



This educational activity is jointly provided by AXIS Medical Education and Iowa Hospital Association.

TUESDAY, OCTOBER 18, 2016

TODAY'S LEARNING TRACKS:

Strategic Affiliations and Emerging Payment Models	Competing on Consumer Experience	Advancing Behavioral Health Services	Legal and Regulatory	Innovation Enriching Patient Care
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7:00 am Registration
 8:15 am – 10:15 am Welcome/Keynote/Leadership Certificate Recognition

Keynote sponsored by

Keynote: A Historical Perspective on Our Wild 2016 Election

Doris Kearns Goodwin, Presidential Historian and Pulitzer Prize-winning Author, Concord, Massachusetts

World-renowned presidential historian Doris Kearns Goodwin shines a spotlight on the changes in our political system over the past 150 years that bring us to today: The most exhausting, electrifying and acrimonious presidential campaign cycle in recent history, punctuated by nonstop television and relentless social media coverage. Through rich stories of parties, polls, personalities, promises, past candidates and present-day hopefuls, Goodwin will educate and entertain as she brings to life a simpler time. At the same time, she will detail the transformation that has produced today's eternal campaigning, raunchy rhetoric, endless fundraising, undignified debates and deficient polling. After five decades of studying the presidency, Goodwin finds hope in the knowledge that however fractured our modern political culture seems, our democracy has survived -even thrived -through more troubling times.

Leadership Certificate Recognition

The 2016 IHA Health Care Leadership Certificate Ceremony will recognize individuals representing IHA member hospitals from across the state who have completed the requirements to earn the IHA Leadership Certificate. The workshops, webinars and online courses in this series are designed to assist Iowa hospitals in developing managers and emerging leaders in their organization. As national research shows, as well as feedback from IHA members, managers and leaders play a key role in creating satisfied, productive and committed employees. The ceremony recognizes the individual's desire and commitment to further their professional development.

10:00 am – 10:15 am Break
 10:00 am – 10:15 am Wellness Break: Stretching
 10:15 am – 11:15 am Breakout Sessions

T1 – Emerging Strategic Partnerships: Health Systems and Post-Acute Provider Alignment (Session co-sponsored by the HFMA Iowa Chapter)

Mark Blessing, CPA, FHFMA, Partner, BKD LLP, Fort Wayne, IN

Steve Smith, MBA, CMPE, Managing Consultant, BKD LLP, Kansas City, MO

This presentation will summarize strategies being used among health systems and post-acute care providers with the goal of creating more coordinated and efficient care across the health care delivery spectrum. In addition, this session will describe how value-based reimbursement arrangements can impact these evolving strategic partnerships. Finally, operational initiatives and implementation strategies will be shared.

Learning Objectives:

- Identify current affiliations strategies and models in use a month health systems and post-acute care providers.
- Describe the value of these partnerships and their impact on patients, finance and quality.
- Outline operational initiatives and implementation strategies will be shared.

T2 – Debunking the Myths of Health Care Consumerism

Jenny Cordina, Expert Partner, McKinsey & Company, Inc., Detroit, MI

As consumers take an increasingly active role in health care decision making, payors and providers need an accurate understanding of how health care consumerism is playing out. Using survey data from across the United States, this session will debunk eight of the most common myths circulating in the industry.

Learning Objectives:

- Discuss survey data showing how consumers perceive their health care needs and wants.
- Analyze how consumers select health care providers and make other health care decisions.
- Discuss the role of health care cost and pricing with regard to consumer decision-making.
- Compare and contrast health care with other industries with regard to consumer expectations.

T3 – Emotional Intelligence in the Hospital Setting

Char Wenc, MEd, LCPC, Professor, Loyola University Chicago and Adler University, Chicago, IL

Relationships with patients and coworkers are a critical component of clinical expertise. To better manage these relationships, consider the importance of emotional intelligence skills. There is a renewed interest in health care in the role of emotional intelligence and growing evidence that a physician's emotional intelligence influences patient outcomes and organizational success. This interactive, practical session will empower participants with the commitment and skills to implement emotional intelligence.

Learning Objectives:

- Determine what emotional intelligence is and the skills to implement it.
- Discuss how to build trust in the hospital setting when working and relating to others.
- Review communication skills of listening and sending clear, credible and convincing messages.
- Develop interpersonal effectiveness relating to all kinds of people.

T4 – Design and Outcomes of an Innovative Disruptive Patient and Visitor Program

Lance Clemsen, MS, LISW, Psychiatric Social Work Specialist, University of Iowa Hospitals and Clinics Emergency Department and Social Services, Iowa City; Joseph B. Clamon, Associate Vice President for Legal Affairs for University of Iowa Health Care, and Douglas Vance, Interim Security Manager, University of Iowa Hospitals and Clinics, Iowa City

The University of Iowa Hospital and Clinics' (UIHC) Disruptive Patient and Visitor's Program (DPVP) recently celebrated its two-year anniversary. DPVP is a multi-disciplinary committee responsible for oversight, management and prevention of violence and disruptive behavior perpetrated by patients and/or their visitors toward health care workers. DPVP provides behavioral consultation, facilitates post- and preventative treatment team planning and ensures all disruptive or violent events related to patient care receive a systematic response. The presentation will review the initial startup efforts, key program concepts, staff education, supporting role of electronic medical record and future goals. Data will be presented including pre- and post-implementation, staff feedback and trends. Specific patient case examples will be discussed.

Learning Objectives:

- Explain common intervention strategies for prevention of violence and disruptive behavior.
- Apply electronic medical record innovations.
- Assess and critique the pre- and post-intervention outcomes.

T5 – Harnessing and Managing Innovation

Todd Dunn, Director of Innovation, Intermountain Healthcare, Salt Lake City, Utah

In today's environment, attaining excellence means partnering with entrepreneurs in and outside of health care to develop solutions that transform care delivery. Within this session, attendees will better understand the framework and toolset needed for managing innovation. Learn how to identify the value proposition of a potential solution and also how to implement strategies to make innovation more effective within your organization.

Learning Objectives:

- Identify the strategic framework that helps organizations innovate.
- Outline the toolset and skillset needed to manage innovation.

11:15 am – 11:30 am Break

11:15 am – 11:30 am Wellness Break: Importance of Water

11:30 am – 12:30 pm Breakout Sessions

T6 – Elevating Innovation and Accountability in the Next Generation ACO Model *(Session co-sponsored by the HFMA Iowa Chapter)*

Pamela M. Halvorson, Lead Executive, Next Generation ACO, UnityPoint Health Partners, West Des Moines

The Centers for Medicare & Medicaid Services (CMS) continues to move toward value-based alignment in all innovation programming. Based on findings discovered through the Pioneer and Medicare Shared Savings Program Accountable Care Organization (ACO) programs, the Next Generation ACO (NGACO) program provides a platform for additional alignment through new strategies aimed at incorporating enhancements for beneficiaries as well as new financial targets and metrics.

Learning Objectives:

- Describe the NGACO program along with its challenges and opportunities.
- Recognize and understand the unique positioning of the NGACO in CMS' portfolio of innovative payment and delivery system models.
- Identify how enhancements for beneficiaries adds flexibility to the program and further develops UnityPoint Health's approach to managing the NGACO

T7 – Evaluating Price and Quality Transparency: A Review of Current Trends

Alissa Ratanatawan, MD, MPH, PhD Candidate and Lee Revere, PhD, MS, Department of Management, Policy and Community Health, University of Texas, Houston, Texas

The number of websites providing publicly available data on price and quality are increasing as is the money spent to develop these websites. These consumer-based websites are well positioned to influence consumer purchasing decisions. Competitive health care providers should be aware of the trends in price and quality transparency websites and their potential to influence consumers, providers and policy makers, specifically as it pertains to their competitive markets.

Learning Objectives:

- Examine the availability and usability of consumer-based websites with health care price and quality information.
- Explore emerging trends in consumer experience websites and their impact on patient choice.
- Differentiate IHA's efforts in transparency relative to other states.
- Discuss gaps between current state, consumer need and potential future demand.

T8 – Heroin/Opiate Addiction: Iowa's New Drug Abuse Challenge

Kevin W. Techau, United States Attorney, United States Department of Justice, Cedar Rapids

This session will discuss recent statistical trends in heroin/opiate abuse in Iowa, the various gateways to heroin/opiate addiction, the challenges facing law enforcement as they combat this increasing drug abuse problem and the need for a multi-discipline collaborative approach to this problem involving law enforcement and health care professionals.

Learning Objectives:

- Review the statistical trends and causes of heroin/opiate abuse in Iowa.
- Describe law enforcement efforts to combat heroin/opiate abuse in Iowa.
- Describe ways in which law enforcement and health care providers can work together to help stem the tide of heroin/opiate abuse in Iowa.

T9 – Merit-Based Incentives and Alternative Payment Models: Positioning for Success

Ben Fee, Attorney and Alissa Smith, Partner, Dorsey & Whitney, Des Moines

This past spring, the Centers for Medicare & Medicaid Services (CMS) issued a long-awaited proposed rule regarding clinician payment based on the value and quality of care provided to Medicare beneficiaries. Much can be learned from the proposed rule about how Medicare plans to establish the new quality-based payment programs for Part B services starting in 2017. The new Medical Quality Payment Program would put an end to the unpopular Sustainable Growth Rate formula for determining Medicare provider payments and would combine into one program portions of Part B payment adjustments under the Physician Quality Reporting System, the Physician Value-Based Payment Modifier and the Medicare Electronic Health Record Meaningful Use Incentive Program for eligible professionals.

Learning Objectives:

- Review the specific aspects of the proposed rule.
- Analyze the practical effect of the proposed rule on hospital arrangements with physicians and other clinicians whose care is paid under Part B.
- Outline practical advice and recommendations for hospitals to prepare for this latest quality incentive payment program.

T10 – Secrets to Success: Selecting and Incorporating Innovative Solutions

Michael Sutter, CRNA, MSN, MSBA, Chief Innovation Officer, Carle Foundation Hospital/Carle Physician Group, Urbana, IL

Selecting the right solution to a challenge is essential to the success of the project. Using the Carle Foundation Hospital and Carle Physician Group as case studies, this session will explore the hallmarks of successful innovations and help identify solutions that are right-sized for any health care organization.

Learning Objectives:

- Identify the different types of innovations along with the various degrees of risk associated with each.

- Discuss the phases of innovation as a roadmap to successful integration in a health care organization.
- Illustrate how advances in biometric monitoring and other emerging technologies are changing the patient care landscape.

12:30 pm – 1:15 pm BBQ Buffet Lunch (Registration Required)



12:30 pm - 1:15 pm PAC Luncheon (Invitation Only)

12:55 pm – 1:15 pm Wellness Break: Cooking Skinny

1:20 pm – 2:20 pm Breakout Sessions

T11 – Trends in State Medicaid Programs: Emerging Models *(Session co-sponsored by the HFMA Iowa Chapter)*

Tina Edlund, MS, Managing Principal, Health Management Associates, Portland, OR

Coordinated Care Organizations, Regional Care Organizations, Accountable Care Organizations, Medicaid managed care, 115 Waivers, 1332 Waivers, Delivery System Reform Incentive Payment, consumerism, integrated care, patient-centered medical homes and evidence-based care. These are among the wide variety of economic and service delivery models emerging to serve the nation's rapidly growing Medicaid population. While the use of Medicaid managed care continues to increase, other models are vying for relevance and attracting interest and attention.

Learning Objectives:

- Assess the strategic implications of emerging economic and service delivery models for state Medicaid populations and weigh the strengths and weaknesses of the various approaches.
- Discuss the role that delivery system redesign can play in assuring program sustainability as states expand coverage.
- Identify the latest on Medicaid financing, budget and payment reform initiatives that are at the center of virtually every attempt to address the quality, sustainability and cost of Medicaid.

T12 – Digital Tools and Transparency in the Health Ecosystem

Benjamin Isgur, Director, Health Research Institute, PricewaterhouseCoopers LLP, Dallas, TX

The emergence of digital tools and services, along with a swelling ocean of data, has the potential to disrupt health care drastically. So far, these new ways of delivering care remain mostly novelties, the stuff of pilot projects and venture firm dreams. Yet progress is being made in the realm of digital health care, driven by the ambitions and resources of powerful new entrants from tech, retails and telecom. Consumers will also drive this shift by rewarding health organizations that can deliver care that is convenient, transparent and affordable.

Learning Objectives:

- Identify the forces driving technological change.
- Recognize the new digital tools being used by providers and consumers.
- Determine how new tools and data will be used in a more transparent ecosystem.
- Assess how you can increase consumer transparency in your own organization.

T13 – Alternatives to ED Usage and Inpatient Care for Behavioral Health Crisis

Heather Rae, MA, LLP, CEO and Paul Lyons, CPSS, Recovery Coach and Certified Peer Support Specialist, Common Ground, Bloomfield Hills, MI

Emergency department (ED) boarding and psychiatric inpatient utilization are driving up health care costs, but there are alternatives. Participants will learn about a comprehensive crisis safety-net provider for behavioral health services and models of practice that health plans are seeking to contain costs and provide choices for people having a behavioral health crisis.

Learning Objectives:

- Identify three of the substance use and mental health services crisis practice guidelines.
- Recite three crisis services in a comprehensive crisis services safety-net provider.
- Summarize how alternatives to EDs and psychiatric inpatient care are affected by health care reform.
- Describe the critical role of certified peer support specialists in hospitals and community organizations.

T14 – The Escalating Impact of HIPAA

Vickie B. Ahlers, Attorney, Baird Holm LLP, Omaha, NE

Ransomware - check. Office of Civil Rights (OCR) audit - check. Snooping - check. If this appears to be a list of things that keep privacy officers and the C-suite awake at night, there is a good reason. Hospitals are under constant attack by ransomware and other malware trying to steal data and disrupt operations for a quick profit. Then there is the ongoing risk of employees snooping into records and the resources needed to prepare for an OCR audit. This session will prepare attendees for the inevitable malware attack or other privacy breach as well as what to expect from OCR audits that are currently underway. Recent guidance, cases and trends will be discussed with specific action items and takeaways for your organization.

Learning Objectives:

- Recognize the risk of ransomware and how to respond.
- Summarize preparation steps for the OCR audit.
- Interpret recent OCR guidance and settlements for lessons learned and takeaways.

T15 – Better Health at the Door: How House Calls are Saving Primary Care

Nick Desai, Founder, CEO, Heal, Pacific Palisades, CA

The Centers for Disease Control and Prevention reports that 54.6 percent of all doctors' visits are made to primary care physicians. Patients, physicians and payors alike are equally dissatisfied with the current state of the modality. In this session, the presenter will identify the key pain points for those constituencies as they navigate the endemic health care environment and analyze how house calls and emerging technologies are seeking to solve these issues. The session will also look toward the future of house calls' role in U.S. health care with a primary focus on improving patient experiences, generating cost savings, improved health outcomes for payers and increasing opportunities for physicians in primary care.

Learning Objectives:

- Discuss patient experience across primary care and evaluate emerging options health care consumers have to access primary care.
- Analyze how house calls fit into the current payor environment with a focus on payor cost savings and improving health outcomes.
- Discuss the current state of primary care for physicians and how house calls can strengthen opportunities for doctors.

