PHYSICIAN BUSINESS LEADERSHIP CERTIFICATION PROGRAM

SESSION ONE
Feb. 25, 2020
IHA Conference Center

SESSION TWO
April 28, 2020
IMS Conference Room

SESSION THREE
June 18, 2020
IMS Conference Room

SESSION FOUR
Sept. 14, 2020
IHA Conference Center
Program Overview
Providers today face an era of change unlike any before. Reform policies, shifting requirements and fiscal uncertainty create a chaotic atmosphere for professionals and providers. During times like these, strong leaders with innovative and focused decision-making abilities are required. Participants in this program will gain the tools to become successful leaders in today’s complex health care environment.

Program Structure
The Physician Business Leadership Certificate is achieved through attending four in-person sessions scheduled quarterly, with additional requirements in networking and involvement with other industry activities. The content includes three areas of focus:

1. Foundational Leadership Skills: Fundamental leadership and business skills.
2. Equipping for Health Care Today: Topics helping physicians improve their execution, efficiency and effectiveness.
3. Hot Topics: Issues in health care delivery affecting physicians (e.g., the opioid crisis and behavioral health issues).

Intended Audience
Emerging and aspiring physician leaders.

Program Components

Coursework
Before each in-person session, participants may have minor prep work related to the session topics. This will help them be fully prepared to engage in the subject matter.

On-site programs
These quarterly sessions will be led by subject matter experts and include interactive group discussions and group work.

Assessments
Following the conclusion of each on-site program, attendees will be given a survey to examine whether the educational objectives for that session were achieved.

Networking
Peer-to-peer learning and discussion of best practices will be integrated into the in-person sessions.

Involvement in industry education events
To qualify for the Physician Business Leadership Certification, participants must attend four additional professional or educational events within 24 months.

Examples of education events include: IHA and IMS advocacy events, IHA conferences, IHC conferences, IMS regional meetings and events, and national health care and professional development conferences. Additional registration fees may apply for some of these events.

Program Faculty
- Tammy Chance, DO, IHA Board Member, Emergency Department Medical Director, Boone County Hospital
- Marygrace Elson, MD, MME, University of Iowa
- Tom Evans, MD, FAAFP, Iowa Healthcare Collaborative, Des Moines
2020 Program Schedule Overview

**FEB. 25**
- The Art and Challenge of Coaching Colleagues to Enhanced Performance
- Managing the Difficult Physician Colleague
- IHA Hospital Day on the Hill

**APR. 28**
- Strong Negotiation and Communication Skills: Part of a Leader’s Repertoire for Conflict Management
- Time to Move Upstream and ‘Invest’ in Our Health: Addressing Social Determinants of Health and Population Health Management
- Data and Decision-making
- Case Study Review

**JUNE 18**
- CEO/CMO Panel Discussion
- Delegation and Time Management Skills for Leaders
- Health Care Finance for Leaders
- Case Study Review

**SEPT. 14**
- Creating Margin: How to Survive in a Fee-for-service-based World While Transitioning to Value-based Health Care
- Health Care Futurist, Part 2: Patient as a Partner in Care
- Networking Dinner
SESSION ONE

FEB. 25 | IHA CONFERENCE CENTER

8 am  Welcome and Introductions
Tammy Chance, DO, IHA Board Member, Emergency Department Medical Director, Boone County Hospital;
Marygrace Elson, MD, MME, FACOG, IMS President, Clinic Professor, OBGYN, University of Iowa;
Tom Evans, MD, FAAFP, Iowa Healthcare Collaborative, Des Moines

9 am  The Art and Challenge of Coaching Colleagues to Enhanced Performance
Jeff Morris, MD, MBA, Studer Coach, Pensacola, Florida
Too often, we approach collegial coaching from a position of authority or power, causing a defensive response. The reality is that successful collegial coaching demands understanding drivers of behavioral change and recognition of “What’s in it for me” for colleagues being coached. This presentation covers the why, what and how of the art and science of creating buy-in and making colleagues more receptive to change by using emotional intelligence and proven coaching tools and techniques.
Learning objectives:
• Understand how to create buy-in and a burning platform for change.
• Appreciate the value of transparency as a driver of behavioral change.
• Learn non-threatening coaching conversation skills.
• Use proven coaching tools and techniques to effect behavioral change.

