Discovering New Heights in Leadership
The IHA Advanced Leadership Academy is designed for aspiring leaders who are on a leadership succession track for senior level positions as well as the C-suite. Participants are identified and nominated by their hospital’s CEO.

*Academy class size will be limited to 25 individuals to maximize interaction and networking.

**SESSION 1: AUGUST 15, 2019**

8:00 am  
**Guest CEO Speech**

9:00 am  
**Lessons in Leadership: Loving What You Do**  
*Greg Paris, MHA, FACHE, Health Care Coach, Studer Group, Pensacola, FL*

The amount of books on leadership is overwhelming. Why? Because leadership is hard. It involves a balance between an everyday mission and creating and attaining a new vision. It requires bringing other leaders, managers and employees along - many of whom don’t want to go - and it takes the development of new skills, which may sound fun at first, but can quickly become tedious and burdensome. This session will help attendees’ sort through the clutter and identify key skills necessary to love their leadership role every day.

Learning Objectives:
- Identify personal mission, vision and values.
- Outline 10 leadership lessons to use tomorrow.
- Develop improved communication skills.
- Explain the power of relationships in building a world-class culture.

11:30 am  
**Lunch**

12:30 pm  
**Lean and Process Improvement**  
*Sarah Pavelka, PhD, MHA, OTR/L, CPHQ, FNAHQ, Pavelka’s Point Consulting, LLC*

Organizations are continually struggling to reach their goals of providing more value and quality, being efficient and reducing their costs. In this session, participants will learn the concepts and elements of Lean and how to integrate the easy-to-use tools for sustained improvements. Practical concepts for leadership, steps for improvement and mapping tools for implementation will ensure that everyone walks away with the understanding they need to apply these models and techniques in their organization. By using simple introduction techniques, the benefits of Lean can assist organizations in achieving their goals.

Learning Objectives:
- Discover the concepts of Lean and its relationship to quality improvement.
- Assess the elements of a Lean foundation and how leadership should be leveraged.
- Apply the steps and tools of the Lean process for organizational success.
- Analyze return on investment and strategic alignment for improvement efforts.
2:30 pm  Financial Business Skills for the Healthcare Leader
Sandra Christensen, CPA, FHFMA, MercyOne, Rural Finance Executive, Des Moines

Strong financial skills are necessary for effective leadership in today's health care environment. This session will better equip nurse leaders for the financial management responsibilities of their position.

Learning Objectives:
• Explain how budgets are developed and describe the role of budgeting as a key component of the administrative process.
• Review common key performance indicators and statistics including their significance in monitoring budget performance and variance analysis.
• Examine ways to read and understand departmental financial performance reports.
• Explore and understand revenue cycle processes and overall price transparency in health care, outlining the impact these factors have on patient satisfaction.

4:00 pm  Adjourn

SESSION 2: NOVEMBER 7, 2019

8:00 am  Guest CEO Speech

8:30 am  Is it an Oops or a 911? Dealing with Conflict
Toni Boyles, CEO, A Place in Time Training, Topeka, KS

This session will investigate conflict in the workplace and examine ways to manage difficult conversations. Participants will understand how coaching can assist in developing improved behaviors and learn to think in a win-win mindset. This session will provide participants with a toolkit of new skills they can utilize when difficult conversations need to occur.

Learning Objectives:
• Describe five measurable things attendees currently do and develop five new ideas to assist them in building trust within their circle.
• Describe and recognize the difference between compromise and collaboration.
• Demonstrate the difference between proactive and reactive behaviors.
• Detail the “validate, probe, support and teach” model when dealing with an angry person.
• Document one action plan for building trust.

11:30 am  Lunch

12:30 pm  Media & Crisis Communication 101

Learn how the media covers a crisis situation today, including the process they go through and where an organization or spokesperson has control in the process. In addition, this session will cover considerations for developing a message, and tips for conducting an interview when the stakes are high. The session will use lecture, discussion, case studies and exercises to provide a realistic learning experience.

Learning Objectives:
• Outline a clearly defined process that a facility can use to communicate messages during a crisis.
• Develop the needed skills to be an effective spokesperson during a time of crisis.
• Identify ways to manage social media during a crisis.

2:30 pm  Advocacy, State and Federal Policy Updates
Erika Eckley, JD, Vice President, Government Relations and Assistant General Counsel, Iowa Hospital Association, Des Moines, IA

This session will provide a review of 2019 state and federal legislative activities impacting health care and hospitals.
Learning Objectives:
• Discuss update on legislative issues facing the federal and state legislature and the impact on Iowa hospitals.
• Explain how to get involved with IHA advocacy efforts.