2:20 pm – 3:00 pm **Break/ IHA Annual Meeting Trade Show Begins**

2:20 pm – 2:35 pm **Wellness Break: Stress Management Techniques**

2:45 pm – 3:00 pm **Wellness Break: Exercise in the Work Place**

3:00 pm – 4:00 pm **Breakout Sessions**

T16 – Clinically Integrated Networks: A Partnership for the Future (Session co-sponsored by the HFMA Iowa Chapter)

Peter W. Wood, MBA, Contracting Consultant, Peter Wood, Topsham, ME

This presentation will provide a brief overview for why a clinically integrated network (CIN) has value for providers in the future health care world and how to assess readiness to form a CIN. A CIN model for governance, overall structure and the functions and operations of the CIN will also be reviewed. The presentation will draw on actual experience and application from other health care organizations.

Learning Objectives:

- Describe the benefits from forming a CIN.
- Review about a model for governance, structure and operations of a CIN.
- Summarize how to assess an organizations reediness to form a CIN.

T17 – Meeting the Consumerism Imperative

Jason O'Riordan, Senior Vice President, Kaufman, Hall & Associates, Skokie, Illinois

With new quality and pricing data provided through new transparency tools, consumers are beginning to approach health care purchasing as they do other retail experiences. At the same time, hospitals and health systems face new competition from non-traditional providers appealing to consumers based on price, access and convenience. This session will show providers how to develop a clearly defined consumer-centric strategy to attract and engage cost-conscious consumers and how to maintain relevance and market share in the increasingly retail-focused environment.

Learning Objectives:

- Describe emerging consumer needs and expectations in health care.
- Identify key factors driving these changes, including transparency and high-deductible health plans.
- Identify leadership strategies to build organization-wide engagement in meeting new consumer needs.
- Identify the elements of a plan to develop needed capabilities and programs.

T18 – Increasing Behavioral Health Access through Telehealth

Fred Eastman, Telehealth Technology Manager and Clarence Williams, Director of Telehealth, Mercy Health Network, Des Moines; Mary Thompson, Market Director of Behavioral Health Services, Mercy Medical Center, Des Moines

Iowa is currently facing a statewide shortage of mental health providers, forcing health institutions to meet their behavioral health needs through innovative strategies. This session will provide an overview of telebehavioral health programs and experience at Mercy Health Network that help close the behavioral health access gap. This session will cover the essential components of a telebehavioral health program and identify opportunities for the evolving needs in behavioral health. Presenters will provide empirical perspectives that cover clinical, technical and programmatic elements that are key to building a sustainable telebehavioral health program.

Learning Objectives:

- Describe essential elements of a telebehavioral health program.
- Identify applications for telehealth to meet evolving behavioral health needs.
- Illustrate the benefits for telebehavioral health.

T19 – Staying on Top of Changes in Fraud and Abuse

Heather Campbell, Attorney, Belin McCormick, Des Moines

This session will provide an overview of fraud and abuse laws impacting providers. The presentation will include a discussion of the recent Supreme Court decision (Universal Health Services, Inc.) identifying principles limiting how implied certification liability can be used in False Claims Act claims, changes in Stark Law regulations that ease the burden of technical compliance for providers, review of provider-based rules and how to address the Centers for Medicare & Medicaid Services (CMS) final rule on overpayment refunds.

Learning Objectives:

- Identify recent judicial principles impacting False Claims Act suits.
- Analyze updated Stark Law regulations and the impact on provider compliance and self-disclosure obligations.
- Review the CMS final rule addressing overpayment refunds and the impact on voluntary refunds.

T20 – A Silver Lining: Improving Provider Productivity Using Technology

Paul Sliva, MBA, CPHIMS, Senior Health Care IT Consultant, ICE Technologies, Pella

The implementation of electronic health records has required that physicians and clinicians interact with technology far more than they had ever imagined. Many of the systems they use are cumbersome, not intuitive, lack easy to use tools and navigation and add complexity to their processes, all of which work against their need and desire to be productive providers of patient care. This session will provide examples of how technology can help gain back some of the time lost each day interacting with these systems.

Learning Objectives:

- Identify the common issues faced by providers today with technology and learn about technology-based solutions that can help improve physician and clinician productivity.
- Illustrate success stories and real-life results of clinicians getting time back due to improved use of technology.
- Outline options that are available to improve the user experience and what impact it can have on physician and clinician satisfaction with electronic health records.

4:00 pm

Tuesday's Education Sessions Adjourn

4:00 pm – 5:00 pm

IHA Annual Meeting Trade Show Opening Reception



4:30 pm – 5:30 pm

IONL Wine and Cheese Reception (IONL members only)



WEDNESDAY, OCTOBER 19, 2016

TODAY'S LEARNING TRACKS:

Clinical Leadership

Finance and Reimbursement

ACHE and Leadership

Leveraging Data to Enhance Performance

Community and Philanthropic Engagement

7:00 am

Registration

7:00 am – 8:30 am

ACHE of Iowa Breakfast and Annual Meeting

7:30 am – 3:00 pm

IHA Annual Meeting Tradeshow

Your time is valuable, so take advantage of this opportunity to see the latest in health care products, services and technologies all in one location. Tradeshow booths will feature local and national companies with the latest innovations in health care. Participants will also have an opportunity to win cash and other great prizes. Be sure to schedule time to visit the trade show and thank the exhibitors for their support.

8:15 am – 10:00 am

Welcome/Keynote/Iowa Hospital Heroes Awards Ceremony

Keynote: The Big Fight: My Life In and Out of the Ring

Sugar Ray Leonard, Boxing Legend, Entrepreneur and Author, Los Angeles, California

Whether achieving greatness as an athlete or in the business arena, the same qualities that drive success apply: discipline, focus, determination, preparation, the right attitude and setting aside fear of the unknown. Sugar Ray Leonard will make a powerful case for his principles of success with a sense of humor and a smile that lights up the room. An enormously charismatic figure, Leonard will share stories that paint powerful pictures, stories of what it took to reach his dream of Olympic gold, to get to the top in his professional career—and stay there. He will describe how he made the challenging transition from life as an athlete to that of an entrepreneur, providing a champion's perspective on making dreams come true, sustaining success and dealing with change that will renew enthusiasm and revive a commitment to being the best.

Iowa Hospital Heroes Awards Ceremony

The Iowa Hospital Heroes Awards recognize hospital employees who have performed heroic acts or have consistently and tirelessly given of their time, talent and expertise to improve their organizations, patients and communities. These everyday heroes are the role models for other hospital employees and the communities they serve. Join this celebration of people of integrity and compassion who always place others before themselves.

10:00 am – 10:15 am

Break with IHA Annual Meeting Trade Show Exhibitors

10:15 am – 11:15 am

Breakout Sessions

W1 – What's the Future of Health Care and Why You Should Embrace It

Anton Gunn, MSW, CDM, President, 937 Strategy Group, LLC, Charleston, SC

The Affordable Care Act (ACA) has ushered in a new era of health care delivery. Health systems and their leaders are being forced to adapt and adjust to the changes brought by the ACA. Attendees will learn a leadership perspective of how these changes can create new opportunities to achieve health equity, better diversity and high reliability in quality of care for health care organizations.

Learning Objectives:

- Recognize the impact of the ACA on the patient population.
- Outline the impact of diversity, health disparities and health equity.
- Identify the principles of high reliability organizations and the impact on quality outcomes and patient experience.

W2 – Medicaid Managed Care Part 1: The State Perspective *(Session co-sponsored by the HFMA Iowa Chapter)*

Mikki Stier, MSHA, FACHE, Medicaid Director, Iowa Medicaid Enterprise, Des Moines

Iowa's Medicaid program is undergoing an unprecedented transformation as the state continues to implement an aggressive privatized managed care strategy. How this change is impacting you depends on your point of view. Through a three-part series of sessions perspectives from the state's Medicaid agency, the managed care organizations and health care providers from across Iowa will be examined. The first session will provide a glimpse into the transition from the perspective of the Iowa Medicaid Enterprise, the state agency responsible for the administration of the Medicaid program under the Iowa Department of Human Services.

Learning Objectives:

- Explain progress to-date regarding the transition to Medicaid managed care.
- Summarize challenges faced by the agency regarding the rollout.
- Describe solutions that have been proposed and how they will be implemented.

W3 – Leading a Customer Service-Focused Culture

Celina Peerman, PhD, President, The Peerman Group, Waverly

There is no debate that the risk and reward is substantial for creating and sustaining a high-performance, patient-centered culture. For organizations to thrive in today's environment, increased attention must be given to continuous learning to build strong teams and professionally interact with all internal and external stakeholders. This session will look at leading service providers with a focus on setting, establishing and managing expectations for employee customer service performance. With the use of real-life examples and support from applicable research and tools, this interactive session will highlight and review customer service best practices for all team members.

Learning Objectives:

- Examine highlights from employee performance management in service and health care research.
- Review various employee coaching techniques for daily interactions and decisions when supervising others.
- Apply evidence-based learning to creating and sustaining a culture of patient-centered service.

W4 – Data-Driven Decisions with the Dimensions Database

AJ Smith, Decision Support Coordinator, Mary Greeley Medical Center, Ames; Zach Weiderspon, MHA, Decision Support Analyst and Project Manager, Grinnell Regional Medical Center, Grinnell

Utilizing the IHA Dimensions database to make data-driven decisions is essential to understanding your marketplace, performing service line analyses and identifying community health needs. This session will provide an in-depth look at the Dimensions platform, showcasing its various business development capabilities for both rural and urban locations. Step-by-step demonstrations will highlight program functionalities in this user-friendly program, including multiple reports and exports. Hospital-specific uses of program reports will be introduced along with examples of how outputs may be used within hospitals.

Learning Objectives:

- Review the Dimensions program.
- Demonstrate Dimensions navigation functionalities including built-in pivot table use.
- Illustrate Dimensions report capabilities by constructing facility-specific reports.
- Illustrate hospital uses of Dimensions reports.

W5 – The Healing Power of Philanthropy

Randall Hallett, CFRE, EdD Candidate, JD, MBA, BS, The Global Group, West Chester, PA

Ever wonder how philanthropy actually fits into a clinical environment? It does and can be shown so scientifically. This session will look at the medical and physiological research connections between a patient's gratitude based on their health care experience and how it can be a part of the healing process.

Learning Objectives:

- Associate the research that connects clinical outcomes, expressions of gratitude and philanthropy.
- Describe how clinicians can be properly engaged into the philanthropic process.
- Recognize that grateful patients do not see their health care experience in the same vein as clinicians and health care leadership.

11:15 am – 11:30 am **Break with IHA Annual Meeting Trade Show Exhibitors**

11:30 am – 12:30 pm **Breakout Sessions**

W6 – Becoming a Healthy Leader: Achieving R.E.A.L. Success in Staff and Team Engagement

Anton Gunn, MSW, CDM, President, 937 Strategy Group, LLC, Charleston, SC

Building healthy staff and team engagement begins with a deliberate strategy and plan to develop yourself as a healthy leader. Developing your leadership potential requires you to get R.E.A.L. Learn how R.E.A.L. leaders are healthy leaders who lead successful and engaged organizations.

Learning Objectives:

- Identify the importance of leadership skills when engaging staff and teams.
- Recognize the key essentials to building effective relationships with subordinates.
- Identify the importance of continual leadership development.

W7 – Medicaid Managed Care Part 2: The Payer Perspective (Session co-sponsored by the HFMA Iowa Chapter)

Becky Natsis, Manager, Provider Relations, UnitedHealthcare, Des Moines; John Hedgecoth, Provider Contract Director, Amerigroup, Des Moines; Amerihealth Caritas has been invited to provide a panelist

Iowa's Medicaid program is undergoing an unprecedented transformation as the state continues to implement an aggressive privatized managed care strategy. How this change is impacting you depends on your point of view. This second session will introduce the three managed care organizations charged with managing Iowa's Medicaid population. Each will share their perspectives on the implementation thus far, lessons learned and what the future may hold.

Learning Objectives:

- Identify each MCO and gain insight into their decision to enter the Iowa Medicaid market.
- Outline key challenges each MCO has encountered and remedies being explored.
- Access each MCO's care management plans and evaluate the impact on Iowa's Medicaid population.

W8 – Leading and Managing in Changing Times (Part 1 of 3) (ACHE Face-to-Face Credit session; Sponsored in-part by the ACHE of Iowa)

Tom Atchison, President, Atchison Consulting, LLC, Le Claire

Transformational, proactive and translational are just some of the words used to describe the change processes that are occurring in today's health care environment. Unique skill sets are needed to lead and manage these processes as the health care field transforms. During this interactive seminar, expert faculty will discuss the coaching skills needed to drive performance through daily problem solving and continuous staff development. You will gain insight on your organization's capacity for change as well as your own.

Learning Objectives:

- Differentiate between leadership and management requirements for sustaining successful personal and organizational change.
- Discuss where change leadership initiatives most often fall short and how to avoid common pitfalls.
- Attain tools and skills for successful change.
- Examine strategies for talent management as change processes are implemented and managed.

W9 – Analyzing Hospital Markets and Population Health with ChimeMaps

Peter Hayward, PhD, Director, Data Analysis, Connecticut Hospital Association, Wallingford, CT; Craig Jarvie, Senior Planning Analyst, Integrated Strategic Planning, University of Iowa Health Care, Iowa City

Advanced techniques in mapping and geo-solutions offer innovative ways for health care systems to gain key actionable insights from data including hospital, health and population data. The Connecticut Hospital Association provides ChimeMaps, a geographic information system (GIS)-mapping software to health care systems in Iowa and nationwide for service line analysis, market assessment, intervention planning and community health needs evaluation. This presentation offers a comprehensive overview of ChimeMaps, including demonstrations and shared best practices from Iowa hospitals that use ChimeMaps.

Learning Objectives:

- Outline the shared best practices among health care systems using ChimeMaps.
- Demonstrate ways that hospitals are leveraging ChimeMaps for targeted analysis and planning.
- Identify opportunities available to health care systems to connect with community partners using ChimeMaps to enhance community collaboration between hospitals and community partners and navigate the evolving health care landscape.

W10 – Core Metrics for Measuring Marketing's Performance

William R. Gombeski Jr, MPH, MBA, UK HealthCare, Lexington, KY

This session will review 17 key metrics developed by a joint committee made up of Healthcare Financial Management Association and Society for Healthcare Strategy and Market Development members. How to get started, how to present them and how to leverage these metrics to maximize organizational understanding of marketing's role in growing the organization's business will be covered.

Learning Objectives:

- Determine why it is important to measure marketing's performance.
- Outline which metrics to use and how to use them to create a solid assessment of marketing performance.
- Recognize awareness of a variety of recommendations, tips and action steps to demonstrate marketing's contribution to senior executives.