11 am  Managing the Difficult Physician Colleague
Jeff Morris, MD, MBA, Studer Coach, Pensacola, Florida
There is a wide spectrum of physician behaviors that can be attributed to the “difficult colleague.” Tolerating undesirable behavior degrades the organizational culture. This affects the entire organization, putting the collegiality of staff and the quality of care at risk. Addressing such behaviors is an art as much as it is a skill. Better defining the types of difficult colleagues and having a consistent approach to dealing with various degrees of difficulty sets high standards of accountability, demonstrates value and re-recruits the organization’s high performers and team players.
Learning objectives:
• Analyze the spectrum of behaviors that can define someone as a difficult colleague.
• Understand the responsibility of physician leaders in managing a difficult colleague.
• Identify tools and techniques that can help the physician leader manage a difficult colleague more effectively.

1 pm  IHA Hospital Day on the Hill
IHA Conference Center, Curate and the State Capitol
It is crucial for hospital advocates to engage with legislators from a grassroots level. As the largest gathering of hospital advocates, Hospital Day on the Hill is the best opportunity to communicate a shared vision for Iowa’s health care system with policymakers as they develop legislation.
SESSION TWO

APRIL 28 | IMS CONFERENCE ROOM

8 am  Welcome and Introductions
Tammy Chance, DO, IHA Board Member, Emergency Department Medical Director, Boone County Hospital;
Marygrace Elson, MD, MME, FACOG, IMS President, Clinic Professor, OBGYN, University of Iowa;
Tom Evans, MD, FAAFP, Iowa Healthcare Collaborative, Des Moines

9 am  Strong Negotiation and Communication Skills: Part of a Leader’s Repertoire for Conflict Management
Azeemuddin Ahmed, MD, MBA, Clinical Professor and Executive Vice Chair, Department of Emergency Medicine, University of Iowa

To be an effective health care leader, one must have a robust repertoire of negotiation and communication skills. Regardless of context, leaders often have formal responsibility for negotiating agreements with other firms or constituencies, must compete with colleagues for scarce organizational resources and are often asked to resolve disputes between colleagues. The purpose of this session is to facilitate the basic understanding of the theories and processes of negotiation and conflict management as they are practiced in a variety of settings. This seminar is designed for a broad spectrum of negotiation and conflict management problems faced by health care leaders.

Learning objectives:
• Identify sources of team conflict.
• Distinguish among the five different negotiations and conflict management styles.
• Understand the common underlying principles of the conflict management model.

11 am  Time to Move Upstream and ‘Invest’ in Our Health: Addressing Social Determinants of Health and Population Health Management
Yogesh Shah, MD, Director, Palliative Care Services, Broadlawns Medical Center, Des Moines

Health care costs continue to outpace general inflation, typically by twofold. The major source of this problem is the unhealthy population. “Upstream” environmental factors greatly affect “downstream” health. Upstream factors include poor nutrition, inadequate housing and education, and low incomes—all considered to be social determinants of health. Addressing the health of the community extends beyond providing medical care and starts early in childhood. To meaningfully address the health of Iowans, health care providers must consider new approaches, develop social programs and explore new solutions “upstream.”

Learning objectives:
• Learn the role of social risk factors in health outcomes.
• Identify crucial social determinants of health for communities.
• Discuss how to engage directly through community involvement to improve social determinants of
SESSION TWO CONTINUED

1 pm  **Data and Decision-making**  
*Kathy Trytten, Vice President of Information and Quality Management, John Richardson, Director IPOP and Data Analytics, Iowa Hospital Association, Des Moines*  
As a health care practitioner, patient data is used daily to make decisions. This session will help providers use data for informed decision-making and improve the patient care environment. Following the session, participants will have the knowledge to face the challenges of data analytics in health care operations.  
Learning objectives:  
• Describe the importance of data analytics in decision-making across the organization.  
• Examine ways to use the benefits of information technology, quality and analytics in an organization.  
• Develop future analytic strategies and provide resources to strengthen patient care.

