

2021 ADVANCED LEADERSHIP ACADEMY

JAN. 21 • MAY 27 • AUG. 19 • NOV. 11



IOWA HOSPITAL
ASSOCIATION

We care about Iowa's health



ADVANCED LEADERSHIP ACADEMY



The Academy is designed to equip hospital leaders who have been on a leadership succession track with the skills and knowledge to engage in operational factors within their position. Participants are nominated by their hospital's CEO.

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

Curriculum

- Integrates health care information with leadership development.
- Learning and discussions with experienced health care leaders.
- Meet with leaders from diverse hospital settings.
- Complete an improvement project within the facility and present results to other facilities via livestreaming.
- Work with experts to improve public speaking and communication delivery.

Academy Information

- Upon nomination by the CEO, the nominated individual will complete a registration form to enroll.
- The hospital will assign a mentor for their enrollee and in collaboration with their mentor will identify a project to complete.
- The 2021 class is invited to the 2021 IHA Summer Leadership Forum and the 2021 IHA Governance Forum.
- Participants will be recognized for completing the program at the 2021 IHA Annual Meeting.
- Additional information is available online at www.ihaonline.org/academy.

SESSION 1: JAN. 21

8:30 am **Guest CEO Speech – Kirk Norris, President and CEO, Iowa Hospital Association**

9:00 am **Lessons in Leadership: Loving What You Do**

Greg Paris, MHA, FACHE, Health Care Coach, Studer Group, Pensacola, FL

The number 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. It also 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.

10:30 am Getting to Know You: Leadership Legacy Results

Advanced Leadership Academy Participants

Participants will share what they learned about themselves by taking the assessment and how they will use this self-reflection to guide their future leadership decisions.

11:30 am Lunch

1:30 pm State and Federal Policy Updates

Kimberly Murphy, JD, Vice President, Government Relations and Assistant General Counsel, Iowa Hospital Association, Des Moines

This session will review 2020 state and federal legislative activities that affect health care and hospitals.

Learning objectives:

- Discuss legislative issues facing the federal and state legislature and the impact on Iowa hospitals.
- Explain how to get involved with IHA advocacy efforts.

3 pm Advanced Leadership Academy Logistical Walkthrough

3:30 pm Adjourn

ADDITIONAL EDUCATION: MAY 26 (1-4 PM)

Advanced Communications Training

Andy Garman, Wixted and Company

SESSION 2: MAY 27

8:30 am Guest CEO Speech

Matt Sells, President and CEO, Shenandoah Medical Center

9 am Thinking Like a Futurist

James McKenna, MBA, PCC, Executive Leadership Coach

Participants will have an opportunity to compare methods for looking ahead based on trends to help their organizations' strategic-planning and risk-assessment processes. Considering the multiple levels of uncertainty with public health, racial inequity and economic health, thinking like a futurist can help health care organizations compete differently than they had in the past and be well-positioned for future success.

Learning objectives:

- Compare methods to identify trends that affect health care organizations.
- Create a Horizon scanning model and discuss two possible future scenarios.
- Design a plan to generate organizational readiness in response to a world in flux.

10:30 am Financial Business Skills for the Health Care Leader, Part One

Susan Horras, CPA, FHFMA, Vice President of Finance, Iowa Hospital Association, Des Moines

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

Learning objectives:

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

11:30 am Lunch

1:30 pm Financial Business Skills for the Health Care Leader, Part Two

Susan Horras, Iowa Hospital Association

2:30 pm Media and Crisis Communication 101

Andy Garman, Wixted and Company, West Des Moines

Learn how the media covers crisis situations, including the process they go through and when an organization or spokesperson has control in the process. This session also 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:

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

3:30 pm Adjourn

SESSION 3: AUG. 19

8:30 am Guest CEO Speech

Dr. Teri Wahlig, CEO, ChildServe

9 am Dimensions Discovery Datalytics

John Richardson, Director, IPOP and Data Analytics, Iowa Hospital Association, Des Moines

This session will overview 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 cases for several dashboards.