12:30 pm – 1:15 pm

Fresh Market Buffet Lunch (Registration Required)



12:30 pm – 1:15 pm

ACHE Fellow Luncheon

1:20 pm – 2:20 pm

Breakout Sessions

W11 – Generations @ Work (Part 1 of 2)

Sarah Sladek, CEO, XYZ University, Maple Grove, MN

This is the first time in history that four generations (boomers, Xers, Ys and Gen Z) are represented in such large numbers in the workforce at the same time or amidst such transformation and change. Not surprisingly, misunderstandings and tensions have become commonplace and turnover is skyrocketing while morale is plummeting. Hospitals everywhere are challenged with retaining a skilled workforce and managing four generations, each with its own distinct values and attitudes toward work. This two-part session demonstrates why what worked before isn't working anymore. Strategies for reducing turnover and engaging employees, as well as insights on what will engage and motivate employees five years from now will be discussed. Key differences between the generations will be identified along with strategies for turning those differences into a team-building advantage.

Learning Objectives:

- Demonstrate awareness for different generational needs and motivations.
- Identify key strategies for improving teamwork, employee retention and leadership development in the health care setting.
- Analyze insights into the employee behaviors likely to impact a hospital's workforce during the next five years.

W12 – Orphan Drugs, Left Without a Home: The Impact of 340B Exclusions *(Session co-sponsored by the HFMA Iowa Chapter)*

Jeff Davis, Counsel, Legal, and Policy Affairs, 340B, Washington, DC

Rural hospitals participating in the 340B drug discount program are subject to an "orphan drug exclusion" that impacts rural hospitals' ability to access discounted drug pricing. This session will include a discussion of the government's efforts to implement the exclusion and court actions invalidating government policies, the current availability of discounted pricing for rural hospitals in 340B and hospitals' compliance obligations under the 340B program as they relate to orphan drugs.

Learning Objectives:

- Outline the 340B orphan drug exclusion.
- Discuss government policies implementing the orphan drug exclusions and court decisions that invalidated those policies.
- Recognize the current availability of discounted drug pricing for rural hospitals in the 340B program and hospital compliance obligations under the program related to orphan drugs.

W8 – Leading and Managing in Changing Times (Part 2 of 3) *(ACHE Face-to-Face Credit session; sponsored by the ACHE of Iowa)*

Tom Atchison, President, Atchison Consulting, LLC, Le Claire

W14 – Critical Access Hospital Databook from the Medicare Impact Modeling Program

Robb Gardner, CEO, Henry County Health Center, Mount Pleasant; Matt Ives, HFMA, MBA, CEO, Keokuk County Health Center, Sigourney

IHA Medicare Impact Modeling provides Iowa hospitals with impact analysis of the Centers for Medicare & Medicaid Services (CMS) payment policy changes. Each year, CMS makes a number of changes to how hospitals are reimbursed under the Medicare program through the regulatory process. The impact reports provide hospitals with a quick and easy to understand analysis of proposed and final regulatory changes that assist hospitals in planning and preparing both operationally and financially.

Learning Objectives:

- Review of the Medicare Impact Modeling Program.
- Discuss the utilization of the program.
- Review service lines most impacted by Medicare reimbursement.

W15 – Engaging the Enterprise: Elevating Health Care Philanthropy through Institutional Relationships

Bill Littlejohn, CEO and Senior Vice President, Sharp HealthCare Foundation, San Diego, CA

The success of health care philanthropy going forward is centered on enterprise engagement and that begins in the C-suite. The ability to develop productive relationships with everyone in the C-suite, marketing, legal and clinical areas will be a fundamental requirement for those who lead or aspire to lead philanthropy programs. This session will explore what it takes to develop those relationships, leverage their leadership impact across the enterprise and dramatically expand the culture of philanthropy that begins at the top. Elements of strategic health care philanthropy to drive sustained high performance will also be shared.

Learning Objectives:

- Apply a strategic approach to philanthropy development in health care focusing on sustained high performance.
- Identify ways to assess current individual and team competencies.
- Define the role of institutional leaders (executive, board, clinical) in high-performance philanthropy and engagement of philanthropy across the enterprise.

2:20 pm – 3:00 pm

Final Break with Exhibitors (Tradeshow Ends)

3:00 pm – 4:00 pm

Breakout Sessions

W16 – Generations @ Work (Part 2 of 2)

Sarah Sladek, CEO, XYZ University, Maple Grove, MN

By 2020, the workforce will be considerably more diverse, mobile and robotic. It will also be younger. Is your hospital ready? This session provides in-depth insights into the trends, behaviors and expectations of the future workforce. Learn the chief indicators of change, how to prepare your hospital for these changes and how to attract and retain top talent in the future's marketplace.

Learning Objectives:

- Demonstrate awareness for different generational needs and motivations.
- Identify key strategies for improving teamwork, employee retention and leadership development in a health care setting.
- Analyze insights into the employee behaviors likely to impact your hospital's workforce during the next five years.

W17 – Moving to a Clinically Driven Revenue Cycle *(Session co-sponsored by the HFMA Iowa Chapter)*

Mickey Bowen, MHSA, CTCT, Financial Alignment Executive, Cerner Corporation, Kansas City, MO

Accelerating and implementing a clinically driven revenue cycle is no easy task. However, through a clear definition of "clinically driven revenue," providers can gain insight into the factors that can be used to help to develop and implement a clinically driven revenue cycle. Participants will learn the steps an organization must consider while developing an initial readiness plan. Specific risks will be identified along with techniques for identifying cultural and organization challenges in advance of taking on such a project. A high-level discussion of benefits of integration and market drivers will be included.

Learning Objectives:

- Outline key features and benefits of achieving a clinically driven revenue cycle along with some of the inherent challenges that present when taking on a project of this scale.
- Summarize how to communicate the value of a clinically driven revenue cycle as a means to achieve "buy-in" from stakeholders.
- Review "best practices" and current metrics in order to better understand a clinical department's revenue and workflow that is a key to success in achieving clinical and financial integration.

W8 – Leading and Managing in Changing Times (Part 3 of 3) *(ACHE Face-to-Face Credit session; Sponsored by the ACHE of Iowa)*

Tom Atchison, President, Atchison Consulting, LLC, Le Claire

W19 – Making Data Work for Workforce Development

Laurie Bulman, Director of Human Resources, Winneshiek Medical Center, Decorah; Anna Fitzpatrick, PHR, SHRM-CP, Director of Human Resources, St. Anthony Regional Hospital and Nursing Home, Carroll; Lisa Swanson, PHR, SHRM-CP, Compensation and Benefit Analyst, Wheaton Franciscan Healthcare, Waterloo

Attracting and retaining quality staff is critical as hospitals compete for qualified employees. The IHA Annual Salary and Benefits Survey (one of IHA's most highly ranked resources) collects salaries on more than 250 job classifications, providing Iowa hospitals the information they need to implement competitive compensation strategies. The survey data enables hospitals to see and monitor trends and evaluate benefit packages among peers as well as hospitals statewide. The Executive Salary Survey breaks down salaries by base and total compensation. Learn from Iowa hospitals how they are utilizing the survey information in hiring and maintaining appropriate levels of personnel.

Learning Objectives:

- Summarize the key benefits of the IHA Salary and Benefits Survey.
- Discuss how the survey information can be used in setting compensation levels.
- Give an example of how the survey data can be used in determining appropriate staffing levels.

W20 – Incorporating Creative Arts in a Hospital: The Perspectives Photography Initiative

Lynn A. Gershan, MD, Medical Director, Pediatric Integrative Health and Wellbeing, University of Minnesota Masonic Children's Hospital, Minneapolis, MN; Jim Bovin, Photographer, Jim Bovin Photography, Bloomington, MN

Driven by consumers and supported by patient satisfaction, a whole-person approach to health care is becoming more prevalent. Hospitals are recognizing that patients and families have expectations regarding the role of integrative therapies in illness and healing. Creative arts therapies allow freedom of expression through various media which is ideal during a prolonged illness and hospitalization. Experience this journey of pediatric patients through the photographic lens, as a hospital team takes you from concept through problem-solving to the culmination of a child and family-centered initiative.

Learning Objectives:

- Describe the value of creative arts therapies in the hospital setting.
- Outline the components of a successful creative arts project.
- List some of the barriers to a successful creative arts photography project and how these can be overcome.

4:00 pm

Wednesday's Education Sessions Adjourn

4:15 pm – 4:45 pm

House of Delegates (official delegates only)

This is the annual business meeting of the Association. The incoming IHA Board Chair will address the voting delegates representing IHA member hospitals and health systems.

4:00 pm – 4:45 pm

IHA Hospital Executive Academy Alumni Reception (current and past academy members and mentors only)

4:45 pm – 6:30 pm

Chair's Celebration

Join colleagues and peers at this annual event where you'll have a chance to relax, catch up with old and new acquaintances and celebrate the achievements of this year's IHA award recipients. The Excellence in Leadership, Young Executive Achievement, Excellence in Governance, Outstanding Nurse Leader and Outstanding Nurse Executive recipients will be announced.

TODAY'S LEARNING TRACKS:

Driving Quality for
Optimal
Performance

Building and Engaging
Tomorrow's Hospital
Team

Governance

Community Ambassadors
Connecting Care
and the Community

Revenue Cycle
Management

7:30 am

Registration

8:15 am – 9:30 am

Welcome/Keynote

Keynote: How Transparency Can Revolutionize Health Care

Marty Makary, Author, Professor and Surgeon, Baltimore, Maryland

Dr. Marty Makary is the *New York Times* best-selling author of "Unaccountable," which details efforts to improve health care transparency and quality. He is a leading voice for health care providers as a writer for the *Wall Street Journal* and *Time* magazine and as a television commentator for NBC News and FOX News. A professor of surgery at Johns Hopkins University medical school and a professor of health policy and management at the university's school of public health, Dr. Makary created the surgery checklist popularized in the book "The Checklist Manifesto." In 2015, Dr. Makary was named one of "America's 20 Most Influential People in Health Care" by *Health Leaders* magazine.

9:30 am – 9:45 am

Break

9:45 am – 10:45 am

Breakout Sessions

R1 – Safer Care through Coordination within Multi-Team Systems

Katherine J. Jones, PT, PhD, Associate Professor Division of Physical Therapy Education, University of Nebraska Medical Center, Omaha, NE

The complexity of health care requires that people are organized within teams and that these component teams communicate, cooperate and coordinate with each other as multi-team systems (MTSs). The effectiveness of MTSs is dependent upon the coordination of processes across component teams. Coordination consists of three basic processes: standardization, planning and adjustment in real time. When effective, these coordination processes ensure accountability by establishing clarity around roles and responsibilities, predictability by anticipating actions and needs of others and a shared mental model of how individual tasks coordinate with component team actions to achieve organizational patient safety and quality goals.

Learning Objectives:

- Explain the background and rationale for implementing MTSs to achieve the patient safety goal of decreasing fall risk.
- Define coordination and boundary spanning in the context of MTSs.
- Identify the association between effective coordination of fall risk reduction and fall rates.
- Describe the association between gait belt availability and usage on fall assistance and fall-related injury.
- Describe how to implement inter-professional coordinating teams to be accountable for achieving organizational patient safety and quality goals.

R2 – Panel Presentation: Relationship Building as the Key to Successful Recruiting

Jay Christensen, CEO, Mahaska Health Partnership, Oskaloosa; Rick Lampe, Retired Professor and Current Board Chair, Buena Vista Regional Medical Center, Storm Lake; Sabrina Martinez, Medical Student, University of Madison Wisconsin, Madison, WI; Moderator: Brad Strader, Executive Director of Foundation, Buena Vista Regional Medical Center, Storm Lake

Building relationships with health care professionals who could help fill the needs of Iowa's hospitals and clinics now and well into the future needs to start early. This session will discuss what works to build strong relationships, including a unique program that is working for one community, best practices in the process of recruiting and what hospitals and clinics can provide to future physicians and other providers to serve Iowa patients and families. Information gathered from the Office of Statewide Clinical Education at the University of Iowa will also be presented.

Learning Objectives:

- Discuss current information addressing the need to educate, recruit and retain Iowa's best and brightest.
- Explore a unique long-term recruitment program that partners education with health care.
- Discuss what attracts health care providers to practice and stay in Iowa.
- Discuss what can be done to meet a community's health care demands.

R3 – An Evolving Health Care Environment: Crossing the Shaky Bridge

Eric Shell, CPA, MBA, Director, Stroudwater Associates, Portland, ME

Industry competition to create value for patients has begun. This new form of competition is redefining roles for all industry participants. Rural hospitals have a unique value in this transforming health care environment but must move proactively to position themselves for the future. Trustees play an important role in leading this transformation for their hospital. This presentation provides an overview of the current state of health care reform and challenges for rural hospitals.

Learning Objectives:

- Identify changing regulations and market movements and their potential impact on rural hospitals.
- Discuss the role of hospital trustees in leading transformation change.
- Discuss the unique value rural hospitals have in the new health care environment.

R4 – Getting to Great: How to Recruit Your Way to the Top

Jeffrey A. Kaplan, PhD, Founder/Principal, J. Alan Group, Cedar Rapids

The true value of what a job candidate has to offer is not likely reflected in a resume. The stories of who they are, what they have done, what they care about and what they hope to accomplish are where all the potential value to an organization is found. Tapping into what matters most and using it to make the best possible team is what great recruiting is all about.

Learning Objectives:

- Identify how to make the most out of recruiting opportunities by learning to not only track and pick the best, but get them engaged and contributing faster.
- Examine the elements of truly great relationships and how to rapidly accelerate them.
- Demonstrate how to teach others to engage more quickly and more deeply to create a great team.

R5 – Medicaid Managed Care Part 3: The Provider Perspective Provider Perspective (Session co-sponsored by the HFMA Iowa Chapter)

Crystal Estabrook, MBA, FHFMA, CPC, Director of Revenue/Reimbursement, UnityPoint Health, Des Moines; Cristie Knudsen, Business Office Manager, Audubon County Memorial Hospital, Audubon, Colleen Olson, Managed Care Senior Contracting Specialist, Trinity Health, Des Moines

Iowa's Medicaid program is undergoing an unprecedented transformation as the state continues to implement an aggressive privatized managed care strategy. How this change is impacting you depends on your point of view. This final session in the series will feature health care providers from across Iowa, who will share their view on the implementation thus far, challenges that have been identified and solutions that have been evaluated.

Learning Objectives:

- Distinguish between Medicaid managed care from "traditional" Medicaid and the impact this transition has already had on providers and patients.
- Examine changes that providers have explored and/or implemented to address challenges.
- Define the short-and long-term tests the industry will face as the implementations process completes and moves the program into an evaluations phase.

10:45 am – 11:00 am **Break**

11:00 am – 12:00 pm **Breakout Sessions**

R6 – Physician Engagement and Improved Clinical Outcomes: Overcoming Immunity to Change

Mo Kasti, MS, MBB, MCA, CEO, The Physician Leadership Institute, Tampa, FL; Christine Taylor, MD, Iowa Clinic, West Des Moines

Engaged physicians bring a broader perspective to their work, focusing not only on the individual patient, but on the processes, practices and procedures that affect all patients. Engaged physicians are committed to organizational improvement and its overall clinical outcomes, while widespread disengagement among physicians creates serious obstacles to clinical transformation and improved outcomes. In collaboration with clinical leadership from The Iowa Clinic, this session explores how medical school training gives physicians an above-average immunity to change and what can be done to help them move past unproductive mindsets to unlock the potential that will advance clinical transformation in your organization.

