produced 2-3 weekly teleconferences for all Member and Sponsor organization associates, newly expanded to include webinar formats with moderated discussions and enhanced visuals.

Publications
- Industry Inside Edge – quarterly issues focused on conversations with industry leaders and concluding analysis
- CEO Viewpoint – five issues profiling industry thought leaders like Presidents & CEOs Gene Woods, Atrium Health; David Entwistle, Stanford Health Care; Cathy Jacobson, Froedtert Health; Marc Boom, MD, Houston Methodist; and Executive VP & COO Michelle Hood, AHA
- 2020 Executive Outlook – Chief Community Health Officers highlight strategies for the year ahead
- Summit & Roundtable Reports – comprehensive findings from seven Affinity Group Summits and two Roundtables
- Dialogue Digests – new in 2020, these one-page summaries highlight Affinity Group discussions

Loved the message, “Go to Cambodia.” Great content and discussion today. Thanks to SI for getting us together.

Clark Kegley
AVP-IS, Scripps Health

So hard to choose the BIGGEST takeaway! Very valuable time.

Kathi Cox
SVP Integrated Experience, Texas Health Resources

Hearing what other organizations are doing is very helpful. It sparks new ideas and thoughts.

Melinda Cooling, DNP, MBA, APRN, NEA-BC
Chief Clinician Executive, OSF OnCall Vice President, Advanced Practice OSF HealthCare
The spirit of collaboration among SI Members was never stronger than during the pandemic. All across the country, colleagues volunteered to share their experiences and brainstorm solutions throughout the year, helping each other through surges, testing, business recovery and vaccine administration.

SI facilitated 68 COVID-related teleconferences on a wide array of topics:

- Supply Chain and Shortages: ICU Beds, Ventilators, PPE, Staff
- Command Centers & Field Hospitals
- Telehealth & Virtual Care Models
- Financial Impact and Business Redesign
- Analytics Insight, Artificial Intelligence, Genomics
- Patient, Family and Clinician Communication
- Remote Workforce
- Inequities, Behavioral Health and Social Determinants of Health
- Primary Care Response and the Return to Elective Procedures

Distinguished faculty assembled from 100+ Member, Sponsor and guest organizations featuring:

- Jay Bhatt, DO, MPH, FACP, American Hospital Association (former)
- Troyen Brennan, MD, MPH, CVS Health
- Marcus Buggert, PhD, Karolinska Institute, Sweden
- Arthur Caplan, PhD, NYU School of Medicine
- Joseph Fifer, FHFMA, CPA, Healthcare Financial Management Association
- Tejal Gandhi, MD, Press Ganey
- Peter Hotez, MD, PhD, UT School of Public Health, and Texas Children’s Hospital
- Paul Keckley, PhD, The Keckley Report
- Michael Osterholm, PhD, MPH, Center for Infectious Disease Research and Policy
- Michael Tutty, PhD, American Medical Association

Plus Cleveland Clinic, Geisinger Health System, Mayo Clinic Platform and many more.

Responding to COVID-19

I wanted to pause and thank you and all at SI for the efforts you have taken to line up terrific speakers and information as we all are navigating the COVID-19 situation at our facilities. Thanks for the partnership at this vital time!

Tricia Julian
CIO, Baptist Health

Really appreciate the opportunity. I figure we need to get the word out fast. It’s going to grow.

Amy Compton-Phillips, MD
EVP CCO, Providence
Good to see so many making strides and figuring out the best path and practices. This is a great platform for learning from each other.

Brian Young, MD  
System Physician Informaticist, CommonSpirit Health

In addition to supporting 60+ IT Benchmarking organizations, SI queried Members on a variety of research topics:

- Cybersecurity Metrics
- Reporting Relationships
- Team Structures (Analytics, Security)
- Work from Home Productivity
- Cost Reduction Analysis
- CRM for Patient Engagement
- Microsoft Teams Policies
- Onsite vs. Cloud-based Services
- Command Center
- Email Retention
- Central Services Analysis


Love connecting with like minds and talking “shop” - always learn and am encouraged.

Brett Oliver, MD  
CMIO, Baptist Health

SI opened Microsoft Teams sites to Affinity Group leaders to facilitate discussion and exchange resources around COVID-19 hot topics. Executives shared documents, links, and discussion on:

- Field hospitals
- Compassion fatigue
- Home care kits
- Essential duties
- Hospitalization stats
- PPE utilization
- Trackers and dashboards
- Command Centers
- Reporting relationships
- Prevalence studies
- Testing roll-out
- Communication
- Pre-procedure prep
- SOC/NOC Outsourcing
- Vaccinations

The “Take Five” video series interviewed SI leaders on how the gains made shape their health system post-COVID; the convergence of IT & operations; and real-time, data-driven decision-making.