4:00 pm Adjourn

SESSION 3: FEBRUARY 20, 2020

8:00 am Guest CEO Speech
8:30 am Enhancing Leadership Accountability to Drive Results
Pat Lapekas, Lapekas & Associates Consulting Firm, Big Sky, MT
Leaders and leadership teams often struggle with effective accountability at all levels of the organization as well as amongst themselves. Without effective and defined accountability and expected outcomes, achieving and sustaining organizational results can be daunting and sometimes even non-existent. In this workshop, participants will learn and share from each other and best practices what it means to be “accountable” and how then to translate this accountability to expecting, driving and sustaining effective organizational results. Participants will also learn how to identify and utilize effective results to drive better outcomes. These types of organizational performance results will help to ensure more robust accountability and ultimately help to sustain and drive organizational excellence and improved outcomes.
Learning Objectives:
• Describe what leadership accountability is, what it isn’t and how to think about and assess accountability in a situation.
• Identify and differentiate between effective accountability and ineffective leadership accountability.
• Identify effective organizational outcome measures which will drive improved facility results.
• Integrate learnings from best practices and exercises to participants’ leadership styles and approaches.

11:30 am Lunch
12:30 pm Creating a Culture of Quality and Patient Safety
Todd Linden, FACHE, President, Linden Consulting, Cedar Rapids
Hospital-acquired conditions are on the rise with more than 75,000 deaths annually from hospital infections alone. Central to the mission and with reputations on the line, all hospitals need solutions to create high-quality care. This session will discuss strategies for leaders to create a culture of safety from boardroom to bedside. Utilizing innovative thinking, total harm scores, effective communication techniques and bedside innovations, dramatic improvements are possible for lowering infections rates, reducing errors and improving patient satisfaction. Attendees will leave energized with proven strategies and examples of how enhanced governance and clinical innovation can improve quality and safety.
Learning Objectives:
• Summarize why creating a culture of patient quality and safety is critical to achieving desired outcomes.
• Identify key strategies for improved patient quality and safety.
• Discuss tools and techniques for lowering infection rates and reducing errors.

2:30 pm Dimensions Discovery Datalytics
John Richardson, Director, IPOP and Data Analytics, Iowa Hospital Association
This session will provide an overview of IHA’s newest data program, Dimensions Discovery Datalytics. This presentation will focus on program dashboards and show attendees how to gain access to the tool, how and when to use specific dashboards and provide real-life use cases for several different dashboards.
Learning Objectives:
• Show the basic function of the Dimensions Discovery Datalytics tool.
• Identify key uses for the tool.
• Identify which dashboards to select for different analysis.

4:00 pm Adjourn

SESSION 4: MAY 15, 2020

8:00 am Guest CEO Speech

8:30 am Serve Up: 7 Qualities of a Collaborative Culture
Michele Matt, CSP, Inspiring Solutions, West Des Moines

Building a collaborative culture is the only way to grow a hospital’s marketplace from both a patient and employee perspective. This session will review an organization-wide process that makes a significant impact on patient satisfaction, employee engagement, leadership effectiveness and accountability. This dynamic process is designed to educate and equip organizations to develop or enhance a collaborative culture of excellence in which leaders have a clear understanding of the organization’s strategic focus, employees are actively involved and committed to the success of the organization and department and leadership teams are cohesive, efficient, synergistic and aligned.

Learning Objectives:
• Describe the essential skills leaders need to engage and inspire a cohesive culture.
• Identify best practices to engage employees so they are actively involved and committed to the success of the organization.
• Explain how to enhance communication and practices to encourage cohesive, efficient, synergistic and aligned teams.

11:30 am Lunch

12:30 pm Medical Staff Relations
Kevin Kincaid, CEO, Knoxville Hospital & Clinics, Knoxville, IA

This session will provide participants with real-life examples of how hospital administrators, boards and medical providers interact. Best practices and examples of ways to successfully navigate and develop these relationships will be provided. Participants will learn key components of this triad and how to foster each of these components to their fullest.

Learning Objectives:
• Describe and understand the unique functions of administration, boards and providers in a health care setting.
• Identify best practices to foster relationships between these three entities.
• Analyze internal strengths and weaknesses and use this reflection to develop a cohesive plan to maximize the interactions between administration, boards and providers.

2:30 pm Health Care Redesign
Kevin Kincaid, CEO, Knoxville Hospital & Clinics, Knoxville, IA

This session creates a foundational exercise in the complexities of leading health care organizations. Why are health care leaders needed? What needs to change? This session will look into the extremely complex world of leading health care organizations, providers and boards. Participants will be asked to explore their own strengths and opportunities for improvement. Systems of care will be analyzed as each participant presents their own version of health care redesign.