2:30 pm  **Case Study Review**  
*Tom Evans, MD, FAAFP, Iowa Healthcare Collaborative, Des Moines*  
In this session, participants will work in small groups to review health care case studies and report to the larger group about the case and their responses. Faculty and guests will have a chance to interact and recommend additional strategies to the case. This will foster greater learning for each situation presented.

3:45 pm  **Closing Remarks and Session Wrap-Up**  
*Tammy Chance, DO, IHA Board Member, Emergency Department Medical Director, Boone County Hospital; Marygrace Elson, MD, MME, FACOG, IMS President, Clinic Professor, OBGYN, University of Iowa; Tom Evans, MD, FAAFP, Iowa Healthcare Collaborative, Des Moines*
Physician Business LEADERSHIP Certificate Program

SESSION THREE

JUNE 18 | IMS CONFERENCE ROOM

8 am  Welcome and Introductions
Tammy Chance, DO, IHA Board Member, Emergency Department Medical Director, Boone County Hospital;
Marygrace Elson, MD, MME, FACOG, IMS President, Clinic Professor, OBGYN, University of Iowa;
Tom Evans, MD, FAAFP, Iowa Healthcare Collaborative, Des Moines

9 am  CEO/CMO Panel Discussion
A unique relation exists between hospital administration and medical staff. For new CMOs, this association can be difficult to navigate. Leadership must effectively relate to both the medical staff and facility administration as a peer, which requires strong interpersonal skills. This panel will explore the relations needed at the CMO level and how to work with a CEO to improve the performance of an organization.

Learning objectives:
• Explain how the CEO and CMO work together to improve the performance of an organization.
• Identify where areas of conflict may exist between the CEO and CMO.
• Recognize situations where collaboration between the CEO and CMO can be improved.

11 am  Delegation and Time Management Skills for Leaders
Richard Brynteson, PhD, Concordia University, Minneapolis
Time is a valuable resource and how it is used will determine a leader’s effectiveness in the workplace. New leaders must learn to delegate well or they will constantly be swamped by work.

Learning objectives:
• Detail 10 effective techniques of time management.
• Learn to create and use lists effectively.
• Describe the difference between dumping and delegating tasks.
• Explore the 10 levels of delegation.

1 pm  Health Care Finance for Leaders
Susan Horras, Vice President of Finance Policy, Iowa Hospital Association, Des Moines
Strong financial skills are necessary for effective leadership in today’s health care environment. This session will better equip physician leaders for the financial management responsibilities of their positions.

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 price transparency in health care, outlining the impact these factors have on patient satisfaction.
SESSION THREE CONTINUED

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Tom Evans, MD, FAAFP, Iowa Healthcare Collaborative, Des Moines

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Welcome and Introductions
Tammy Chance, DO, IHA Board Member, Emergency Department Medical Director, Boone County Hospital; Marygrace Elson, MD, MME, FACOG, IMS President, Clinic Professor, OBGYN, University of Iowa; Tom Evans, MD, FAAFP, Iowa Healthcare Collaborative, Des Moines

Steven Berkowitz, MD, Chief Physician Executive, Northern Light Health, President, Northern Light Medical Group, Bangor, Maine
The health care industry is going through unprecedented changes. Unpredictable and disruptive technology abound, and the physician-patient relation will continue to change. Stakeholders must become engaged and involved as market forces such as telemedicine and "big data" transform organizations into virtual health organizations with the ability to provide point-of-care patient care and achieve the end goal of true population management. This session will address how health care will survive and prosper in this very strange environment.
Learning objectives:
• Review how to thrive in the era of the competing health care dollar and how to leverage traditional strategies of market share and profitability to better influence the medical “per member per month.”
• Explore the concept of transparency as a new way of doing business.
• Discuss the increasingly important role of new technology among providers.
• Discuss the goal of achieving engagement and alignment among stakeholders, including the patient.
• Discuss the importance of becoming a virtual health organization with restructuring of physician-patient and hospital-patient relations and the ability to provide point-of-care patient care across an ever-expanding geography and continuum of care.