Learning Objectives:

- Compare differences in results between institutions with low and high levels of physician engagement.
- Assess current levels of engagement in your organization.
- Develop ways to overcome immunity to change and engage physicians, helping them to discover renewed joy in their work.
- Apply leadership skills so that physicians engage and begin to develop as leaders themselves.

R7 – Medical Practice in America: Past, Present and Future

Kurt Mosley, VP of Strategic Alliances, Merritt Hawkins and Staff Care, Dallas, TX

This presentation traces the roots of medical practice in the U.S., from the colonial times to today's medical profession with its 200 certified specialties. It examines current and historical physician supply and demand trends, training, compensation patterns and practice types. Executives with Merritt Hawkins also project how health care reform and related changes will reshape the way physicians practice and are paid, with a look at value-based compensation, the team-based approach to care, medical homes, "complexivists," concierge practice and more.

Learning Objectives:

- Describe the direction of emerging physician practice models and styles, such as complexivists, grand aides and concierge.
- Acquire insights into the practice plans, practice patterns, satisfaction levels, concerns and perspectives of the rapidly evolving physician workforce in Iowa.

- State the keys to successful physician recruitment and retention in the post-reform environment as the system shifts from volume to value.

R8 – An Evolving Health Care Environment: Nuts and Bolts Strategies

Eric Shell, CPA, MBA, Director, Stroudwater Associates, Portland, ME

Crossing the bridge from volume to value requires a proactive approach to build flexibility and maintain alignment between delivery system models and payment systems. Having set the groundwork in the previous session, this session will provide trustees with strategies to best position their hospitals in the transforming health care system.

Learning Objectives:

- Identify the challenges facing hospital trustees in navigating health care system changes.
- Discuss ways to maintain alignment between delivery system models and payment systems.
- Develop strategies to address market forces and best position Iowa hospitals to be successful in the future.

R9 – What Got Us Here Won't Get Us There: Tapping into the Power of "The Extended Organization"

Jeffrey A. Kaplan, PhD Founder/Principal, J. Alan Group, Cedar Rapids

Success is becoming ever more reliant on an organization's ability to engage with partnerships across the communities they serve. Understanding how community partnerships work, why they work and how to create them is critical to continued organizational success. In this session, learn a secret that the best-run, highest performing companies already know, what we call the "I.C.E. Principle."

Learning Objectives:

- Examine how to think differently about where to source and drive value.
- Assess how to work differently with those within and around an organization.
- Illustrate how to engage with more people, more often to accomplish more than you ever thought possible.

R10 – Value-Based Purchasing: Why Your Quality Score Doesn't Match What You Tell Your Board (Session co-sponsored by the HFMA Iowa Chapter)

Cheryl M Manchenton, RN, BSN, CCDS, Project Manager/Quality Services Lead, 3M Health Information Services, Atlanta, GA

With the advent of value-based purchasing, the quality scorecard of the organization that is publicly reported may not match its actual quality of care. Furthermore, with clinical documentation improvement (CDI) efforts focused on financial outcomes, there may be an inadvertent impact on the quality profile of an organization. Organizations need to look past traditional roles, metrics and productivity goals for their CDI and health information management staff to ensure the quality profile is accurately reflected and to minimize and eliminate financial penalties via value-based purchasing.

Learning Objectives:

- Outline methodology of value-based purchasing.
- Identify gains on inadvertent CDI program impact on quality.
- Discuss considerations for expansion to a holistic CDI program.

12:00 pm – 12:45 pm

Iowa Flavors Buffet Lunch



1:00 pm – 3:30 pm

Physician Connection Showcase

IHA is excited to announce its first-ever Physician Connection Showcase. The showcase will introduce Iowa's current and future physician talent to the "fields of opportunity" that Iowa offers to those who plan to stay here or return to their home state. The showcase will include representatives from Iowa's residency programs, fellowship programs and hospital recruiters. This event will give you the opportunity to be proactive and network early in your career or to reconnect with those in the area if you are interested in making a career move. This event is designed for current physicians and those seeking placement within a residency or fellowship program in Iowa.

1:00 pm – 2:00 pm

Breakout Sessions

R11 – Optimizing Pharmacists in the Community Hospital

Doug Wetrich, RPh., BS Pharm, Pharmacy Director; Sarah Heikens, RN, MSN, OCN, Oncology Director; Jill Bode, Pharm.D., Pharmacist Medication Safety Coordinator, Mary Greeley Medical Center, Ames

The fast-paced changes of managed care, the rate of new medications being approved into the market, the shortage of primary care physicians, the impact of medication misadventures and the training of pharmacists are factors pointing to changing roles of pharmacists in the area of patient safety. Use of pharmacy technicians and automation can help pharmacists become more clinical in nature and continue to manage the pharmacy's distribution role. Using basic data helps to track the success and to keep the focus on patient care.

Learning Objectives:

- Demonstrate the demographic changes of physician practices and the impact on patients by poly pharmacy.
- Describe ways to reinvent the pharmacy work flow to allow pharmacists to become more patient-centered and more involved in direct patient contact.
- Predict the role of the future for pharmacists in the area of patient safety.

R12 – Physician Leadership: Where to Begin

Mo Kasti, President and Chief Executive Officer, Center For Transformation and Innovation, Tampa, FL and C. Edward Brown, CEO and Jamie Carlson, CHRO, The Iowa Clinic, West Des Moines

Hospital-physician relationships and alignment are consistently cited as issues for senior executives, with physician engagement and leadership often cited as solutions. But very little specific guidance is available about how to begin what can seem like an overwhelming and difficult task. In collaboration with executive leadership from The Iowa Clinic, this session will provide a step-by-step plan for hospital executive and human resources teams to follow, including anticipated obstacles and how to overcome them, best practices and tips to maximize resources and optimize outcomes.

Learning Objectives:

- Recognize symptoms of poor physician engagement.
- Plan an approach to get started with physician leadership development – one step at a time.
- List common pitfalls in designing and implementing a physician leadership development plan.
- Identify characteristics of good physician leader candidates.

R13 – The Trustee Role in Achieving Quality Outcomes

Pamela Schaid, MA, RN, PHN, CPPM, Consultant, Creative Health Care Management, Minneapolis, MN

Hospitals today are challenged to provide high-quality care that is cost-effective and efficient. Trustees share that responsibility with their leaders. Explore ways to expand and strengthen the influence of trustees on quality improvement to help an organization become a high performer.

Learning Objectives:

- Define the role of trustees in quality improvement initiatives.
- Describe the benefit of trustee engagement in quality improvement.
- Demonstrate ways to elevate participation in quality initiatives and expand trustee influence.

R14 – Customer Service: Imagine a World-Class Customer Service Culture

Kit Welchlin, President, Welchlin Communication Strategies, Edina, MN

Exceptional customer service is critical for organizational success. Patient satisfaction is directly related to the patient's experience of care. Everybody would like to be treated with respect, observe good communication among staff and interact with happy employees. Putting the patient first should not be a slogan; it should be a reality.

Learning Objectives:

- Examine the critical points of an encounter.
- Determine the five reasons why patients lose their patience.
- Discuss strategies to gain and maintain positive patient relationships.
- Assess why complainers are the most valued clients.

R15 – Bringing the ACO Model into a Rural Setting (Session co-sponsored by the HFMA Iowa Chapter)

Gregory Paris, MHA, FACHE, Vice President and General Manager of ACO Programs, Caravan Health, Boone; Tammy Hicok, RN, BSN, Clinic Manager, and Pam Keel, RN, Care Coordinator, Virginia Gay Hospital and Clinics, Vinton

While Accountable Care Organizations (ACOs) have been around for a few years now, they have only recently begun to penetrate rural health care delivery markets. Whether you're in a shared savings program now or affiliated with an Accountable Care Organization (ACO), there are a number of areas that continue to require additional refinement. This session will discuss what is already known about rural ACOs and what needs to be understood about them for successful deployment in rural areas.

Learning Objectives:

- Discuss the time, effort and resources needed to develop and deploy a rural ACO.
- Examine lessons learned thus far following three years of rural ACO experience.
- Identify three strategic priorities that all providers should consider in order to successfully integrate innovative payment and delivery system reforms into rural areas.

2:00 pm – 2:15 pm **Break**

2:15 pm – 3:15 pm **Breakout Sessions**

R16 – Linking Competency Assessment to Quality

Pamela Schaid, MA, RN, PHN, CPPM, Consultant, Creative Health Care Management, Minneapolis, MN

When competency assessment is linked to quality, amazing things can happen. Things begin to align better with the strategic plan, time and money are saved and quality outcomes increase.

Learning Objectives:

- Discuss the basic concepts of competency assessment and quality.
- Identify how to link competency assessment to quality efforts.
- Explain the benefits of connecting competency assessment to quality.

R17 – Keeping the Dream Alive: What To Do To Keep Your Team Together

Jeff Kaplan, PhD, Founder/Principal, J. Alan Group LLC, Cedar Rapids

Retaining the best talent is about understanding what really motivates your team to stay engaged and go the extra mile. It's about creating meaning and providing opportunity for people to become what they've always dreamed of being and in the process create undreamed of value for your organization.

Learning Objectives:

- Outline ways to help others discover who they are and what they can become in their careers.
- Identify job opportunities that challenge your team and give them something to look forward to along the way.
- Distinguish the developmental level of team members and provide them unique developmental learning opportunities.

R18 – Who are Those People and Where are They Going with Our Revenue

Gregory Paris, MHA, FACHE, Vice President and General Manager of ACO Programs, Caravan Health, Boone

Rural hospitals today are faced with the most challenging financial times in their history. To combat lower reimbursement, rising costs and increased transparency, we so often look to new programs and cutting expenses, while living with average outcomes. Almost every hospital in America misses the three biggest opportunities to improve the bottom line today and position themselves for success in a value-based payment world. All three opportunities are inside our walls right now. Attendees will leave this session thinking differently about their culture, patients, employees and physicians.

Learning Objectives:

- Identify the three biggest opportunities to improve volume and value in rural hospitals today.
- Illustrate impactful tactics to improve each opportunity.
- Identify how these metrics are critical in both a volume and a value payment world.

R19 – Communicating Across the Generations

Kit Welchlin, President, Welchlin Communication Strategies, Edina, MN

With four generations conversing in health care, everyone needs to be equipped with practical strategies to deal with the differences. How do you establish credibility with someone old enough to be your grandpa? How do you keep your younger people around?

Learning Objectives:

- Contrast facts and stereotypes of each generation.
- Examine strategies to attract, recruit and motivate each generation.
- Discuss the different perspectives, authority, rewards, balance and feedback of each generation.
- Create action plans for communicating with each generation.

R20 – This is NOT a Bill: Does the Patient Financial Experience Matter? *(Session co-sponsored by the HFMA Iowa Chapter)*

John Adractus, MBA, BA, Chief Growth Officer, Simplee, Palo Alto, CA

The patient experience is consistently a top concern for health care leaders. However, with rising financial responsibility that experience is often an overlooked component. This session will bring a consumer lens to the health care journey to understand the gaps patients face when making financial decisions. Health care will be benchmarked with other consumer experiences and a holistic model built on collaboration across revenue cycle, marketing and beyond will be evaluated. Finally, the session will explore the vision and results of innovators like Memorial Hermann Health System (and its focus on driving digital engagement) and evaluate the methods and metrics core to success.

Learning Objectives:

- Identify competencies and collaboration needed by revenue cycle and marketing.
- Define key metrics for a patient's financial journey including self-service adoption and net promoter score to create a patient success scorecard and real-time surveys.
- Explain to revenue cycle teams and others their unique role both in achieving higher patient loyalty and financial gains.

SPEAKER BIOGRAPHIES

John Adractas is a technologist and health care futurist. He is a frequent speaker on innovation and engagement at the intersection of financial and health care technologies. Adractas serves as chief growth officer for Simplee, a financial technology company focused on health care. Previously, Adractas held general manager roles at three entrepreneurial software companies and Google, where he led global customer success for Google Maps and Google Earth. Adractas holds a master's degree in business administration from Harvard Business School and a bachelor's degree in mathematics and philosophy from the University of Pennsylvania. *John Adractas would like to disclose the following financial relationships: Serves as partner, employee, advisor, and consultant of Simplee, served as a member of a speakers' bureau for Simplee.*

Vickie Brady Ahlers represents health care clients with respect to a variety of issues including regulatory, transactional and contracting issues, HIPAA, medical staff and allied health professionals issues, organizational compliance, and compliance with FDA medical device regulations. Ahlers also focuses her practice on privacy and data protection issues for businesses across all industry sectors. She has handled more than 300 breach analyses and response efforts, ranging from preparation and evaluation of privacy and data protection processes, incident evaluation and response and regulatory enforcement defense. Ahlers leads the firm's privacy and data protection group. She has spoken to numerous industry groups such as the American Hospital Association and the Health Care Compliance Association on the topic of privacy and security for health care providers, insurers and employers. *Vickie Brady Ahlers reports no financial relationships or relationships to products or devices with any commercial interest.*

Tom Atchison is president and founder of Atchison Consulting LLC in Le Claire. Since 1984, he has consulted with health care organizations on managed change programs, team-building and leadership development. He has written and been featured in a number of articles, audiotapes and videotapes about motivation and managed change. His books include "Leading Transformational Change: The Physician-Executive Partnership"; "Leadership's Deeper Dimensions: Building Blocks to Superior Performance" and most recently, "Leading Healthcare Cultures: How Human Capital Drives Financial Performance." *Tom Atchison reports no financial relationships or relationships to products or devices with any commercial interest.*

Mark Blessing is a member of BKD National Health Care Group and has more than 30 years of experience in health care, including operational financial management of both a large acute-care hospital and large orthopedic physician group with an ambulatory surgery center. He leads the BKD Physician Services Center of Excellence and is a member of the American Institute of Certified Public Accountants and Indiana CPA Society and a Fellow of the Healthcare Financial Management Association. *Mark Blessing reports no financial relationships or relationships to products or devices with any commercial interest.*

Jill Bode is an inpatient pharmacist at Mary Greeley Medical Center (MGMC). Bode has practiced as an inpatient pharmacist at MGMC since 2008 and was a part of an initiative to relocate pharmacists' practice from the central pharmacy to the patient care units. This initiative helped MGMC win the Iowa Healthcare Collaborative award for improving culture of safety and safety across the board in 2015. Bode's area of interests include oncology medicine and medication safety. She is a member of American Society of Health-System Pharmacists and the Hematology/Oncology Pharmacy Association. *Jill Bode reports no financial relationships or relationships to products or devices with any commercial interest.*

Jim Bovin is an award-winning photographer with 22 years of professional experience providing photography consultation and services. His career began as a daily newspaper photojournalist, but has evolved over time to be more focused on providing photography services to hospitals and non-profits within the pediatric and medical fields. *Jim Bovin reports no financial relationships or relationships to products or devices with any commercial interest.*