“Take Five” with Albert Marinez, Chief Analytics Officer, Intermountain Healthcare

“Take Five” with Cathy Jacobson, CEO of Froedtert & Medical College of Wisconsin
A Virtual Shift: SI Affinity Groups

Affinity Groups gather Member executives for invitation-only presentations and deep discussion on industry challenges and achievements. In 2020, SI pivoted from Dialogue phone calls and in-person Summits to virtual Zoom sessions, which maintained the intimacy of trusted conversation around shared concerns, best practices and lessons learned; and also opened up Teams for ad hoc collaboration and sharing collateral.

Chief Information Officers (CIOs)
Every Member CIO participated in at least one SI activity in 2020, sharing intel and gathering insights into tackling COVID-19 and ongoing mitigations. Alongside the HBR pandemic conversation, bimonthly Dialogues addressed operationalizing innovation, reducing the cost of care, digital transformation and RPA governance. The year-end virtual Summit gathered 24 CIOs to consider the new alignment for IT; Paul Keckley’s post-election reflections (The New Social Pact); and Member-led discussion around CIO/CEO strategic alignment, new business models and financial recovery.

Chief Information Security Officers (CISOs)
CISOs meet bimonthly to share what’s working and what’s keeping them up at night—topics such as RHED cloud/hybrid cloud architecture, CMDB, email domain protection/phishing response automation, the newly remote workforce and more. Their virtual Summit gathered 24 organizations to delve into enterprise risk management, from Board engagement to ERM business continuity/operational resiliency, to mobile workforce infrastructure and culture.

Innovation Executives
The virtual Innovation Summit, Transforming the Way We Work: How Innovation Becomes the Next Normal, gathered a record 46 attendees from 29 Member organizations to tackle consumer digital, the innovation business model and thinking like our disruptors. Quarterly Dialogues included conversations like lessons learned from COVID-19, successful innovation around communication, adventures in Salesforce and human-centered design.

Great inspiration. Inspires me to push for a higher level of transformation.

Christian Lagier
VP Digital Innovation, Baystate Health

This continues to be a valued, informational and thought-provoking forum. I especially appreciate learning from peers, colleagues and industry thought-leaders. The sharing of knowledge, experiences, perspectives and lessons-learned make these important summits truly exceptional.

Jonathan Manis
SVP CIO, CHRISTUS Health
Social Determinants of Health (SDoH) Leaders

SI continues to address Pop Health with 100+ SDoH leaders exploring health system commonalities to capitalize on meaningful community resources. Nearly 40 participants attended the inaugural Dialogue call, with ongoing conversations around org structures, financing, COVID lessons and community investment programs. Their first-ever Summit, Addressing Community Health, convened 31 executives around integrating SDoH into health delivery and system operations, connecting patients with resources, and improving clinician/patient engagement.

Analytics Leaders

SI’s first-ever virtual Summit, The New Standard for Analytics Value, gathered 31 participants to consider COVID’s impact and the critical role of analytics, with topics ranging from remote work challenges and self-service analytics to IT/analytics partnerships and the value of increasing collaboration. Quarterly Dialogues addressed COVID lessons learned (PPE forecasting, scenario modeling, impact models); data literacy, policy development and report certification; and result-oriented analytics.

Chief Medical Informatics Officers (CMIOs)

In their virtual Summit, Enabling Infrastructure for Crisis Response, nearly 28 CMIOs detailed how health informatics supported a rapid, effective response to COVID-19, including delivering new solutions at scale in new ways, defining use cases, and leading the implementation for a new standard of care. Quarterly Dialogues tackled addressing clinician burnout, adapting to rapid change, voice recognition and the EMR, and a better way of failing.

Chief Nursing Informatics Officers (CNIOs)

CNIOs celebrated the Year of the Nurse with quarterly Dialogues on evidence-based practice, virtual nursing in ICUs, nursing practice during COVID and operationalizing predictive models. At their fall Summit, nursing leaders from 20 Member organizations shared stories of how innovations and leadership excelled during the pandemic. CNIOs also leveraged their SI Teams site to collaborate around facilitating COVID communications, setting up field hospitals and determining vaccine processes.

I am always re-energized by these events. Learning from others, validation of processes, and using the data to drive and monitor change.

Jennifer Fogel
VP Regional Nursing Informatics Officer, Northern Light Health

Very informative and helpful. I learned a ton.

Babatope Fatuyi, MD
CMIO, UT Health - Houston

I truly enjoyed the interactions that were occurring in the chat. Learnings were transferable, I look forward to putting some into action.

Ken Fawcett, MD
VP Healthier Communities, Spectrum Health

NEW 2020

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Ken Fawcett, MD
VP Healthier Communities, Spectrum Health
This forum is awesome and I am thankful to each of you for passing on your knowledge and expertise.

Ron Mehring
CISO, Texas Health Resources

I like the networking and collaboration across the country...hearing similar hurdles, ideas, innovation.

