



PHYSICIAN BUSINESS LEADERSHIP CERTIFICATION PROGRAM

Feb. 18 | March 25 | April 22 | May 29



IOWA HOSPITAL
ASSOCIATION®



IOWA ACADEMY OF
FAMILY PHYSICIANS

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.

INTENDED AUDIENCE

Emerging and aspiring physician leaders.

SESSION ONE | FEB. 18, 2025

8:30 a.m. Introduction to the Iowa Hospital Association

Chris Mitchell, President and CEO, Iowa Hospital Association, Des Moines, Iowa

9 a.m. Empowering Physician Leadership: Aligning Roles, Goals, and Values for Team Success

Dan Smith, MD, Executive Medical Director, Principal, Coach and National Speaker, Huron Consulting Group, Chicago, Illinois

In this session participants will explore the essential role and competencies required for success as a physician leader, emphasizing alignment with your organization's mission, vision and values. We will discuss the importance of setting aligned goals and creating actionable plans to achieve them. Additionally, we will delve into strategies for building trust, fostering teamwork, and maintaining high levels of engagement within the team. Participants will gain insights and practical approaches to enhance their leadership and drive organizational success.

Learning objectives:

- Identify and articulate the key leadership competencies required for their roles and understand how these align with the organization's overall goals.
- Learn effective methods for setting aligned goals and creating actionable plans, ensuring alignment between individual, team, and organizational objectives.
- Develop strategies for building trust within teams, fostering effective teamwork, and maintaining high levels of engagement and motivation among team members.

Noon Lunch

1 p.m. Negotiations and Conflict Management

Azeemuddin Ahmed, MD, MBA, Clinical Professor and Executive Vice Chair, Department of Emergency Medicine, University of Iowa, Iowa City, Iowa

To be an effective health care leader, one must have a robust repertoire of negotiation and communication skills. Despite 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 basic understanding of theories and processes of negotiation and conflict management as they are practiced in a variety of settings.

Learning objectives:

- Identify sources of team conflict.
- Distinguish among five negotiation and conflict-management styles.
- Understand the common underlying principles of the conflict-management model.

4 p.m. Adjourn

SESSION TWO | MARCH 25, 2025

8:30 a.m. Introduction to the Iowa Academy of Family Physicians

Iowa Academy of Family Physicians Board Member

9 a.m. Language and Tools for the Business of Health Care

Michael T. (Mickey) Harris, MD, Founder, MTH Health, New York

In this session, we will review specific metrics and tools you need to run a profitable medical practice or program and to help manage your accounts receivable. We will learn some of the language common to decision makers in all industries and remove the mystery from financial concepts that determine whether any business (including yours) will thrive or fail. Finally, we will go step by step through the development of a simple business plan to help you evaluate the financial viability of a project (new hire, program, or equipment). This will give you the credibility you need to get your next great idea funded and expand your sphere of influence in your institution.

Learning objectives:

- Understand contribution margin and perform breakeven and target analyses to help in critical decision making.
- Understand how to track and interpret critical metrics of medical practice management.
- Understand key financial concepts that affect any business, including yours.
- Understand the nature of fixed and variable costs and the relation between costs, volume, and profit.

10 a.m. Making Better Decisions

Michael T. (Mickey) Harris, MD, Founder, MTH Health, New York

We make thousands of decisions every day. Fortunately, most are automatic and usually work out reasonably well. But as we make decisions as or on behalf of an organization, we almost always do so without the process we need to optimize our chances of a good outcome. Formalizing the decision-making process has been shown to lead to faster results and better outcomes than any other factor. In this highly interactive workshop, we will apply the tools of decision authority and decision management to real issues facing the participants. We will examine universal barriers to good decision making and learn specific strategies to overcome each.

Learning objectives:

- Apply these strategies to specific issues facing each participant.
- Learn the application of a decision-authority matrix for organizational decisions.
- Understand how universal cognitive biases affect our decisions.
- Understand the rationale and data supporting the use of a formal decision-making process.
- Use strategies to address and overcome common cognitive biases.

Noon Lunch

1 p.m. CEO, Board and Medical Staff Relations

Todd Linden, FACHE, President, Linden Consulting, Centennial, Colorado

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

Learning objectives:

- Analyze internal strengths and weaknesses to develop a cohesive plan to maximize interactions among health care administration, boards and medical staff.
- Garner best practices to foster relations among these three groups.
- Review and understand the unique functions of health care administration, boards and providers.

4 p.m. Adjourn

SESSION THREE | APRIL 22, 2025

8:30 a.m. Introduction to Iowa Hospital Association Advocacy

Clare Kelly, Chief Government & External Affairs Officer, Iowa Hospital Association, Des Moines, Iowa

9 a.m. 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:

- Appreciate the value of transparency as a driver of behavioral change.
- Learn non-threatening coaching conversation skills.
- Understand how to create buy-in and a burning platform for change.
- Use proven coaching tools and techniques to effect behavioral change.

10:30 a.m. 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 quality of care at risk. Addressing such behaviors is an art as much as a skill. Better defining the types of difficult colleagues and having a consistent approach to dealing with degrees of difficulty sets high standards of accountability, demonstrates value and re-recruits the organizations’ high performers and team players.

Learning objectives:

- Analyze the spectrum of behaviors that can define someone as a difficult colleague.
- Identify tools and techniques that can help the physician leader manage a difficult colleague more effectively.
- Understand the responsibility of physician leaders in managing a difficult colleague.