Mickey Bowen joined Cerner in 2015. In her first year, she has had the opportunity to support sales with new business relationships, provide subject matter expertise in the areas of reporting, workflow optimization and implementation readiness. Prior to joining Cerner, Bowen held progressive leadership roles in Patient Financial Services in Kansas City metro area facilities and supported a Cerner Patient Accounting go live in one of her organizations. Bowen is a graduate of Pittsburg State University and has a bachelor's degree in psychology. She earned her master's degree in health services administration from Kansas Medical Center. Bowen is an active member of the Healthcare Financial Management Association and is serving a two-year term on the local chapter board of directors. *Mickey Bowen reports no financial relationships or relationships to products or devices with any commercial interest.*

Laurie Bulman is director of human resources at Winneshek Medical Center (WMC), where she has served for more than 18 years. With more than 23 years of experience in human resources, Bulman leads all functions of the human resources department, including compensation and benefits program development, staff development and volunteer relations and she serves as a resource for compliance and regulatory requirements for the organization. Additionally, she contributes to strategic planning and sits on the WMC Administrative Council. Bulman received her bachelor's degree in human resources management from Winona State University and her master's degree in administrative studies/human resources from the University of South Dakota. *Laurie Bulman reports no financial relationships or relationships to products or devices with any commercial interest.*

Edward Brown is CEO of The Iowa Clinic, P.C. and The Iowa Clinic Management Company, L.L.C., a multispecialty group consisting of more than 200 physicians and health care providers of 42 specialties located in Des Moines. The Iowa Clinic is one of Des Moines' larger employers with more than 800 employees and outreach facilities in nearly a dozen communities throughout the state. Brown was instrumental in the formation of The Iowa Clinic. In 1994, more than 80 physicians came together to develop a comprehensive

multispecialty group dedicated to delivering state-of-the-art, quality-focused health care in central Iowa. Since its initial inception, the group has been recognized regionally and nationally for its many achievements. Prior to joining The Iowa Clinic, he served as a senior executive in the managed care industry for more than 10 years, with positions at Humana, Inc. and CIGNA Health Plans. *Edward Brown would like to disclose the following financial relationships: Served as a director officer, partner employee, advisor, consultant, or trustee for Bankers Trust, IKS, and Delta Dental. Served as a speaker for AMGA.*

Heather Campbell, RN, JD, is an attorney with Belin McCormick, PC. She represents health care clients on a variety of issues including regulatory, transactional and contracting issues, HIPAA, medical staff issues, corporate governance contracting and civil and criminal fraud investigations. Campbell has served as assistant general counsel for Wellmark Blue Cross Blue Shield of Iowa, providing advice and support for provider contracting and credentialing, health management, contracting and the Special Investigations Unit. *Heather Campbell reports no financial relationships or relationships to products or devices with any commercial interest.*

Jamie Carlson serves as chief human resources officer for The Iowa Clinic. In this position, she provides strategic leadership to the human resources functions for The Iowa Clinic including, staff and provider recruitment, retention, benefit administration, compensation, organizational development and employee and physician relations. Carlson joined The Iowa Clinic in 2013 after relocating from Lincoln, Nebraska. While there, she worked for the Nebraska Heart Institute and Heart Hospital for nearly 10 years serving in senior management roles in human resources and operations during her tenure with the organization. *Jamie Carlson reports no financial relationships or relationships to products or devices with any commercial interest.*

Jay Christensen is CEO at Mahaska Health Partnership (MHP), a 25-bed Critical Access Hospital in Oskaloosa. Within its scope, MHP has a multi-specialty clinic, community mental health center, Level III Trauma Center, hospice, home care and public health services. Christensen has been with MHP since 1999. Previously, he was CEO at Pocahontas Community Hospital and CFO at Buena Vista Regional Medical Center. He has also been adjunct faculty at Des Moines University and Buena Vista University during portions of the past 25 years. Christensen received his master's degree in health care administration from Des Moines University and his bachelor's degree from Buena Vista College, majoring in accounting with a minor in mathematics. He is board-certified in health care administration as a Fellow with the American College of Health Executives. *Jay Christensen would like to disclose the following financial relationships: Serves as CEO of Mahaska Health Partnership, served as director for Health Enterprises, and serves as trustee for Des Moines University.*

Joseph B. Clamon is associate vice president for legal affairs for University of Iowa Health Care, which is comprised of the University of Iowa Hospitals and Clinics, Carver College of Medicine and University of Iowa Physicians. He was previously in-house counsel with UnityPoint Health and, before that, was in private practice with the law firm of McDermott Will & Emery. Clamon is an adjunct professor in the UI College of Public Health and previously was an adjunct professor at Drake University's law school and college of pharmacy and health sciences, where he taught courses in health law and bioethics. He is a graduate of the UI College of Law and received his undergraduate degree from the University of Notre Dame. *Joseph B. Clamon would like to disclose the following financial relationships: Received income from the University of Iowa.*

Lance Clemens, MS, LISW, is emergency medicine and social services medicine staff at the University of Iowa Hospitals and Clinics (UIHC) and was previously UIHC's behavioral health clinic director. He is chairperson of the UIHC Disruptive Patient and Visitors Program as well as adjunct faculty for the University of Iowa School of Social Work. Clemens is a native Iowan and has been practicing since 1985. He previously served on the Iowa social work licensure board. He is a graduate of Simpson College and received his a graduate degree in social work from Columbia University. *Lance Clemens would like to disclose the following financial relationships: Received income from the University of Iowa and Meadowlark Psychiatric, Serves as a director, officer, partner, employee, adviser, consult or trustee for University of Iowa and Meadowlark Psychiatric.*

Jenny Cordina is an expert partner in marketing and sales within the health care systems and services practice in the Detroit location of McKinsey & Company. Since joining McKinsey, Cordina has focused on serving leading health care institutions (health insurers, providers, PBMs and pharmacies) on strategic health care issues, focused on consumer-driven businesses, sales and marketing related topics including pricing, product design, segmentation, consumerism, digital and direct sales). *Jenny Cordina reports no financial relationships or relationships to products or devices with any commercial interest.*

Jeff Davis is the counsel for legal and policy affairs for 340B Health, a nonprofit organization of more than 1,200 hospitals and health systems participating in the federal 340B drug pricing program. He provides technical assistance to 340B Health members on matters relating to the 340B program and offers legal support to 340B health staff advocacy efforts. He also keeps 340B Health members informed of issues and developments relevant to the 340B and Medicaid drug rebate programs. Davis received his bachelor's degrees in journalism and government and politics from the University of Maryland and his law degree from Boston University School of Law, where he was managing editor of the BU Law Public Interest Law Journal. He is a member of the Maryland Bar Association. Before joining 340B Health, Davis served as health policy advisor for a member of the U.S. House of Representatives. *Jeff Davis reports no financial relationships or relationships to products or devices with any commercial interest.*

Nick Desai is a serial tech entrepreneur leading vision, strategy, recruiting and fundraising for Heal. He's raised more than \$47 million in venture capital for his four start-ups since 1998. Most recently, he was CEO of FitOrbit, the leader in Internet-based weight-loss coaching solutions funded by Spark Capital and health insurance giant Anthem Blue Cross. Desai holds a bachelor's degree in electrical and computer engineering from the University of California at Irvine and earned a master's degree in electrical engineering from UCLA. *Nick Desai reports no financial relationships or relationships to products or devices with any commercial interest.*

Todd Dunn is director of innovation for Intermountain Healthcare. He currently leads Intermountain's health care transformation lab. Dunn has worked for notable companies such as Cisco, Siemens and GE. He has pursued innovative approaches to solving complex problems and was an exclusive pre-reader and contributor to Alex Osterwalder's most recent release "Value Proposition Design." *Todd Dunn reports no financial relationships or relationships to products or devices with any commercial interest.*

Fred Eastman is the telehealth technology manager for Mercy Health Network (MHN) and the Midwest Rural Telemedicine Consortium. MHN has more than 30 installed telemedicine sites in Iowa. Telehealth services supported include clinical, educational and administrative applications. Areas of Eastman's responsibility include working with federal granting agencies, hospital administrators and site coordinators at each MHN-member facility. Other areas of commitment are system integration, physician liaison, education and end user training. *Fred Eastman reports no financial relationships or relationships to products or devices with any commercial interest.*

Tina Edlund is managing principal in the Portland, Oregon office of Health Management Associates and has a long, distinguished career in both health care policy and health services research. Her career spans positions serving three Oregon governors, academia and the private sector. As chief of policy in the Oregon Health Authority, Edlund was instrumental in Oregon's recent efforts to transform its health care delivery system. She led the team that negotiated the terms and conditions for Oregon's recent 1115(a) waiver amendment and renewal process, which paved the way for transforming Oregon's Medicaid system to one based on model of coordinated care. She was also one of the lead authors of Oregon's State Innovation Model grant, which strengthens and supports the spread of Oregon's coordinated care model to public employees, educators and Medicare beneficiaries. *Tina Edlund reports no financial relationships or relationships to products or devices with any commercial interest.*

Crystal Estabrook has been with UnityPoint Health for the past 12 years in various revenue cycle and reimbursement roles. She currently serves as the director of revenue cycle and reimbursement for UnityPoint Health-Des Moines. Prior to that, she worked as a Medicare auditor for Cahaba GBA. Estabrook received her accounting and finance degree from Wartburg College and her master's degree in business administration from Upper Iowa University. *Crystal Estabrook reports no financial relationships or relationships to products or devices with any commercial interest.*

Benjamin Fee is an attorney with Dorsey & Whitney in Des Moines. He practices exclusively in the area of health law advising health systems and hospitals on a variety of regulatory, compliance and corporate transactional matters, including compliance with the federal Stark Law, federal and state anti-kickback statutes, HIPAA privacy and security matters and corporate compliance issues. Additionally, Fee frequently advises clients regarding voluntary self-disclosures made to the Office of Inspector General and the Centers for Medicare & Medicaid Services. *Benjamin Fee reports no financial relationships or relationships to products or devices with any commercial interest.*

Anna Fitzpatrick has been the director of human resources for three years at St. Anthony Regional Hospital and Nursing Home. She has 17 years of previous human resource experience with American Home Shield, a division of ServiceMaster. Her responsibilities at St. Anthony Regional Hospital and Nursing Home include human resource, payroll, employee relations, safety, leadership training and succession planning. She is a 2016 graduate of the IHA Hospital Executive Academy. *Anna Fitzpatrick reports no financial relationships or relationships to products or devices with any commercial interest.*

Robb Gardner became CEO of Henry County Health Center (HCHC) in 2009. Prior to his administrative experience, Gardner was rehabilitation services manager at HCHC from 2001 to 2006 and then director of rehabilitation services at Great River Medical Center in West Burlington from 2006 to 2009. He is a graduate of Luther College with a bachelor's degree in biology. Gardner earned his master's degree in physical therapy from the University of Iowa, later receiving his master's degree in health care administration from the University of Minnesota. He is very active on local and state boards including IHA, Health Enterprises of Iowa and the Iowa Healthcare Collaborative Advisory Council. Gardner is also an adjunct associate faculty member for the University of Iowa physical therapy and rehabilitative sciences department. In 2012, HCHC was recognized by the American Alliance of Healthcare Providers as one of the 100 most customer-friendly hospitals in the nation and, in 2014, was selected as the recipient of the 2014 Outstanding Rural Health Organization award by the National Rural Health Association. *Robb Gardner reports no financial relationships or relationships to products or devices with any commercial interest.*

Lynn Gershan is a project coordinator and a pediatric integrative specialist. She has started integrative health programs at two pediatric children's hospitals and has practiced pediatrics for more than 25 years. Her current focus is on program development at the University of Minnesota Masonic Children's Hospital. *Lynn Gershan reports no financial relationships or relationships to products or devices with any commercial interest.*

William R. Gombeski, Jr., currently serves as a senior advisor for UK HealthCare in Lexington, Kentucky. UK HealthCare is the clinical enterprise for the University of Kentucky with nearly 10,000 employees and 900 physicians serving patients from Kentucky, West Virginia, Ohio and Tennessee. He has served in a variety of marketing and sales roles at UK HealthCare, Yale New Haven Health System, Henry Ford Health System, Cleveland Clinic, Baylor College of Medicine and University of Texas Medical Branch at Galveston and the Southwestern Company in Nashville. He has a master's degree in public health from the University of Texas School of Public Health and a master's degree in business administration from the University of Houston. Gombeski speaks regularly on the role marketing plays in helping consumers and physicians acquire the best care available. *William R. Gombeski Jr. reports no financial relationships or relationships to products or devices with any commercial interest.*

Anton J. Gunn is the chief diversity officer and executive director of community health innovation at MUSC Health, where he is responsible for oversight and execution of the health system's diversity initiatives and innovative community health programs. Previously, he served as a senior official in President Barack Obama's administration as the director of external affairs at the U.S. Department of Health and Human Services, where he advised President Obama and Secretary Kathleen Sebelius on public engagement strategies to introduce main street to the Affordable Care Act. After leaving the Obama administration, Gunn became the president of 937 Strategy Group, LLC, a health care strategy firm providing consulting services to technology startups, health care businesses and entrepreneurs. Gunn is also a former resident fellow at the Institute of Politics in the Kennedy School of Government at Harvard University. *Anton Gunn reports no financial relationships or relationships to products or devices with any commercial interest.*

Pamela Halvorson is lead executive for UnityPoint Health Partners, Next Generation ACO, newly formed in 2016. Halvorson consults, advises and assists UnityPoint Health regions with leadership in planning and coordinating both patient and non-patient care activities for beneficiaries and providers aligned to the Next Generation ACO. For the past five years, Halvorson has been leading the transformation of business practices and care coordination in the Trinity Pioneer ACO. Halvorson is responsible for the development and monitoring of implementation design strategies, care coordination, culture change and team and community integration activities. He graduated from the University of North Dakota, majoring in occupational therapy, and has held leadership positions in the health care industry for more than 30 years. Halvorson is a former member of the North Dakota State Board of Occupational Therapy Practice, past secretary of the Iowa Rehabilitation Association and past president of the Iowa Occupational Therapy Association. *Pamela Halvorson reports no financial relationships or relationships to products or devices with any commercial interest.*

Randall Hallett joined the Global Group in 2014. During his tenure, he has overseen the engagements of multiple clients from academic medical centers to community hospitals. In his capacity as a leader, Hallett also oversees the efforts of the company in the Midwest and West. Before joining Globel, Hallett served for five years as the chief development officer for the Nebraska Medical Center, where he was responsible for all aspects of fundraising, including the transition to a major gifts program from one historically based on annual gifts and special events. *Randall Hallett reports no financial relationships or relationships to products or devices with any commercial interest.*

Peter Hayward, PhD, is director of data analysis at the Connecticut Hospital Association (CHA). Prior to joining CHA, Dr. Hayward worked as assistant professor of geography and the geographic information systems (GIS) faculty fellow for State University of New York at Oneonta. Previously, Dr. Hayward worked at Connecticut Children's Medical Center and the Connecticut Department of Public Health, where he led several projects focused on advanced GIS mapping of health and hospital data. Dr. Hayward's professional interests focus on analyzing health data using GIS mapping and spatial analytics, health disparities, community analysis and market area potential. *Peter Hayward reports no financial relationships or relationships to products or devices with any commercial interest.*