Learning objectives:

- Identify key uses for Dimensions Discovery Datalytics.
- Identify which dashboards to select for different analyses.
- Understand the basic function of Dimensions Discovery Datalytics.

10:30 am IHA Advanced Leadership Academy Project Walkthrough

Advanced Leadership Academy Participants

This is an opportunity for participants to walk through their presentation slide decks and prepare for their livestream presentations.

11:30 am Lunch

1:30 pm Serve Up: Seven 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 this culture, leaders have a clear understanding of the organization's strategic focus, employees are committed to the success of the organization and leadership teams are cohesive, efficient, synergistic and aligned.

Learning objectives:

- Enhance communication and practices to encourage cohesive, efficient, synergistic and aligned teams.
- Learn best practices to engage employees so they are involved and committed to the success of the organization.
- Provide leaders with the essential skills to engage and inspire a cohesive culture.

3 pm IHA Advanced Leadership Academy Logistical Review

3:30 pm Adjourn

NOV. 9

Livestream of Advanced Leadership Academy Projects

2021 Advanced Leadership Academy Participants

SESSION 4: NOV. 11

8:30 am Guest CEO Speech

David Stark, CEO, Unity Point Des Moines

9 am Is It an Oops or a 911: Dealing with Conflict

Toni Boyles, CEO, A Place in Time Training, Topeka, Kansas

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

Learning objectives:

- Demonstrate the difference between proactive and reactive behaviors.
- Describe and recognize the difference between compromise and collaboration.
- Describe five measurable things attendees do and develop five new ideas to help them build trust in their circles.
- Detail the “validate, probe, support and teach” model when dealing with an angry person.
- Document one plan for building trust.

10:30 am Lunch

12:30 pm CEO, Board and Medical Staff Relations

Todd Linden, FACHE, President, Linden Consulting, Cedar Rapids

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

Learning objectives:

- Analyze internal strengths and weaknesses and use this reflection to develop a cohesive plan to maximize the interactions among administration, boards and providers.
- Garner best practices to foster relations between these three entities.
- Review and understand the unique functions of administration, boards and providers in a health care setting.

2:30 pm Connecting to Purpose and a Health Care Redesign

Lisa Radtke, Former Chief Administrative Officer, Winneshiek Medical Center, Decorah, IA

This session will tie together the previous learnings by assisting participants in connecting to purposeful work by further developing their personal and organizational mission statements and reviewing the why behind their leadership. Participants will also take part in a foundational exercise in the complexities of leading health care organizations. Why are health care leaders needed? What needs to change? This session will examine the complex world of leading health care organizations. Systems of care will be analyzed as each participant presents their version of health care redesign.

Learning objectives:

- Develop and share personal and organizational mission statements.
- Create a strategic direction in health care.
- Develop a program that manages health care resources statewide.
- Produce a system that improves the health of Iowa.

3:30 pm Adjourn

SPEAKER BIOGRAPHIES

Toni Boyles is owner and chief encouraging officer for A Place in Time Training. Before this, Boyles developed supervisory training and total quality management education for the Kansas Department of Transportation. She is a graduate of Washburn University with a major in communications and public and organizational relations and a minor in secondary education.

Susan Horras is vice president of finance policy with IHA. Before joining IHA, Horras was the director of finance at Unity-Point Accountable Care Organization, director of network economics for Wellmark Blue Cross and Blue Shield, CFO at a critical access hospital and spent several years in health care consulting at RSM.

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 of the American College of Healthcare Executives and served on the boards of the American Hospital Association and its health forum, Grinnell College and the National Rural Advisory Committee for the US Department of Health and Human Services. Linden has testified in the US House and Senate and special conferences with presidents Bill Clinton and Barack Obama about health care and economic development. He is an adjunct professor at the University of Iowa and a regular faculty member for the American College of Healthcare Executives.

Michele Matt is a health care consultant for the service excellence initiatives with Custom Learning Systems, Calgary, Canada. Matt works with more than 50 different hospitals and health care organizations nationwide. She was awarded the Impact to Business recognition 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 Bay City, Texas. Matt has written several books and training resources, including the bestselling book "Attitude: The Choice Is Yours," and recently produced a health care-focused video learning program called "ATTITUDE! Resolving Difficult Situations in the Workplace."

