

IOWA HOSPITAL ASSOCIATION

2022 Advanced Leadership Academy

*DISCOVERING NEW
HEIGHTS IN LEADERSHIP*



IOWA HOSPITAL
ASSOCIATION

We care about Iowa's health

ADVANCED LEADERSHIP ACADEMY



The Advanced Leadership 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 in their positions. Participants are nominated by their hospital CEOs. Class size is limited to 25 participants to maximize interaction and networking.

Curriculum

The academy's curriculum includes:

- Advocacy leadership.
- Conflict management.
- Data for decision-making.
- Health care finance.
- Lessons about leadership.
- Medical staff and board relations.

Participants will complete improvement projects in their facilities and present the results to other facilities at a livestream event.

Faculty

Lisa Radtke will guide and mentor participants. Radtke is a former IHA board member and has worked in patient care and health care leadership roles for more than 40 years. Most of her career was with the Mayo Clinic Health System, culminating as chief administrative officer for Winneshiek Medical Center in Decorah. Radtke has a master's degree in community health education, a social work license and certifications in Crucial Conversations and Influencer toolkits and Mindful Coaching.

Academy information

After nomination by their CEOs, candidates will complete registration forms to enroll. Representatives from the nominating hospitals will assign mentors for their respective enrollees and collaborate with them to identify projects.

Class members are invited to the IHA Summer Leadership Forum and the IHA Governance Forum. Participants will be recognized for completing the program at the 2022 IHA Annual Meeting. Additional information is available at www.ihaonline.org/academy.

SESSION 1: MARCH 2, IOWA HOSPITAL ASSOCIATION

8:30 a.m. **Guest CEO and Welcome**
Chris Mitchell, President and CEO, Iowa Hospital Association, Des Moines

9 a.m. **Lessons in Leadership: Loving What You Do**
Greg Paris, M.H.A., FACHE, Health Care Coach, Studer Group, Pensacola, Florida

The number of books about 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 roles every day.

Learning objectives:

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

10:30 a.m. Connecting to Purpose – Your Leadership Journey

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

This session will tie together the previous learnings by helping participants connect purposeful work by further developing their personal and organizational mission statements and discovering how purpose guides them throughout their leadership journey.

Learning objectives:

- Describe how leaders keep their organizational mission-vision-values and personal missions alive in their work.
- Discover moments in the leadership journey that connect to purpose.
- Identify how personal and organizational mission statements guide and enrich the leadership journey
- Use the “lifecycle of an organization” as a framework to bring leaders back to purpose when needed most.

11:30 a.m. Lunch

1 p.m. State and Federal Policy Updates

Maureen Keehnle, JD, Senior Vice President and General Counsel, Government Relations, Iowa Hospital Association, Des Moines

This session will review 2021 state and federal legislative activities that affect health care and hospitals.

Learning objectives:

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

2 p.m. Lean and Process Improvement

Sarah Pavelka, Ph.D., M.H.A., OTR/L, CPHQ, FNAHQ, Pavelka’s Point Consulting, Cedar Falls

Organizations are continually struggling to reach their goals of providing more value and quality, being efficient and reducing 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 understands what they need to apply these models and techniques in their organizations. By using simple introduction techniques, lean can help organizations achieve their goals.

Learning objectives:

- Analyze return on investment and strategic alignment for improvement efforts.
- Apply the steps and tools of the lean process for organizational success.
- Assess the elements of a lean foundation and how leadership should be leveraged.
- Discover the concepts of lean and its relationship to quality improvement.

4 p.m. Adjourn

ADDITIONAL EDUCATION: MAY 17

1-4 p.m. Advanced Communications Training

Andy Garman, Wixted and Company, West Des Moines

Participants will learn ways to enhance their public speaking skills and capture an audience within 90 seconds by using the tools discussed in this session.

SESSION 2: MAY 18, BROADLAWNS MEDICAL CENTER

8:30 a.m. Guest CEO

Anthony Coleman, D.H.A., President and CEO, Broadlawns Medical Center, Des Moines

9 a.m. **Thinking Like a Futurist**
James McKenna, MBA, PCC, Executive Leadership Coach, Bethesda, MD

Participants will compare methods for looking ahead based on trends to help their organizations' 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 future scenarios.
- Design a plan to generate organizational readiness in response to a world in flux.

10:30 a.m. **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 a.m. **Lunch and Tour of Broadlawns Medical Center**

1:30 p.m. **Financial Business Skills for the Health Care Leader, Part Two**
Susan Horras, Iowa Hospital Association, Des Moines

2:30 p.m. **Media and Crisis Communication 101**
Andy Garman, Wixted and Company, West Des Moines

Learn how the media covers crisis situations and when an organization 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 representative 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.