John Hedgecoth is a provider contract director at Amerigroup Iowa. His duties currently include leading the provider relations department that focuses on network expansion, contracting and re-contracting with their network of more than 27,000 Iowa providers. Hedgecoth holds a bachelor's degree in journalism and political science from the University of Missouri-Columbia and a juris doctor from the University Of Iowa College Of Law. *John Hedgecoth reports no financial relationships or relationships to products or devices with any commercial interest.*

Sarah Heikens is the oncology director at Mary Greeley Medical Center (MGMC). She has worked her entire career at MGMC in a variety of nursing and leadership positions mostly in the area of oncology. *Sarah Heikens reports no financial relationships or relationships to products or devices with any commercial interest*

Tammy Hicok is the assistant manager of four rural health clinics a part of the Virginia Gay Hospital (VGH) system. In January, she became the hospital's Accountable Care Organization (ACO) champion while VGH transitioned to Iowa ACO. Prior to her current position, she worked as the clinical information technology nurse for VGH and as an acute care/emergency department nurse from 2009-2013. Hicok began her nursing career as a floor nurse working at Vinton Family Medical from 2000-2007. In the two years while she was gone from the organization, she worked for Black Hawk Community Health in Waterloo as a disease prevention specialist. *Tammy Hicok reports no financial relationships or relationships to products or devices with any commercial interest.*

Benjamin Isgur is director of thought leadership at PwC's Health Research Institute (HRI) where he leads HRI's Regulatory Center. HRI is a dedicated research group that provides new intelligence, perspective and analysis on major health-related business issues. In this role, he develops policy related thought leadership and research initiatives for the firm and clients. He also consults with health care systems, trade associations and policy groups on strategic planning and industry intelligence and trends. *Benjamin Isgur reports no financial relationships or relationships to products or devices with any commercial interest.*

Matthew Ives initially began his career in health care financial management in 2000 when working as a comptroller with U.S. Navy health care. Upon completion of his three year tour of duty at Great Lakes Naval Hospital Corps School, he began work at Keokuk County Health Center in 2003 as the CFO and CIO. In 2012, he was appointed in the dual role of CEO and CFO. Ives initially joined the Healthcare Financial Management Association (HFMA) in 1998 while working for Magellan Health Services. He has served on the Iowa HFMA board and completed certification with HFMA in finance and accounting in 2003 and became a fellow in 2005. *Matt Ives reports no financial relationships or relationships to products or devices with any commercial interest.*

Craig Jarvie is currently a senior planning analyst in integrated strategic planning and business development at the University of Iowa (UI) Health Care. He provides support and data analysis for all of UI Health Care's entities: UI Hospitals and Clinics, Carver College of Medicine and Faculty Physician Practice. In addition, he has collaborated with other UI colleges, including business, public health and nursing. Jarvie started at UI Health Care as a marketing research analyst. His interest in mapping comes from a love of travel; he has lived and worked all over the U.S. in health care, financial services, health insurance and marketing research consulting. He has a bachelor's degree in economics from the University of Montana and a master's degree in marketing research from the University of Georgia. *Craig Jarvie reports no financial relationships or relationships to products or devices with any commercial interest.*

Katherine Jones is an associate professor in the division of physical therapy education at the University of Nebraska Medical Center. She is the principal investigator for an Agency for Healthcare Research and Quality-funded grant: CAPTURE Falls—Collaboration and Proactive Teamwork Used to Reduce Falls. The purpose of this project is to implement a multi-team system as the organizational structure accountable for the processes and outcomes of inpatient fall risk reduction in 17 Nebraska hospitals. Dr. Jones is also funded by the Nebraska Department of Health and Human Services to implement and evaluate the impact of TeamSTEPPS – an evidence-based team training program – on the culture of safety in Nebraska Critical Access Hospitals. Dr. Jones is a TeamSTEPPS Master Trainer who has trained more than 350 other master trainers. She has authored 16

peer-reviewed publications and is nationally recognized for her expertise in safety culture assessment and teamwork in small rural hospitals. *Katherine Jones reports no financial relationships or relationships to products or devices with any commercial interest.*

Jeff Kaplan is a globally recognized consultant, speaker and author focused on leadership development and organizational design. Working with many of the world's top brands, from Procter & Gamble to British Telecom, he has delivered consulting services in 26 countries, from Moscow to Dubai to Hong Kong. More than 200,000 people have experienced the passion he brings to his main stage keynotes. As an author and researcher, Jeff contributed to the *New York Times* bestseller, "Who's Got Your Back"; authored the industry standard for business-to-business team selling, "Everybody Sells," along with the "Pathways to Success" workbook and numerous articles and studies on the subject of human potential. Kaplan's upcoming book, "The New Leadership Challenge," promises to redefine the notion of leadership development and help organizations think differently (innovate), work differently (collaborate) and sell more to more people, more often (engage). *Jeff Kaplan reports no financial relationships or relationships to products or devices with any commercial interest.*

Mohamad (Mo) Kasti is CEO and founder of the nationally renowned CTI Physician Leadership Institute, dedicated to accelerating health care transformation through leadership, strategy and innovation. An energetic and creative innovator with more than 25 years of experience in health care and leadership, Kasti is an expert in transforming physicians, leaders and organizations. An award-winning and highly sought-after speaker, Kasti trains and coaches physicians and leaders globally. He is the author of "Physician Leadership: The RX for Healthcare Transformation." His passion and work to "change the DNA of medicine through leadership" have been praised by physicians, deans, hospital leaders and national organizations. *Mohamad Kasti reports no financial relationships or relationships to products or devices with any commercial interest.*

Pam Keel has worked for Vinton Family Medical Clinic for nine years as a registered nurse. She began working as a floor nurse and when the hospital joined National Rural Accountable Care Consortium in 2015, she transitioned into the health coach/care coordinator position. Keel maintains this position full time, working to keep patients from being readmitted to the hospital, coaching patients with chronic illnesses and ensuring our practice is performing quality measures appropriately. *Pam Keel reports no financial relationships or relationships to products or devices with any commercial interest.*

Cristie Knudsen received her bachelor's degree from the University of Iowa and her master's degree in business administration from Iowa State University. A native of Audubon County, she returned to her hometown of Exira in 1995 and started working at Audubon County Memorial Hospital, where she manages the patient registration, front office and billing and claims departments as well as two hospital-owned rural health clinics. Currently, Knudsen is president of the Hawkeye Chapter of the American Association of Healthcare Administrative Management and serves on IHA's Medicaid Managed Care Technology Advisory Group as well as the provider Outreach and Education Advisory Group for Iowa's Medicare Administrative Contractor, WPS. *Cristie Knudsen reports no financial relationships or relationships to products or devices with any commercial interest.*

Richard Lampe, PhD, is a trustee for Buena Vista Regional Medical Center and currently serves as chair of the board. After 38 years at Buena Vista University (BVU), he retired two years ago. During his years at BVU, he was a professor of biology and advised many students as they considered careers in medicine as well as other possible vocations. After serving on the board of the Buena Vista Regional Healthcare Foundation for 12 years, he was elected to the board of the hospital in 2007. *Richard Lampe reports no financial relationships or relationships to products or devices with any commercial interest.*

Bill Littlejohn is one of the nation's leading health care philanthropy professionals. With three decades of experience, he has led and directed philanthropic programs that have generated more than half a billion dollars. Littlejohn joined Sharp HealthCare in 2002 as senior vice president and CEO of Sharp HealthCare Foundation. He oversees the entire philanthropic program for Sharp, San Diego's largest health care provider and recipient of the 2007 Malcolm Baldrige National Quality Award. Under his leadership, Sharp has generated more than \$200 million in philanthropy and will soon complete INSPIRE: The Sharp HealthCare Campaign for Excellence, which will raise \$100 million across nearly two dozen initiatives. Littlejohn served six years on the board of the Association for Healthcare Philanthropy and was chair from 2012-2014. He has served as a charter advisor to The Advisory Board Company's Philanthropy Leadership Council and is a member of the Association of Fundraising Professionals. He has spoken and written extensively on all aspects of fund raising. *Bill Littlejohn reports no financial relationships or relationships to products or devices with any commercial interest.*

Paul Lyons is a Common Ground Recovery Coach, certified as a Peer Support Specialist (CPSS) by the state of Michigan. He first interfaced with the mental health system as a child through multiple hospitalizations. In his younger years, he experienced homelessness, family discord and isolation. His remarkable recovery journey includes an early distrust of the system attempting to help him. Later, he worked to change the system by advocating for others with mental illness and gained employment as a peer. Lyons is a real estate businessman as well. *Paul Lyons reports no financial relationships or relationships to products or devices with any commercial interest.*

Cheryl M. Manchenton is a project manager and quality services lead with 3M Health Information systems, overseeing clinical documentation improvement (CDI) programs. She is a co-author and co-editor of the DRG Assurance Program Training materials and contributor to *For the Record* and *Inpatient Insights*, and has been a featured speaker for the American Health Information Management Association (AHIMA), the Association of Clinical Documentation Improvement Specialists (ACDIS) and the Healthcare Financial Management Association (HFMA). She has more than 27 years of diverse experience including policy and procedure development, ethics oversight, staff training, education and clinical development, performance improvement and quality initiatives development and documentation improvement. *Cheryl M Manchenton would like to disclose the following financial relationship: Served as a speaker for AHIMA, ACDIS and HFMA and receives income from 3M HIS.*

Sabrina Martinez is a fourth-year medical student at the University of Wisconsin School of Medicine and Public Health. She currently serves as student director for the Wisconsin Academy of Family Physicians. Martinez was the 2016 recipient of the American Academy of Family Physicians James G. Jones Student Scholarship to attend the

Family Medicine Congressional Conference. Her interests include legislative advocacy, rural medicine and maternal-infant health. Prior to medical school, she lived in Storm Lake, where she attended Buena Vista University. *Sabrina Martinez reports no financial relationships or relationships to products or devices with any commercial interest.*

Kurt Mosley is vice president of strategic alliances for Merritt Hawkins, the nation's leading physician search and consulting firm, and a company of AMN Healthcare, the largest health care staffing organization in the United States. With more than 20 years of health care industry experience, Mosley is one of the nation's leading authorities on the evolving health care system, particularly the way physician supply, demand and access are changing. He has been cited for his expertise in numerous publications, including *USA Today*, *U.S. News & World Report*, *Modern Healthcare*, *Hospitals & Health Networks*, *HealthLeaders*, *Medical Economics* and many others and has been heard on XM Radio's "Reach M.D." program. Mosley served on the Council on Physician and Nurse Supply, a group of health care experts based at the University of Pennsylvania dedicated to finding solutions to the shortage of nurses and physicians. He served as contributing editor to Merritt Hawkins' highly regarded book, "Will the Last Physician in America Please Turn off the Lights," and was an expert adviser to the Health Care Advisory Board's white paper, "Transforming Primary Care." *Kurt Mosley reports no financial relationships or relationships to products or devices with any commercial interest.*

Becky Natsis is manager of provider services and relations for the Iowa Central Region for United Healthcare, covering most counties in Iowa and several counties in western Illinois. She has been with United for eight years, starting as a network account manager then transitioning to provider relations in 2013. She has worked with physicians, facilities and ancillary providers. Natsis is located in the Moline, IL office and is a graduate of Black Hawk College in Moline. *Becky Natsis reports no financial relationships or relationships to products or devices with any commercial interest.*

Colleen Olson is a managed care contracting specialist with Mercy Health Network/Trinity Health, where she is responsible for negotiating contracts with commercial, government and workers' compensation payers. In addition, she plays a key role in the implementation of these contracts with regard to provider education, billing and case management implementation and contract compliance. Prior to Mercy Health Network, Olson spent 13 years with Wellmark in its provider relations and network administration areas focusing on eastern and north-central Iowa. Her career in health care began in the survey operations area of the Joint Commission, where she directed hospital and long-term care surveys. *Colleen Olson reports no financial relationships or relationships to products or devices with any commercial interest.*

Jason O'Riordan is a senior vice president in Kaufman Hall's strategic and financial planning practice. His responsibilities include financial and capital planning support for hospitals and health systems nationwide. Before joining Kaufman Hall, O'Riordan worked at The Advisory Board Company, where he conducted best practice and strategic research for provider clients. He also has held roles at McKinsey & Company and the Mayo Clinic. He is a frequent speaker at national and regional professional meetings, including state hospital associations, the Healthcare Roundtable, and the Healthcare Financial Management Association. He has authored articles for national trade journals, including *hfm* magazine. *Jason O'Riordan reports no financial relationships or relationships to products or devices with any commercial interest.*

Greg Paris led a rural Iowa hospital for 20 years before becoming the rural leader for StuderGroup, a national coaching company. Today he is responsible for 23 rural Accountable Care Organizations involving more than 140 rural communities' across America for Caravan Health. *Greg Paris reports no financial relationships or relationships to products or devices with any commercial interest.*

Celina Peerman serves as an organizational psychologist through training, coaching and instructional design activities that focus on creating sustainable learning cultures at work. For more than 20 years she has specialized in organizational behavior and human resource management-related issues. Her experience includes senior leadership roles in human resource, organizational development and operations positions in both profit and non-profit organizations, where she was accountable for quality service, effective processes, diverse staff and achieving results. Her passion is for how people behave at work – the good, the bad and the worst. *Celina Peerman reports no financial relationships or relationships to products or devices with any commercial interest.*

Alissa Ratanatawan received her medical degree from Thammasat University in Thailand in 2007 and has become a faculty member there since she graduated. She continued her education at Harvard University and was awarded master of public health in health policy and management in 2013. Currently, she is a Ph.D. candidate in health economics at University of Texas School of Public Health. *Alissa Ratanatawan reports no financial relationships or relationships to products or devices with any commercial interest.*

Heather Rae is CEO of Common Ground. She was formally vice president of programs and services and was responsible for the administration and clinical oversight of all of the agency's crisis programs. Rae led Common Ground's programmatic design of its community crisis center, which is home to the mobile team and where more than 80,000 people call, text, computer chat or walk-in for crisis services. Common Ground provides services in two Michigan counties. Rae holds a bachelor's degree in applied behavioral analysis and a master's degree in clinical and humanistic psychology. She has more than 25 years of experience in a variety of clinical and administrative positions, both in the public and private sectors. *Heather Rae reports no financial relationships or relationships to products or devices with any commercial interest.*

Frances Lee Revere is director of the health care management program in the Division of Management, Policy and Community Health, the Director of the Fleming Center for Healthcare Management, at the University of Texas School of Public Health. Dr. Revere has been in academia since 2000, teaching courses in quality improvement, epidemiology, statistics, operations management and quantitative methods. She has held leadership roles in academic committees aimed at curriculum, assessment, web-based instruction and accreditation. Her research is focused on applied managerial methods in the fields of health care quality, process improvement and quantitative decision-making. Her publications appear in a number of business and health care journals including *Journal of Healthcare Management*, *Journal of Healthcare Finance*, *Hospital Topics*, *TQM Magazine*, *Journal of Health and Human Services Research* and *International Journal of Productivity and Quality Management*. Dr. Revere previously held positions in the field of quality and managed health care with SunHealth Alliance, Christus Health System, Humana Health Plans and HealthHelp Networks. *Frances Lee Revere would like to disclose*

the following financial relationship: Received research grants from Texas Department of Insurance, Methodist Health Ministries, and Harries Health. Received Income from Zayad University. Contracted research for Harris County Judicial System.