Creating Margin: How to Survive in a Fee-for-service-based World While Transitioning to Value-based Health Care
Don Klitgaard, MD, FAAFP, CEO, MedLink Advantage, West Des Moines
Practices and their leaders are challenged by changing reimbursement models and limited resources to adapt. Developing and refining ways to improve fee-for-service (FFS) revenue streams can help ease the burden during the transition to value-based payment (VBP). This session will discuss how to effectively incorporate quality improvement methodology into daily practice and how to connect those quality efforts to address health care costs.
Learning objectives:
• Discuss the driving factors of the changing health care payment world.
• Describe opportunities to maximize FFS revenue while preparing for VBP.
• Understand how to align meaningful quality improvement initiatives with efforts to address cost.
• Discuss how risk adjustment affects VBP.
• Describe the main alternative payment models.
SESSON FOUR CONTINUED

2:30 pm  Health Care Futurist, Part 2: Patient as a Partner in Care  
Steven Berkowitz, MD, Chief Physician Executive, Northern Light Health, President, Northern Light Medical Group, Bangor, Maine

3:45 pm  Closing Remarks and Session Wrap-up  
Tammy Chance, DO, IHA Board Member, Emergency Department Medical Director, Boone County Hospital;  
Marygrace Elson, MD, MME, FACOG, IMS President, Clinic Professor, OBGYN, University of Iowa;  
Tom Evans, MD, FAAFP, Iowa Healthcare Collaborative, Des Moines

5:30 pm  Networking Dinner  
The Republic, Marriott AC Rooftop Restaurant

GRADUATION SESSION

SEPT. 15

9 am  IHA Statewide District Meeting  
Iowa Hospital Association
Program Certificate Qualification Summary

- Participation in all four on-site programs within a 12-month period.
- Completion of all pre- and post-session coursework.
- Participation in four additional preapproved industry professional educational events. Participants will have 24 months to complete this requirement.

Continuing Education Credits

- **DO:** Des Moines University (DMU) is accredited by the American Osteopathic Association (AOA) to provide osteopathic continuing medical education for physicians. DMU designates this program for a maximum of 17.5 AOA Category 2-A credits and will report CME and specialty credits commensurate with the extent of the physician’s participation in this activity.
- **MD:** This activity has been planned and implemented in accordance with the accreditation requirements and policies of the Iowa Medical Society (IMS) through the joint providership of DMU and the Iowa Hospital Association. DMU is accredited by IMS to provide continuing medical education for physicians. DMU designates this live activity for a maximum of 17.5 AMA PRA Category 1 Credit(s)™. Physicians should claim only the credit commensurate with the extent of their participation in the activity.
- **Other health professionals:** This live activity is designated for 17.5 AMA PRA Category 1 Credit(s)™.

EDUCATIONAL GRANTS: No commercial interest company provided financial support for this continuing education activity.

DISCLAIMER: Everyone in a position to control the content of this educational activity will disclose to the CME provider and to attendees relevant financial relations with any commercial interest. They also will disclose if pharmaceuticals or medical procedures and devices discussed are investigational or unapproved for use by the U.S. Food and Drug Administration. If you’re interested in reviewing a disclosure form, please email the DMU CME office at cme@dmu.edu. Determination of educational content and the selection of speakers is the responsibility of the activity director. Firms providing financial support did not have input in these areas. The information provided at this CME activity is for continuing education purposes only and is not meant to substitute for the independent medical judgment of a health care provider about diagnostic and treatment options of a patient’s medical condition. The content of each presentation does not necessarily reflect DMU’s views.
Program Fees
Tuition is $2,500 for IHA, IMS, IAFP Members.
Tuition for Non-Members is $3,000.

Lodging
The Iowa Hospital Association has a discounted corporate rate at the listed hotels that attendees can use for overnight accommodations. The discounted rate is being offered to IHA event attendees on a “non-last room” availability, meaning that there are times when this rate will not be available to book because of high demand in the area. 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: $129 per night + taxes
Telephone: 877-238-8889
Corporate ID No.: 786828419

Embassy Suites Des Moines Downtown
Corporate Rate: $143 per night + taxes
Telephone: 515-244-1700
Corporate ID No.: 560001333

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

ADA Policy
IHA does not discriminate in its educational programs on the basis of race, religion, color, sex or disability. IHA wishes to ensure no one with a disability is excluded, denied services, segregated or otherwise treated differently than others 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 to attend this conference, please call 515-288-1955, or write to the Department of Education at IHA.