Noon Lunch

1 p.m. Legal Issues for Physician Leaders: An Overview of the Law and Discussion with Health Lawyers in the Trenches

Attorneys from Dorsey & Whitney, Des Moines, Iowa

Hear from a panel of health law attorneys about the primary laws physician leaders should understand. Attorneys from Dorsey & Whitney, who routinely advise hospitals, will address the most common laws and scenarios facing physician leaders. The panel will cover topics such as peer review, NPDB reporting, candor laws, tricky consent issues, HIPAA and privacy/security, health care fraud and abuse such as Stark and Antikickback, certificate of need, EMTALA, dependent adult abuse, and restrictive covenants like non-competes and non-solicit clauses in employment and transaction agreements. The panel will share real world examples and practical tips for physician leaders to use in their work.

Learning objectives:

- Examine issues encountered in shift management.
- Identify recent legal changes in the field.
- Recognize surprises in agency regulations.
- Resolve common employment problems facing health care.

4 p.m. Adjourn

SESSION FOUR | MAY 29, 2025

8:30 a.m. **Introduction to the Iowa Hospital Association Data Resources**
Iowa Hospital Association Information Center Team, Des Moines, Iowa

9 a.m. **Workforce Shortages and Physician Crisis**
Gerard Clancy, MD, Professor of Psychiatry and Emergency Medicine and Senior Associate Dean, University of Iowa, Iowa City, Iowa

Before the pandemic, America was experiencing dramatic increases in suicide. Among physicians, burnout, clinical depression and suicide rates were higher than the general population. The pandemic caused significant trauma across society, particularly for frontline health care workers. This session will discuss the depth of this trauma, the long-term outlook on mental health, and steps we can take now to prevent chronic post-traumatic stress disorder and a mass exodus of the health workforce.

Learning objectives:

- Acknowledge that most clinicians have experienced some level of trauma.
- Develop a culture of well-being and peer-to-peer support.
- Plan for different models of psychiatric care to handle the depth of new mental illness.
- Recognize the depth of stressors of the pandemic on clinicians.

Noon **Lunch**

1 p.m. **12 Pearls of Leadership**
Steven Berkowitz, MD, SMB Health Consulting, Scottsdale, Arizona

The role and influence of the physician executive has come a long way in the last decade. Specifically, the role of chief medical officer or chief physician executive has expanded in scope and influence. New opportunities now exist for physicians to have greater impact on the future of health care. How can we better select, groom and mentor these physician leaders? Dr. Berkowitz will discuss his experiences over the last 25 years in mentoring these executives, and review “pearls” for present and future physician leaders.

Learning objectives:

- Discuss best practices on how to measure performance of physician leaders.
- Discuss organizational strategies to better select, groom and mentor physician leaders.
- Discuss opportunities to speed the learning curve of new executives.
- Discuss the changing roles and responsibilities of the physician executive.
- Give examples of how the physician executive can enhance the senior leadership team.

4 p.m. Adjourn

CONTINUING EDUCATION

Des Moines University Medicine and Health Sciences is the accredited provider and has approved this activity for AMA PRA Category 1 Credit™, American Osteopathic Association credit, and continuing education contact hours. The speaker(s) will disclose if any pharmaceuticals, medical procedures, or devices discussed are investigational or unapproved for use by the U.S. Food and Drug Administration (FDA). The activity director is responsible for determining educational content and selecting speakers. No ineligible company provided financial support for this continuing education activity. If you have questions regarding continuing education credit, please email cme@dmu.edu.

REGISTRATION

Submit applications by emailing the enrollment page to Autumn McGill at mcgilla@ihaonline.org.

- IHA/IAFP members – \$2,550
- IHA/IAFP nonmembers – \$3,300
- Paid in three installments: \$850/\$1,100 due at registration, \$850/\$1,100 due Feb. 14, and \$850/\$1,100 due April 18.

PROGRAM LOCATION

IHA Conference Center, 100 E. Grand Ave., Des Moines, Iowa

- If you have dietary restrictions or allergies, email iharegistration@ihaonline.org.
- Dress for the conference is business casual. Layered clothing is recommended for your comfort.

CANCELLATION/REFUND POLICY

- Cancellations and substitutions are welcome anytime. Email cancellations and substitution requests to iharegistration@ihaonline.org.
- IHA will refund cancellations received 10 or more business days before the conference.
- IHA will charge a \$50 administrative fee to cancellations received six to nine business days before the conference.
- IHA will not refund cancellations received five or fewer business days before the conference.
- IHA will calculate refunds by the date received and the IHA business days remaining before the conference.
- IHA may cancel the conference because of low enrollment. If so, IHA will notify preregistered participants and provide full refunds.

ADA POLICY

IHA does not discriminate in its educational programs based on race, religion, color, sex or disability. IHA wishes to ensure that no one with a disability is excluded, denied services, segregated or treated differently than others because of the absence of auxiliary aids and services. If you need auxiliary aids or services identified in the Americans With Disabilities Act to attend this conference, call IHA at 515-288-1955 or write to the IHA Education Department.



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PARTICIPANT INFORMATION

First name _____ Last name _____

Title and credentials _____

Email (required) _____

Telephone _____ Fax _____

Organization name _____

Street address _____

City _____ State _____ ZIP code _____

I have dietary restrictions or allergies. Please specify: _____

TUITION FEES

IHA/IAFP members – \$2,550

IHA/IAFP Nonmembers – \$3,300

Single registration (paid in three installments) \$850/\$1,100 due at registration, \$850/\$1,100 due Feb. 14, and \$850/\$1,100 due April 18.

PAYMENT INFORMATION

Option 1: Bill my institution.

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

OFFICE USE ONLY

Program No. 125-5130-202825

Date received _____

Fee amount \$ _____

Check No. _____

Check total \$ _____



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