



**The Future of the American Hospital  
March 11, 2013**

**The Fairfax at Embassy Row  
2100 Massachusetts Ave, NW, Washington, DC 20008**

**Meeting Overview:** American hospitals will face unprecedented financial pressures in the coming decade from a combination of federal budget cuts; growing consumer and employer price sensitivity; and the creation of new payment models with strong incentives to reduce hospital utilization through improved care coordination and shifting of care to appropriate lower-cost settings. This meeting will examine hospital strategies for surviving and prospering in the new economic environment, as well as public policies to facilitate development of an efficient and effective US hospital system for the 21<sup>st</sup> Century.

**8:00 a.m. Breakfast**

**8:15 a.m. Welcome and Introduction**

Stuart Altman, Ph.D., Sol C. Chaikin Professor of National Health Policy, Brandeis University

**8:30 a.m. The Future of American Hospitals: The Good, the Bad and the Ugly**

Presenter: Jeff Goldsmith, Ph.D, President, HealthFutures

**9:15 a.m. Academic Health Centers: Maintaining Missions in a Cost-Constrained Environment**

Presenter: Victor J. Dzau, MD, President and CEO, Duke University Health System

**10:00 a.m. Break**

**10:30 a.m. Community Hospital Affiliation Options and the Role of High-Performance, Horizontally-Integrated Networks**

Panelists: Keith Pitts, Vice Chairman, Vanguard Health Systems  
Jon Glaudemans, Chief Advocacy and Communications Officer, Ascension Health

**11:30 a.m. Future Prospects for Large-Scale High Performance National Centers of Excellence**

Presenter: Delos (Toby) Cosgrove M.D., Chief Executive Officer and President, Cleveland Clinic Foundation

**12:30 p.m. Lunch**

**1:00 p.m. Addressing Barriers to Change: What Can We Learn from Successful Health Systems?**

Panelists: Andrew Ziskind, MD, Managing Director, Clinical Solutions, Huron Healthcare  
Blair Childs, Senior Vice President, Public Affairs, Premier Healthcare Alliance

**2:00 p.m. Meeting adjourns**