4 p.m. **Adjourn**

SESSION 3: JULY 13, VETERANS AFFAIRS OF CENTRAL IOWA, DES MOINES

8:30 a.m. **Guest CEO**
Gail Graham, Executive Director, VA of Central Iowa, Des Moines

9:00 a.m. **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 now 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.

11:30 a.m. Lunch and Tour of Veterans Affairs of Central Iowa

1:30 p.m. 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 their 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 among these three entities.
- Review and understand the unique functions of administration, boards and providers in health care.

2:30 p.m. 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.

4 p.m. Adjourn

SESSION 4: AUG. 17 - CHILDSERVE

8:30 a.m. Guest CEO

Teri Wahlig, M.D., CEO, ChildServe, Johnston

9 a.m. Your Leadership Promise: Leading and Sustaining a World-Class Service Culture, Part One

Eric Kidwell, Co-director, Smart CX Customer Experience Solutions, Orlando, Florida

Great health care leaders not only take care of patients, but also inspire their colleagues and staff to localize the organizational mission into their clinics, departments and hospitals, making it relevant and applicable to every team member. This session will illustrate the blueprints and tools needed to build a high-performing team that is aligned, focused and committed to being patient-driven, whether they directly care for patients or not.

Learning objectives:

- Define how to empower your workforce to effectively communicate your vision.
- Define where loyalty comes from and learn how to garner it from team members and customers.
- Discover why most initiatives die and the infrastructure needed to build and sustain long-term success.
- Identify the tools needed to operationalize excellence from the top, whether face to face, electronic or mail.
- Recognize leadership styles and adjust to a more effective one.

11:30 a.m. Lunch and ChildServe Tour

1:30 p.m. Your Leadership Promise: Leading and Sustaining a World-Class Service Culture, Part Two
Eric Kidwell, Co-director, Smart CX Customer Experience Solutions, Orlando, Florida

2:30 p.m. Health Care Redesign
Kevin Kincaid, CEO, Knoxville Hospital & Clinics, Knoxville

Why are health care leaders needed? What needs to change? This session will investigate the complex world of leading health care organizations, providers and boards. Participants will explore their strengths and opportunities for improvement. Systems of care will be analyzed as each participant presents their versions of health care redesign.

Learning objectives:

- Describe a strategic direction in health care.
- Explain how to develop a program that manages health care resources statewide.
- Identify a system that improves the health of Iowa statewide.

4 p.m. Adjourn

AUG. 30, ADVANCED LEADERSHIP ACADEMY PROJECT PRACTICE CALL – TIME TBD

SEPT. 13, ADVANCED LEADERSHIP ACADEMY PROJECT PRACTICE CALL – TIME TBD

SEPT. 20, ADVANCED LEADERSHIP ACADEMY PROJECT LIVESTREAM – 8 A.M.-4 P.M.

SPEAKERS

Toni Boyles is the 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, 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 UnityPoint Accountable Care Organization, director of network economics for Wellmark Blue Cross and Blue Shield, chief financial officer at a critical access hospital and spent several years in health care consulting at RSM.

Maureen Keehnle is senior vice president and general counsel, Government Relations, for IHA. Keehnle oversees advocacy activities at IHA and has responsibilities for state and federal legislative strategy and policy development. She is a graduate of West Virginia University and Drake University Law School. She has worked at IHA since 1997.

Eric Kidwell started his career as an entertainer, working in USO shows worldwide in places like Egypt, Turkey, Italy, Spain and the deck of the U.S.S. America in the middle of the Mediterranean Ocean. His entertainment experience translated to 17 years working in broadcast television as both a creative director, customer service trainer and occasional on-air talent. Kidwell moved from television to health care, working on the strategy, marketing and development team with Riverside Health System in Newport News, Virginia. He soon became the primary customer service trainer for the system's 10,000 team members. He then joined Integrated Loyalty Systems in Orlando, Florida, as senior vice president and senior consultant, traveling the country working with health care organizations to elevate the human side of health care.

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.

Todd Linden is president of Linden Consulting. Linden 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 and served on the boards of the American Hospital Association, Grinnell College and the National Rural Advisory Committee for the U.S. Department of Health and Human Services. Linden has testified on Capitol Hill and met with presidents Bill Clinton and Barack Obama about health care and economic development. He is an adjunct professor at the University of Iowa as well as a regular faculty for the American College of Healthcare Executives.

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. 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.