Learning Objectives:
• Describe a strategic direction in health care.
• Explain how to develop a program which manages health care resources across the state.
• Identify a system which improves the health of Iowa statewide.

4:00 pm Adjourn
Toni Boyles is currently the owner and chief encouraging officer for A Place in Time Training. Prior to this role, Boyles developed supervisory training and total quality management education for the Kansas department of transportation. Boyles is a graduate of Washburn University with a major in communications, public and organizational relations and a minor in secondary education.

Sandra Christensen has more than 20 years of health care finance experience plus nine years as a CPA in public accounting. In 2014, she joined MercyOne and supports the rural affiliates serving as the finance executive. Christensen obtained her bachelor’s degree in accounting from Northwest Missouri State University, has held a CPA license in Iowa since 1990, achieved her Certified Healthcare Finance Professional designation from Healthcare Finance Management Association and holds status as a Fellow of HFMA. Prior to joining Mercy, Christensen was the CFO at a rural Critical Access Hospital with one of her most notable achievements leading the revenue cycle team to becoming a 2015 HFMA Map Award recipient for high performance in revenue cycle.

Erika Eckley is vice president of general relations and assistant general counsel for the Iowa Hospital Association (IHA), where she is responsible for state and federal advocacy and monitoring the impact of state and federal legislation on Iowa hospitals. Eckley received her juris doctorate degree from Drake University and a master’s degree in public administration from Iowa State University. She has been an adjunct professor at Des Moines University, teaching about health care law and ethics. Before joining IHA, Eckley worked in private practice and in other positions in which she wrote and spoke about issues impacting Iowa industries and stakeholders.

Kevin Kincaid joined Knoxville Hospital & Clinics in August 2011 as the CEO. He brought with him a diverse background in health care leadership and managerial expertise. Kincaid has a stellar track record in identifying strategies, initiatives and administrative practices to support growth, service excellence and employee/community relations. He has more than 25 years of experience working in hospitals both large and small and has served in numerous capacities with key results and is active on the state and federal level in health care advocacy efforts. Kincaid holds a master’s degree in health administration through Des Moines University and is a fellow through the American College of Healthcare Executives. In addition, he is a veteran of the United States Navy where he served as a Hospital Corpsman with Nuclear Submarines with the USS Alexander Hamilton/USS Tunny and at Balboa Naval Hospital.

Pat Lapekas leads her consulting firm, Lapekas & Associates. She is focused on providing organizations with expertise, knowledge and resources in performance excellence, the Baldrige criteria, strategic planning, process management and improvement methodologies, Lean six sigma and ISO 9000. In the past 13 years, she has provided performance excellence coaching and Baldrige guidance to numerous health care systems and hospitals and other organizations. Lapekas has served as a national and state examiner for the past 20 years and currently serves as an alumni examiner for the Malcolm Baldrige National Quality Award Process, senior examiner for Performance Excellence Northwest (PEN) and senior judge for the PEN/Washington State Quality Award and American Health Care Association programs. Lapekas has more than 35 years of health care and process improvement experience and is a certified Lean six-sigma black belt.

Todd Linden is president of Linden Consulting. He recently retired after 24 years as president of Grinnell Regional Medical Center where he was named CEO emeritus. He is a fellow in the American College of Healthcare Executives (ACHE) and served on the boards of the American Hospital Association (AHA), Grinnell College, AHA’s health forum and the National Rural Advisory Committee for the US Department of Health and Human Services. Linden has had the opportunity to testify in the US House and Senate and special conferences with both presidents Bill Clinton and Barack Obama on health care and economic development issues. He is an adjunct professor at the University of Iowa as well as a regular faculty for ACHE.

Michele Matt is a health care consultant for the service excellence initiatives with Custom Learning Systems out of Calgary, Canada, working with more than 50 different hospitals and health care organizations throughout the US. She was awarded the “Impact to Business” from the Iowa Chapter of Association for Talent Development for the work she did to improve patient satisfaction through a workforce engagement process at Matagorda Regional Medical Center in the Houston area. Matt has written several books and training resources, including the best-selling book Attitude: The Choice is Yours and recently produced a video-based learning program called ATTITUDE!™ Resolving Difficult Situations in the Workplace, focused on health care.
Greg Paris brings more than 20 years of experience as a CFO and CEO in rural Iowa hospitals. His organization was nationally recognized for its turnaround, including improving patient satisfaction from the 7th percentile to the 99th percentile and reducing employee turnover from 22 percent to less than 5 percent. Paris is currently the vice president and general manager of Caravan Health, the nation’s largest population health management company. In his role, he supports more than 160 communities across the US in their efforts to reduce cost and improve patient care. Paris spent four years as the rural division leader, coach and national speaker for the Studer Group. In 2007, he received the Excellence in Leadership Award, Iowa Hospital Association’s top award. In 2011, Paris was the 12th CEO to be named to Studer Group’s Hall of Fame.