Bina Desai
Regional CMIO, Trinity Health

I liked how the presentations included actionable reviews of what other health systems have done to define and gain support for their strategy.

Jill Piazza
VP Care Integration, Population Health Services, AdventHealth
2020 Member Engagement

**Most Summit Attendees**
1. Baptist Health
2. Spectrum Health
3. University of Texas Health System

**Most SI Faculty**
1. Mass General Brigham
2. Spectrum Health
3. Ascension Health

**Most Dialogue Attendees**
1. CommonSpirit Health
2. Atrium Health
3. BayCare Health System

**Most Website Logins** (relative to organization size)
1. Spectrum Health
2. Children’s Minnesota
3. Munson

**Most Teleconference / Webinar Attendees**
1. Ascension
2. Memorial Sloan Kettering Cancer Center
3. Spectrum Health

**Most Hosted Teleconferences / Webinars**
1. Mass General Brigham
2. Providence
3. Atrium Health
   - OSF HealthCare
   - Rush University Medical Center

**Most Attended Teleconference 2020:**
Predictive Analytics at UW Health
**Most Downloaded Teleconference 2020:**
Ancestry and UpToDate Enhance Genetic Testing Value for Providers and Patients

---

Appreciated everyone willing to share suggestions, details, experiences, and encouragement!

**Becky Fox**  
CNIO, Atrium Health

As this was my first Summit... take away #1 is to always attend. Great content and group!

**Geoff Patterson**  
VP Clinical Transformation, Henry Ford Health System
Member & Sponsor Listing

Member Organizations

AdventHealth, Altamonte Springs FL
Adventist Health, Roseville CA
AMITA Health, Arlington Hts. IL
Ascension, St. Louis MO
AtlanticCare, Egg Harbor Twp. NJ
Atrium Health, Charlotte NC
Avera Health, Sioux Falls SD
Baptist Health, Louisville KY
BayCare Health System, Clearwater FL
Baystate Health, Springfield MA
Beaumont Health, Southfield MI
Bon Secours Mercy Health, Cincinnati OH
Bronson Healthcare, Kalamazoo MI
Carilion Clinic, Roanoke VA
Cedars-Sinai Health System, Los Angeles CA
Centura Health, Englewood CO
Children's Minnesota, Minneapolis MN
CHRISTUS Health, Irving TX
Cincinnati Children's Hospital Medical Center, Cincinnati OH
CommonSpirit Health, Chicago IL
Emory Healthcare, Atlanta GA
Froedtert & Medical College of Wisconsin, Milwaukee
Henry Ford Health System, Detroit MI
HonorHealth, Scottsdale AZ
Houston Methodist, TX
IU Health, Indianapolis IN
Intermountain Healthcare, Salt Lake City UT
John Muir Health, Walnut Creek CA
Loma Linda University Health, CA
Lurie Children's, Chicago IL
Mass General Brigham, Boston MA
Memorial Health System, Springfield IL
Memorial Hermann Health System, Houston TX
Memorial Sloan Kettering Cancer Center, New York NY
Methodist Le Bonheur Healthcare, Memphis TN
Michigan Medicine, Ann Arbor MI
Mosaic Life Care, St. Joseph MO
MultiCare Health System, Tacoma WA
Munson Healthcare, Traverse City MI
Northern Light Health, Brewer ME
Northwestern Medicine, Chicago IL
OSF HealthCare, Peoria IL
Providence, Renton WA
Rush University Medical Center, Chicago IL
SCL Health, Broomfield CO
Scripps Health, San Diego CA
Sentara Healthcare, Norfolk VA
Sharp HealthCare, San Diego CA
Spectrum Health, Grand Rapids MI
Stanford Health Care, Palo Alto CA
Tampa General Hospital, Tampa FL
Texas Health Resources, Arlington TX
The University of Texas System, Austin TX
Trinity Health, Livonia MI
UCLA Health, Los Angeles CA
UK HealthCare, Lexington KY
University Hospitals, Cleveland OH
University of Chicago Medicine, Chicago IL
University of Virginia Health System, Charlottesville VA
UW Health, Madison WI
Virginia Mason Health System, Seattle WA

Sponsor Organizations

Cerner
Deloitte
Elsevier
Epic
Health Catalyst
Hearst Health
Impact Advisors
Korn Ferry
Nuance
Omnicell
Optum
Wolters Kluwer

Strategic Partners

C-Suite Resources
Circle Square
NEJM Catalyst
I love the thoughts shared here about having appropriate flexibility and standardization to scale this work!

Mikelle Moore
SVP Chief Community Health Officer, Intermountain Healthcare

Great seeing everyone on an actual call with cameras on!

Nick Desai, DPM
CMIO, Houston Methodist; CQO, CMO Houston Methodist Hospital Sugarland

Always great to hear from really talented people doing some amazing things. Lots of similar issues / challenges.

Michael Czumak
VP CISO, Memorial Sloan Kettering Cancer Center