Pamela Schaid brings more than 38 years of health care experience to her role as consultant for Creative Health Care Management. Her work as a direct care provider includes critical care, burn trauma, oncology, home care and hospice. She has served in executive leadership roles in both acute and post-acute care. Throughout her career the driving question has always been, "What is the best we can do for the patient and family?" As a consultant, Schaid transforms cultures using relationship-based care, with special expertise in post-acute settings and transitions of care. She focuses on the strengths of organizations and people, building upon those for even better patient experience, employee engagement and organizational success. Schaid earned her bachelor's degree in nursing from Winona State University and completed her master's degree at St. Mary's University of Minnesota. She has expertise in systems and quality improvements, holding a mini master's degree of the Lean Enterprise and is a certified professional in project management, both through St. Thomas University in Minneapolis. *Pamela Schaid reports no financial relationships or relationships to products or devices with any commercial interest.*

Eric K. Shell has more than 28 years' of experience in health care financial management and consulting. Since joining Stroudwater Associates in 1997, he has helped rural hospitals improve financial and operational performance by developing effective strategic, financial and operational plans. Shell is a featured speaker at state hospital associations, state offices of rural health and rural health association conferences on Critical Access Hospital financial and reimbursement issues and rural hospital performance improvement. Shell currently serves on the National Rural Health Association's Governmental Affairs Committee and Rural Health Congress and has served on the Federal Office of Rural Health Policy's Rural Hospital Issues Group. *Eric Shell reports no financial relationships or relationships to products or devices with any commercial interest.*

Paul Sliva is an accomplished information technology professional with extensive administrative and operational management experience. As a member of the ICE consulting team since 2007, he has provided information technology strategic advisory and chief information officer services in a variety of hospitals and clinics. He has worked specifically in the health care information technology industry for more than 26 years. He is a certified professional in Healthcare Information and Management Systems and an active member of Healthcare Information and Management Systems Society. *Paul Sliva would like to disclose the following financial relationship: Received income from ICE Technologies, Serves as a director for ICE Technologies.*

Sarah L. Sladek founded one of the nation's first generation-focused companies in 2002. XYZ University remains the only company in North America specialized in helping organizations sustain by staying relevant to and engaging the participation of, generations X, Y and Z. Sladek is the author of four books and several research papers on the generational topic. In addition, she founded the nation's first business conference focused on bridging talent and leadership gaps in the workforce and co-produced "Millennials to Members," the first online course designed to help associations retain younger members. Her expertise has been prominently featured in international media, including *Forbes, Inc, Financial Post, Fast Company* and National Public Radio and she has keynoted events worldwide. *Sarah Sladek reports no financial relationships or relationships to products or devices with any commercial interest.*

Alissa Smith represents health systems, hospitals, pharmacies, long-term care providers, home health agencies and medical practices as well as nonprofit and municipal organizations. Her transactional practice includes contracts, leases, mergers, acquisitions and joint ventures. Smith's regulatory practice includes interpretation and application of state and federal fraud and abuse laws, Medicare and Medicaid rules, tax-exemption laws, HIPAA and privacy laws, EMTALA laws, licensing matters, employment laws, governmental audits and open records and open meetings matters. She also assists with corporate and health system governance issues, including the revision and negotiation of medical staff bylaws. Smith also assists with hospital-provider relations such as co-management arrangements, peer review investigations and medical staff fair hearings. She represents health care providers before the Iowa State Health Facilities Council in Certificate of Need hearings and represents hospitals in meaningful use audits. Smith is a partner in Dorsey's health group. *Alissa Smith reports no financial relationships or relationships to products or devices with any commercial interest*

AJ Smith is a decision support coordinator at Mary Greeley Medical Center (MGMC). Prior to joining MGMC, he worked in supply chain analytics and contracting for Centura Health in Denver, Colorado and Via Christi Health in Wichita, Kansas. Smith graduated from Wichita State University with a bachelor's degree in finance and is a member of the University of Iowa executive master's degree in health administration class of 2018. *AJ Smith reports no financial relationships or relationships to products or devices with any commercial interest.*

Steve Smith is a member of BKD National Health Care Group and has more than 10 years of experience in health care, including physician revenue cycle management and post-acute physician practice strategic planning and operations. He is a member of the BKD Physician Services Center of Excellence and is a member of the Healthcare Financial Management Association, the Society for Post-Acute and Long-Term Care Medicine and is a Certified Medical Practice Executive through the Medical Group Management Association. He is a 1999 graduate of William Jewell College with a bachelor's degree in business administration and a 2007 graduate of MidAmerica Nazarene University with a master's degree in business administration. *Steve Smith reports no financial relationships or relationships to products or devices with any commercial interest.*

Brad Strader, CFRE, has served as executive director of the Buena Vista Regional Healthcare Foundation since 2000. In addition to conducting and coordinating the fundraising activities for Buena Vista Regional Medical Center, Strader is point of contact for physician recruitment. He works closely with pre-med students at Buena Vista University and with Des Moines University and the University of Iowa to arrange clinical rotation opportunities for their medical students as part of the long-term recruitment process. Strader is a founding member of the Foundation Professionals for Iowa Hospitals, has twice served as president of the group and is currently on the group's board. He holds a degree in financial management from the University of Iowa. *Brad Strader has no financial relationships or relationships to products or devices with any commercial interest.*

Mikki Stier began her duties as Iowa Medicaid director in May 2015. Stier brings to Medicaid more than 33 years of experience in the health care industry. Prior to being appointed Medicaid director, she worked with hospital startup, restructuring, development and growth in a number of executive positions. Most recently, Stier was the senior executive responsible for external relations at Broadlawn Medical Center. This role included building an external network of business leaders and legislators to support the hospital's operations. She helped develop the hospital's strategic plan and worked regularly with local and national lawmakers on policy issues and with media on topics of public interest. Stier holds a master's degree in health administration from the University of Colorado and a bachelor's degree in occupational therapy from Colorado State University. *Mikki Stier reports no financial relationships or relationships to products or devices with any commercial interest.*

Michael Sutter aligns Carle's technology strategy with clinical care applications and performance excellence. He assesses and implements new technologies that enhance staff capabilities, improve quality, work flow and integrate technology-based solutions. Sutter works closely with information technology, electronic health record teams, quality improvement and others to ensure Carle is at the leading edge of deploying innovative technology. Sutter previously served as director of clinical systems/LAN & network services/telecom/clinic EMR/eHIM/dictation at the Carle Clinic Association. *Michael Sutter would like to disclose that he is a consultant for HIMSS Innovation Community.*

Lisa Swanson has been employed by Wheaton Franciscan Healthcare (WFH) for the past 19 years. She has been the compensation and benefit analyst at WFH for the past 12 years. She currently serves on the board for Gladbrook-Reinbeck community school district and is a past board member for Cedar Valley Society of Human Resource Management. Swanson has a bachelor's degree in management from the University of Northern Iowa. *Lisa Swanson reports no financial relationships or relationships to products or devices with any commercial interest.*

Christina Taylor is the chief quality officer at The Iowa Clinic in West Des Moines. She specializes in internal medicine and is certified by the American Board of Internal Medicine. *Christina Taylor reports no financial relationships or relationships to products or devices with any commercial interest.*

Kevin W. Techau serves as the United States attorney for the Northern District of Iowa. He was nominated by President Obama and confirmed by the United States Senate in 2014. Techau most recently served as associate general counsel at American Equity Investment Life Insurance Company. Prior to that, he served as a commissioner of the Iowa Department of Public Safety from 2002 to 2007 and as director of the Iowa Department of Inspections and Appeals from 1999 to 2002. He was an assistant federal public defender with the Iowa Federal Defender's Office from 1996 to 1999 and worked in private practice at the law firm of Grefe & Sidney from 1992 to 1996. From 1985 to 1992, Techau served as a judge advocate with the United States Air Force. After leaving active duty, he served with the Iowa Air National Guard from 1993 to 2011. In 2011, he retired from the Iowa Air National Guard as a colonel with 27 years of military service and was awarded the Legion of Merit Medal. *Kevin W. Techau reports no financial relationships or relationships to products or devices with any commercial interest.*

Mary Thompson has 30 years of behavioral health experience in a variety of settings. She has worked in various leadership roles in mental health programs in Iowa and in locations across the country. Currently, she is working as the market director of behavioral health services at Mercy Medical Center, overseeing the continuum of behavioral health services. *Mary Thompson reports no financial relationships or relationships to products or devices with any commercial interest.*

Doug Vance is security manager of University of Iowa Hospitals and Clinics. Vance's background is in law enforcement, with more than 20 years of experience as a certified officer. As a police officer, Vance worked the patrol and detective division each for 10 years. As a police officer, he received training on advanced interview and interrogations; arson investigation; SWAT team; certified as a bomb technician; hazardous materials technician; and a firefighter. *Doug Vance reports no financial relationships or relationships to products or devices with any commercial interest.*

Kit Welchlin is a high-energy speaker who utilizes a variety of proven approaches and techniques that truly motivate listeners. Welchlin teaches audiences how to apply practical strategies to enhance their personal and professional lives. He draws from his years of management experience and communication expertise and shares sensible strategies that address the issues we all face at work. Welchlin holds a bachelor's degree in speech communication, business administration and political science and a master's degree in speech communication and business administration. *Kit Welchlin reports no financial relationships or relationships to products or devices with any commercial interest.*

Char Wenc teaches at Adler University and Loyola University in Chicago. She is a board-certified professional counselor, holds a master's degree from DePaul University and is the author of three books. She is on the faculty of the American Association of Physician Leadership. Wenc works with physicians, pharmacists, scientists, educators and corporate executives from McDonald's to Takeda International. She is a communication and relationship specialist working with leaders to equip, enhance and encourage their skills in working with colleagues, staff and clients. *Char Wenc reports no financial relationships or relationships to products or devices with any commercial interest.*

Zach Weiderspon is the decision support analyst and project manager at Grinnell Regional Medical Center. Weiderspon is a recent graduate of the University of Iowa, where he received his master's degree in health administration. Additionally, Weiderspon holds a bachelor's degree in health sciences from Texas A&M University. He has more than four years of health care experience including: working for the public health department, where he led a research study to evaluate quality of playground equipment in relation to childhood obesity; serving as administrative fellow, where he oversaw organizational productivity leading to annual net savings of over \$500,000, and his current role as decision support analyst and project manager, where he oversees projects from conception to completion through due diligent and data-driven decisions. *Zach Weiderspon reports no financial relationships or relationships to products or devices with any commercial interest.*

Doug Wetric is pharmacy director at Mary Greeley Medical Center (MGMC). Wetric was the pharmacy director at Davis County Hospital and Ottumwa Regional Health Center prior to becoming the director of pharmacy at MGMC. Wetric also was the director of quality and risk management and the patient safety officer while in Ottumwa. At MGMC,

an initiative to move pharmacists out of the pharmacy and into patient care areas has led to improvements in patient safety and staff satisfaction. The initiative helped MGMC win the Iowa Healthcare Collaborative award for improving culture of safety and safety across the board in 2015. Wetrich is a member of the American Society of Health-System Pharmacists, the Iowa Pharmacy Association and is a member of the Iowa Pharmacy Association Health-System Liaison Board. *Doug Wetrich reports no financial relationships or relationships to products or devices with any commercial interest.*

Clarence Williams is director of telehealth at Mercy Health Network (MHN). Williams received a bachelor's degree in mass communications from Middle Tennessee State University and a master's degree in health administration from the University of Memphis. He has held several roles within the Department of Veterans Affairs and served as the telehealth program manager at the Miami Veterans Administration Health System. His experiences include building and sustaining telehealth programs in several modalities and leveraging telehealth technology to support clinical integration in a large health system. *Clarence Williams reports no financial relationships or relationships to products or devices with any commercial interest.*

Peter W. Wood has been a consultant in developing and operating Accountable Care Organizations since 2013. Wood retired in 2013 after 18 years as the executive director of the Maine Medical Center Physician-Hospital Organization (MMC PHO) and the Maine Physician-Hospital Organization. Since 2013, under Wood's direction, the MMC PHO focuses on improving clinical value through its clinical improvement plan which includes the Maine Health Clinical Improvement Registry that is being used by 98 percent of primary care physicians, practice design support team, chronic illness and high risk nurse care managers on site at primary care practices. Wood received the Maine Quality Counts Quality Improvements Leadership Award for the programs and initiatives he led at the MMC PHO. *Peter Wood reports no financial relationships or relationships to products or devices with any commercial interest.*

CONFERENCE INFORMATION

TARGET AUDIENCE

You are encouraged to bring as many members of your hospital teams as possible, so all can learn and gain from the expertise assembled at one convenient event. Among those who will benefit from this conference: chief executive officers, administrators, senior executives, trustees, clinical and nurse leaders, finance officers and business office leaders, health care attorneys, compliance officers, quality and patient safety directors, department managers, public relations and marketing directors, human resource directors, education and staff development directors, physician leaders, medical group managers, auxiliaries and volunteers, Healthcare Financial Management Association and American College of Healthcare Executives of Iowa members.

CONFERENCE OVERVIEW and OBJECTIVES

This three-day event brings together Iowa health care professionals to learn and gain from experts in the industry. Attendees coming to the conference will achieve the following objectives:

- Examine how transparency and consumerism are impacting consumer health care decision-making.
- Identify emerging strategies, trends and technologies for improving care coordination and clinical implementation.
- Examine innovative health care models that more efficiently and effectively provide necessary care for behavioral health patients.
- Explore emerging strategies supporting a patient-centered health care environment and high performance.
- Review new federal and state legislative changes and potential effects to health care providers and organizations.

LOCATION

Community Choice Credit Union Convention Center
730 Third Street, Des Moines, Iowa 50309
Phone: 515-564-8000

LODGING

Blocks of hotel rooms have been reserved at the Des Moines Marriott, the Embassy Suites Des Moines (Downtown) and the Hampton Inn Des Moines. All reservations are being taken by the Greater Des Moines Convention and Visitors Bureau - Housing Department. For reservations, please visit <https://mmxreservations.com/desmoines/pc/2016ihaannualmeeting>. Note that the hotel reservation deadline is September 19.

Questions? Email to reservations@catchdesmoines.com or phone 515-286-4960.

REGISTRATION

Each attendee must complete and return a registration form to IHA or register online by October 5, 2016. Fees for luncheons and other functions are to be enclosed with the registration form. Checks can be payable to IHA. If additional forms are needed, photocopies of the registration form are acceptable. Only one registrant per form; lists of names and addresses will not be accepted for registration. Name badges, tickets and onsite agendas may be picked up at the IHA registration desk at the convention center.

How to Register

- Online: Visit the IHA website at www.ihaonline.org or www.ihaannualmeeting.net

For registration assistance, please call Ellen Waller at 515-288-1955, ext. 363. Questions regarding meetings or speakers can be directed to Joah Hogan, hoganj@ihaonline.org.