Sarah Pavelka, PhD, MHA, OTR/L, CPHQ, FNAHQ has more than 20 years of experience leading and coaching in organizational performance and continuous improvement in business, industry, education and health care. Pavelka is the CEO/owner of Pavelka’s Point Consulting, LLC, program director for the Masters of Health Administration degrees at Walden University and an improvement faculty for the Iowa Healthcare Collaborative. Dr. Pavelka is a six-time National Baldrige examiner and a seven-year state examiner for the Iowa Recognition for Performance Excellence. She was also the director-at-large for the National Association for Healthcare Quality Board from 2014 to 2016. Pavelka was also the Past-president of the Iowa Association for Healthcare Quality Board, a task force member for the Iowa Hospital Association and a member of the Des Moines University Alumni Board.

John Richardson is a director of in-patient/out-patient data and data analytics for IHA, where he is responsible for managing the Dimensions program and is a member of the IHA data analytics team. He also assists with IHA data services related to quality and patient safety in cooperation with the Iowa Healthcare Collaborative partnership for Compass Hospital Improvement Innovation Network.

REGISTRATION
Register online at www.ihaonline.org.

REGISTRATION FEES
Single Enrollment (paid in full): $2,600

Single Enrollment (paid in three installments):
• $900 – due at registration
• $850 – due on September 30, 2019
• $850 – due on January 30, 2020

PROGRAM LOCATION
To be determined.

PROGRAM NOTES
Dress for the conference is business casual. Layered clothing is recommended for your comfort.

LODGING
IHA has an official discounted corporate rate at the listed hotels that attendees can use for overnight accommodations if needed. The discounted rate is being offered to Select one event attendees on a “non-last room” availability, meaning that there are times when this rate will not be available to book due to high demand in the area so it is important to book early if you think you may need arrangements. When calling, please reference the corporate ID.

Staybridge Suites Des Moines Downtown
Corporate Rate: $133 per night + taxes
Telephone: 1-515-280-3828
Corporate ID #:786828419

Embassy Suites Des Moines Downtown
Corporate Rate: $141 per night + taxes
Telephone: 515-244-1700
Corporate ID #:560001333
CONTINUING EDUCATION

5.5 Nursing Contact Hours will be awarded for each of these programs by IHA Iowa Board of Nursing Provider #4. Note: Iowa Nursing Contact Hours will not be issued unless your Iowa license number is provided on the certificate to be completed the day of the program.

ACHE: IHA is authorized to award hours of preapproved ACHE Qualified Education Credits for each program. Participants can use these Qualified Education Credits for advancement, recertification or reappointment in the American College of Healthcare Executives.

Note: To receive Nursing Contact Hours or a certificate of attendance, you are required to attend the entire program. No partial credit will be granted.

HANDOUT INFORMATION

This is a paperless conference. You will be notified via email when the handouts are available online, with a direct link to access the files. Paper copies of handouts will not be available onsite at the conference.

BLUE ZONES INITIATIVE TO EAT WISELY

The Iowa Hospital Association has made a commitment to support your health by designing all meals and snacks to follow the Blue Zones philosophy. Blue Zones guidelines are designed to nourish your body, leaving you feeling satisfied, alert and awake. IHA practices mindful eating by encouraging you to slow down and enjoy the flavors in your food.

DIETARY RESTRICTIONS

If you have any dietary restrictions or allergies, please contact Ellen Waller at iharegistration@ihaonline.org.

REGISTRATION/CANCELLATION/REFUND POLICY

- If registering by mail attach a copy of the registration form when payment is sent.
- No-shows will be billed.
- Cancellations and substitutions welcome anytime. All cancellations and substitution requests must be sent to Ellen Waller at iharegistration@ihaonline.org.
- A full refund will be given to all cancellations received 10 or more business days prior to the conference.
- A $50 administrative fee will be charged to all cancellations received six to nine business days prior to the conference.
- No refunds will be given to cancellations received five or fewer business days prior to the conference.
- Refunds will be calculated by the date received and the IHA business days remaining prior to the conference.
- IHA reserves the right to cancel the conference due to insufficient enrollment, in which case pre-registered participants will be notified and full refunds provided.

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 conference, please call 515-288-1955 or write to the Department of Education at IHA.