James McKenna is an International Coach Federation-certified executive leadership coach for health care C-suites, physicians, nurses, clinical teams and boards of trustees. With more than 20 years of experience, he has worked with more than 200 hospitals worldwide and helped thousands of people maximize performance while enhancing their wellness and engagement. McKenna was director of quality for Inpatient Specialists, a hospital medicine group in Maryland, where he helped physicians and hospitals improve quality measures, drive up patient experience scores and increase reimbursement through value-based purchasing. McKenna received a certificate in leadership coaching from Harvard Business School, a master's degree in international business from Thunderbird School of Global Management and a bachelor's degree in computer science from Marist College.

Kimberly Murphy is the senior director of government relations and assistant general counsel at IHA. She is a licensed attorney and received her juris doctorate from the University of Iowa College of Law. She has worked as the state substitute decision maker and as the director of policy at the Iowa Department on Aging before joining IHA.

Greg Paris brings more than 20 years of experience as a chief financial officer 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% to less than 5%. Paris is the vice president and general manager of Caravan Health, the nation's largest population health management company. He supports more than 160 communities nationwide in their efforts to reduce costs and improve patient care. Paris spent four years as rural division leader, coach and national speaker for the Studer Group. In 2007, he received the Excellence in Leadership Award from the Iowa Hospital Association. In 2011, Paris was the 12th CEO to be named to Studer Group's Hall of Fame.

Lisa Radtke has worked in patient care and health care leadership roles more than 40 years. Most of her career has been with Mayo Clinic Health System, culminating as chief administrative officer for Winneshiek Medical Center in Decorah. In her early years, Radtke worked with behavioral health programs, serving as a counselor, leader, facilitator and teacher. Through her work with patients, families and staff, she developed a belief in the importance of fostering caring environments. Radtke holds a master's degree in community health education, licensure in social work, substance abuse counseling and supervision, is a certified facilitator of the Crucial Conversations and Influencer toolkits. She also is a Certified Mindful Coach.

John Richardson is a director of inpatient/outpatient 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 helps with IHA data services related to quality and patient safety in cooperation with the Iowa Healthcare Collaborative partnership for the Compass Hospital Improvement Innovation Network.

REGISTRATION

Register online at www.ihaonline.org.

REGISTRATION FEES

Single Enrollment (paid in full): \$2,600 or installments of \$900 (due at registration), \$900 (1/23) and \$800 (5/27).

CONTINUING EDUCATION

3.0 nursing contact hours will be awarded for January 21; 4.5 nursing contact hours will be awarded for May 27; 3.0 nursing contact hours will be awarded for August 19; 3.5 nursing contact hours will be awarded on November 11 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.

REGISTRATION/CANCELLATION/REFUND POLICY

- Cancellations and substitutions are welcome anytime. Cancellations and substitution requests must be sent to iharegistration@ihaonline.org. No-shows will be billed.
- A full refund will be given to cancellations received 10 or more business days before the conference.
- A \$50 fee will be charged to cancellations received six to nine business days before the conference.
- Refunds will not be given to cancellations received five or fewer business days before the conference.
- Refunds will be calculated by the date received and the IHA business days remaining before the conference.
- IHA reserves the right to cancel the conference because of insufficient enrollment. If so, preregistered 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.

ADVANCED LEADERSHIP ACADEMY



ATTENDEE INFORMATION

Name _____ Title _____

Email Address (required) _____ Telephone _____

ORGANIZATION INFORMATION

Name _____

Street Address _____

City _____ State _____ Zip _____

REGISTRATION FEES

☐ Single Enrollment Paid in Full – \$2,600

☐ Installment payments – \$900 (due at registration), \$900 (1/23) and \$800 (5/27)

PAYMENT INFORMATION

☐ Option 1: Bill my institution.

☐ Option 2: Enclosed is my check payable to IHA in the amount of \$ _____

OFFICE USE ONLY

Program # 125-5130-206321

Date Received _____

Fee Amount \$ _____

Check # _____

Check Total \$ _____