PROGRAM FEES

The Annual Meeting is a benefit of IHA membership. Employees of IHA member hospitals and health systems; IHA Associate Members, IHA Annual Meeting Sponsors, IHA Personal Membership Groups, Healthcare Financial Management Association and American College of Healthcare Executives of Iowa members may attend the education sessions at no charge unless noted otherwise. Individuals not affiliated with IHA member institutions may attend for \$595. Solicitation of IHA members is strictly prohibited.

CANCELLATION

Substitutions are welcome anytime via email. Meal ticket and non-member refunds will be made if received prior to September 30, 2016. No refunds will be given after September 31, 2016. All cancellations and substitution requests must be directed to iharegistration@ihaonline.org.

MEAL TICKETS

Attendees are encouraged to pre-register for meals during the conference. A limited number of tickets will be sold at the registration desk at an additional cost of \$5.00 per ticket. Meals are guaranteed in advance with the conference center, therefore tickets are non-refundable, but may be transferred to another attendee.

HANDOUT INFORMATION

This will be a paperless conference. All handouts will be made available on the IHA Annual Meeting website (www.ihaannualmeeting.net). Handouts will be loaded to the website as soon as they are made available. Paper copies of handouts will not be available onsite at the conference.

PARKING

Parking is available north of the Iowa Events Center with entrances off the following streets: Third, Fifth and Crocker. Iowa Events Center surface lots offer the closest and most convenient access to the facility, and easy access to I-235 and other major routes after the event. ADA accessible parking is available at the Iowa Events Center by entering the lot south of Crocker Street, next to Community Choice Credit Union Convention Center. NOTE: The cost is \$8 per vehicle per entrance. Only cash will be accepted and preferably exact change.

City parking garages are located throughout downtown with convenient skywalk access to the Iowa Events Center. Payment for city garages is collected each time you enter the garage. The City of Des Moines recently completed a downtown parking signage system to give up to the minute details on where parking is available in the garages.

Street parking is available throughout downtown with the convenience of parking meters. Pay attention to the location and rates as many meters have different time limits and parking restrictions during certain times. (Typically no parking between 4:00 pm – 6:00 pm).

CONTINUING EDUCATION

Complete details regarding Annual Meeting education sessions, including continuing education credit and learning objectives are on the IHA Annual Meeting website, www.ihaannualmeeting.net. Continuing education being offered includes ACHE qualified education credit, ACHE face-to-face credit, CLE, HRCI, Iowa Nursing CEU, TEC, CFRE, CPHQ, ANCC, CME, and ACPE.

Please see the dedicated sections below for instructions on how to obtain the various types of continuing education.

CERTIFICATE OF ATTENDANCE

Certificate of Attendance may be for self-reporting continuing education attended/completed to certifying or professional organizations. Some national, state and local licensing boards and professional organizations will grant continuing education credits for attendance at this conference when you submit the course outline (save the conference brochure) and a certificate of attendance.

Certificate of Attendance to this conference can be picked up at the registration desk for each day of the conference. After completing the form for each day of attendance, please keep the white copy for your records and place the yellow carbon copy in the CEU bins as you exit the conference.

ACHE

ACHE Face-to-Face

ACHE Face-to-Face is being offered for session W8: This 3 hour program has been developed by the American College of Healthcare Executives and has awarded 3.0 ACHE Face-to-Face Education credit hours to his program.

Attendees must sign-in with their name on the sign-in sheet located by the entrance to the session. Attendees must also complete the individual evaluation for the session, these evaluation must be submitted at the end of the session. Partial credit will not be accepted.

ACHE Qualified Education

IHA is authorized to award up to 12.00 hours of preapproved ACHE Qualified Education Credits for this conference. Participants can use these Qualified Education Credits for advancement, recertification or reappointment in the American College of Healthcare Executives. The following sessions are available for 1.0 ACHE Qualified Education hours each:

Tuesday: T1, T2, T4, T5, T6, T7, T9, T10, T11, T14, T15, T16, T17

Wednesday: W1, W2, W3, W6, W7, W14, W17

Thursday: R2, R3, R5, R7, R8, R12, R13, R14, R15, R18

ACHE Qualified Education is self-reporting. Please use certificate of attendance for each day of conference to track your attendance.

CLE

IHA is approved for up to 5.0 hours of state CLE credits. The following sessions are available for 1.0 contact hours each:

Tuesday: T8, T9, T11, T14, T19

Wednesday: W2, W12

Thursday: No sessions are currently approved for CLE credit on this day.

CLE is self-reporting. Please use certificate of attendance for each day of conference to track your attendance.

HRCI

This activity, ID No. 287758, has been approved for Recertification Credit Hours Awarded: 14.5 Specified Credit Hours: HR (General) recertification credit hours toward aPHR™, PHR®, PHRca®, SPHR®, GPHR®, PHRI™, SPHRI™ recertification through HR Certification Institute's® (HRCI®). Please make note of the activity ID number on your recertification application form. For more information about certification or recertification, please visit the HR Certification Institute website at www.hrci.org."

The following sessions are available for 1.0 contact hours each:

Tuesday: T3, T4, T6, T13

Wednesday: W3, W6, W8, W11, W16

Thursday: R2, R4, R7, R9, R12, R14, R17, R19

* Note: Session W8 is a three hour session available for 3.0 HR general recertification credit hours.

HRCI is self-reporting. Please use certificate of attendance for each day of conference to track your attendance.

IOWA NURSING CEUS

IHA has been approved as a provider of continuing education for nurses by the Iowa Board of Nursing, provider #4. Nursing CEUs will be available during this conference to participants who attend programs that have been designated as awarding Nursing CEUs.

Each of the following sessions are available for 0.12 hours of Iowa Nursing CEUs per session, unless otherwise noted. To qualify for Nursing CEUs, you must attend the entire session.

Tuesday, October 18 up to .48 Nursing CEUs available:

T1, T2, T3, T4, T6, T7, T8, T9, T10, T11, T12, T13, T14, T15, T16, T17, T18, T19, T20

Wednesday, October 19 up to .48 Nursing CEUs available:

W1, W2, W3, W4, W5, W6, W7, W8, W9, W10, W11, W12, W14, W15, W16, W17, W19

*W8 is a three-hour session divided in to 3 parts. Each portion of the session is available for 0.12 hours of Iowa Nursing CEUs.

Thursday, October 20 up to .48 Nursing CEUs available:

R1, R2, R3, R5, R6, R7, R8, R10, R11, R12, R13, R14, R15, R16, R18, R20

Attendees seeking Iowa Nursing CEUs will need to be scanned in and out of educational sessions. New this year, IHA is using RFI scanners that attendees will simply need to walk in and out of the session room wearing their conference badge.

Iowa Nursing CEU certificates will be distributed to attendees no later than one month after the conference. These will be emailed to attendees to the address on file for registration to the event. Iowa Nursing CEUs will not be issued unless IHA has the attendee's nursing license number and email address on file. Please contact IHA to update your records.

TEC

IHA Trustee Education Certification (TEC) is a voluntary process verifying an individual trustee's efforts to improve health care knowledge, leadership and accountability. Trustees participating in IHA's TEC program will find many sessions that count toward certification requirements. The following sessions are available for 1.0 contact hours each unless otherwise noted:

Tuesday: T1, T3, T4, T5, T6, T7, T9, T10, T11, T12, T13, T16, T17, T18, T19, T20

Wednesday: W1, W2, W3, W4, W7, W12, W14, W17, W19

Thursday: R1, R3, R5, R6, R8, R9, R10, R13, R15, R16, R18, R20

TEC is self-reporting. Please use certificate of attendance for each day of conference to track your attendance.

CPHQ

This program has been approved by the National Association for Healthcare Quality for a maximum of 14 CPHQ continuing education hours.

The following sessions are available for 1.0 continuing education hour each unless otherwise noted:

Tuesday: T4, T7, T13, T15, T18, T19

Wednesday: W3, W4, W8, W9, W10, W12, W14, W17, W19

Thursday: R1, R4, R6, R7, R10, R11, R16, R20

*W8 is a three-hour session divided in to 3 parts. Each portion of the session is available for 1.0 continuing education hour.

CPHQ is self-reporting. Please use certificate of attendance for each day of conference to track your attendance. Attendees must be scanned into each session room.

CFRE

IHA Annual Conference has been approved for 3 points in Category 1.B – Education of the CFRE.

The following sessions are available for 1.0 contact hours each unless otherwise noted:

Tuesday: No sessions are currently approved for CFRE Category 1.B credit on this day.

Wednesday: W15

Thursday: R19

The following session are Non-Fundraising Related (NFR), and can be used on the CFRE application.

Tuesday: T14

Wednesday: W10, W20

Thursday: R4, R9, R13

CFRE is self-reporting. Please use certificate of attendance for each day of conference to track your attendance.

CONTINUING MEDICAL EDUCATION FOR PHYSICIANS, NURSES, AND PHARMACISTS

This activity is planned and implemented by AXIS Medical Education and the Iowa Hospital Association. AXIS Medical Education is accredited by the Accreditation Council for Continuing Medical Education (ACCME), the Accreditation Council for Pharmacy Education (ACPE), and the American Nurses Credentialing Center (ANCC) to provide continuing education for the healthcare team.

CME

AXIS Medical Education designates this live activity for a maximum of 12.0 *AMA PRA Category 1 Credit(s)*[™]. Physicians should claim only the credit commensurate with the extent of their participation in the activity.

The following sessions offer *AMA PRA Category 1 Credit(s)*[™]:

- Tuesday: T1, T2, T3, T4, T5, T6, T7, T8, T9, T10, T11, T12, T13, T14, T15, T16, T17, T18, T19, T20
- Wednesday: W1, W2, W3, W6, W7, W8, W11, W12, W14, W16, W17
- Thursday: R1, R2, R3, R5, R6, R7, R8, R11, R12, R13, R14, R15, R16, R18

ACPE

These knowledge-based activities are approved for 1.0 contact hour each of continuing pharmacy education credit.

Activity	UAN		Hours
T8	0592-9999-16-022-L01-P	Knowledge	1.0
T20	0592-9999-16-023-L04-P	Knowledge	1.0
W12	0592-9999-16-024-L03-P	Knowledge	1.0
R1	0592-9999-16-025-L04-P	Knowledge	1.0
R11	0592-9999-16-027-L04-P	Knowledge	1.0
R16	0592-9999-16-026-L04-P	Knowledge	1.0

ANCC

AXIS Medical Education designates this continuing nursing education activity for a maximum of 12.0 contact hours.

Learners are advised that accredited status does not imply endorsement by the provider or ANCC of any commercial products displayed in conjunction with an activity.
The following sessions are available for 1.0 contact hours each unless otherwise noted:

- Tuesday: T1, T2, T3, T4, T5, T6, T7, T8, T9, T10, T11, T12, T13, T14, T15, T16, T17, T18, T19, T20
- Wednesday: W1, W2, W3, W6, W7, W8, W11, W12, W14, W15, W16, W17
- Thursday: R1, R2, R3, R5, R6, R7, R8, R11, R13, R14, R15, R16, R18, R20

*W8 is a three-hour session divided in to 3 parts. Each portion of the session is available for 1.0 ANCC contact hours.

AXIS Contact Information

For information about the accreditation of this program please contact AXIS at 954-281-7524 or info@axismeded.org.

Disclosure of Conflicts in Interest

AXIS Medical Education requires instructors, planners, managers and other individuals and their spouse/life partner who are in a position to control the content of this activity to disclose any real or apparent conflict of interest they may have as related to the content of this activity. All identified conflicts of interest are thoroughly vetted by AXIS for fair balance, scientific objectivity of studies mentioned in the materials or used as the basis for content, and appropriateness of patient care recommendations.

The **faculty** reported financial relationships or relationships they or their spouse/life partner have with commercial interests related to the content of this continuing education activity are found in the faculty section of this brochure.

The **planners and managers** reported the following financial relationships or relationships they or their spouse/life partner have with commercial interests related to the content of this continuing education activity:

Name of Planner/Manager	Reported Financial Relationship
Joah Hogan	Nothing to disclose
Sarah Hodgson	Nothing to disclose
Jennifer Dixon	Nothing to disclose
Tori Hanson	Nothing to disclose

Rebecca Anthony	Nothing to disclose
Jennifer Nutt, DNP, RN	Nothing to disclose
Dee Morgillo, MEd., CHCP	Nothing to disclose
Ronald Viggiani, MD	Nothing to disclose

Disclaimer

Participants have an implied responsibility to use the newly acquired information to enhance patient outcomes and their own professional development. The information presented in this activity is not meant to serve as a guideline for patient management. Any procedures, medications, or other courses of diagnosis or treatment discussed in this activity should not be used by clinicians without evaluation of patient conditions and possible contraindications or dangers in use, review of any applicable manufacturer's product information, and comparison with recommendations of other authorities.

Requirements for credit:

- Attend/participate in the educational activity and review all course materials. Attendees seeking CME, ANCC and ACPE contact hours will need to be scanned in and out of educational sessions. New this year, IHA is using RFI scanners that attendees will simply need to walk in and out of the session room wearing their conference badge.
- Complete the CE Declaration form online by **11:59 pm ET December 1, 2016**. Instructions will be provided at registration desk to access portal. If you do not enter the online portal by the above date, you will not be able to retrieve your statement of participation.
- Upon successful completion of the online form, your statement of completion will be presented to you to print. For pharmacists, your record will be automatically uploaded to CPEMonitor.

GOLF

The IHA Annual Meeting golf outing is open to IHA member hospitals and health system CEOs, staff, trustees and IHA Associate Member golf outing sponsors only. Healthcare Financial Management Association (HFMA) members who are also IHA members may register to golf. HFMA members who are also IHA Associate members must sponsor the event to golf and should contact Sarah Hodgson (hodgsons@ihaonline.org) to secure a sponsorship. Non-IHA members and non-IHA Associate Members are not allowed to golf or sponsor regardless of HFMA membership status.

ADA POLICY

IHA does not discriminate in its educational programs on the basis of race, religion, color, sex or handicap. IHA wishes to ensure no individual with a disability is excluded, denied services or segregated or otherwise treated differently than other individuals because of the absence of auxiliary aids and services. If you need any of the auxiliary aids or services identified in the Americans with Disabilities Act in order to attend this program, please call 515-288-1955 or write to the Department of Education at IHA (iharegistration@ihaonline.org)

GO MOBILE



Remember to check out the IHA mobile app! Information about the IHA Annual Meeting and all education events are accessible on the IHA mobile app, available for free on Apple and Android devices.

Get More IHA Annual Meeting Information

IHA Annual Meeting website: www.ihaannualmeeting.net
IHA website: www.ihaonline.org **IHA blog:** blog.iowahospital.org
Twitter: [Twit@iahospital](https://twitter.com/iyahospital) **Facebook:** [/iowahospital](https://www.facebook.com/iowahospital)
YouTube: [/iowahospital](https://www.youtube.com/iowahospital)

Want to join the conversation?

Talk live with everyone on Twitter throughout the Annual Meeting by including #iha2016 in your tweets.

FUTURE IHA ANNUAL MEETING DATES

IHA Annual Meeting will be held at Community Choice Credit Union Convention Center
in Des Moines October 10-12, 2017.