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 seventh 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. In his role, he supports more than 160 communities in their efforts to reduce costs 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 IHA's Excellence in Leadership Award. In 2011, Paris was the 12th CEO to be named to Studer Group's Hall of Fame.

Sarah Pavelka, Ph.D., has more than 20 years of experience leading and coaching in organizational performance and continuous improvement in business, industry, education and health care. Dr. Pavelka is the CEO/owner of Pavelka's Point Consulting, program director for the Master of Health Administration degrees at Walden University and an improvement faculty member for the Iowa Healthcare Collaborative. She 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 and past-president of the Iowa Association for Healthcare Quality Board.

Lisa Radtke has worked in patient care and health care leadership roles more than 40 years. Most of her career was with Mayo Clinic Health System, culminating as chief administrative officer for Winneshiek Medical Center in Decorah. Early in her career, 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, and certification with Crucial Conversations and Influencer toolkits and Mindful Coaching.

John Richardson is a director of inpatient/outpatient data and data analytics for IHA, where he manages the Dimensions program and is a member of the IHA data analytics team. Richardson also helps with IHA data services for quality and patient safety in cooperation with the Iowa Healthcare Collaborative's partnership for the Compass Hospital Improvement Innovation Network.

REGISTRATION

Register online at www.ihaonline.org.

REGISTRATION FEES

Single enrollment (paid in full): \$2,700

Single enrollment (paid in three installments):

- \$900 – due at registration
- \$900 – due March 2, 2022
- \$900 – due April 6, 2022

PROGRAM LOCATION

This program is hosted at the IHA Conference Center, as well as multiple health care facilities in the Des Moines area.

PROGRAM NOTES

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

LODGING

IHA has a discounted corporate hotel rate attendees can use for overnight accommodations. The discounted rate is offered to attendees on “non-last room” availability, meaning that there are times when this rate will not be available because of high demand. It is important to book early if you think you may need arrangements. When calling, please refer to the corporate ID.

HOTELS:

Staybridge Suites Des Moines
Corporate rate: \$133 per night plus taxes
515-280-3828
Corporate ID No.: 786828419

Downtown Embassy Suites Des Moines
Corporate rate: \$143 per night plus taxes
515-244-1700
Corporate ID No.: 560001333

CONTINUING EDUCATION

5.0 nursing contact hours will be awarded for the March 2 session and 4.5 nursing contact hours for the May 18, July 13 and Aug. 17 sessions by IHA Iowa Board of Nursing Provider No. 4.

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.

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

To receive nursing contact hours or a certificate of attendance, you must attend the entire program. No partial credit will be granted.

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 are welcome anytime. Cancellations and substitution requests must be emailed to IHAregistration@ihaonline.org.
- A full refund will be given to cancellations received 10 or more business days before the conference.
- A \$50 administrative fee will be charged to cancellations received six to nine business days before the conference.
- No refunds will 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, in which case preregistered participants will be notified and full refunds provided.

ADA POLICY

IHA does not discriminate in its educational programs based on race, religion, color, sex or disability. IHA wishes to ensure 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 any of the auxiliary aids or services identified in the Americans With Disabilities Act to attend, call 515-288-1955 or write to IHA's Education Department.

IOWA HOSPITAL ASSOCIATION

2022 Advanced Leadership Academy



Ways to Enroll Both pages of this form must be completed and submitted.

Email: martinc@ihaonline.org

Mail: Iowa Hospital Association • 100 E. Grand Ave., Ste. 100 • Des Moines, IA 50309 • Attn: Corey Martin

Enrollee information

First name _____ Last name _____

Title _____

Email (required) _____

Telephone _____ Fax _____

Organization name _____

Street address _____

City _____ State _____ ZIP code _____

I have dietary restrictions or allergies. Please specify: _____

Academy fees

Single enrollment (paid in full) – \$2,700

Single registration (paid in three installments):

\$900 – due at registration \$900 – due March 2, 2022 \$900 – due April 6, 2022

Payment information

Option 1: Bill my institution.

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

Option 3: I authorize IHA to charge my credit card:

American Express Discover MasterCard Visa

Cardholder's name _____

Card No. _____

Exp. date _____ Security code _____

Signature _____

FOR IHA OFFICE USE ONLY

Program # 125-5130-206322

Date received _____

Fee amount \$ _____

Check No. _____

Check total \$ _____

Organization Personal

Nominator information

First name Last name

Title

Email (required)

Telephone Cell

Organization name

Street address

City State ZIP code

Mentor information

First name Last name

Title

Email (required)

Telephone Cell

Organization name

Street address

City State ZIP code