



2022 IOWA HOSPITAL ASSOCIATION  
**GOVERNANCE  
FORUM**

**Friday, April 22**  
**Saturday, April 23**



# 2022 Iowa Hospital Association GOVERNANCE FORUM

April 22-23, 2022

## PROGRAM OVERVIEW

Effectively governed hospitals require motivated and knowledgeable trustees who understand how to think and lead strategically. The IHA Governance Forum is designed to educate trustees and CEOs in governance functions, health care trends, advocacy initiatives and leadership competencies.

## INTENDED AUDIENCE

- Board chairs.
- Board members.
- CEOs and senior executives.
- Physicians.
- Nurse Leaders.
- Staff members coordinating governing board activities.

## FRIDAY, APRIL 22

10 a.m.

### Optional Session – Board Roles and Responsibilities 101

*Alissa Smith, Partner, and Rebecca Brommel, Partner, Dorsey and Whitney Law Firm, Des Moines*

This session provides an in-depth discussion about the responsibilities and duties of governing board trustees. It also provides an overview of key health care laws that govern the provision of health care services by hospitals, the obligations and responsibilities unique to health care organization boards, and the balance between board and administration duties.

Learning objectives:

- Describe the fiduciary duties of a governing board member.
- Detail effective governance for balancing duties between the board and administration.
- Discuss obligations unique to health care organization governing boards.
- Examine key laws that affect health care boards.

11:30 a.m.

### Break

In-Person Attendees of the Board Roles and Responsibilities 101 Optional Session will have lunch available to them during this time.

12:55 p.m.

### Opening of the 2022 IHA Governance Forum

1 p.m.

### Patients Come Second

*Britt Berrett, Ph.D., Director, Healthcare Management Program, University of Texas, Dallas*

This presentation is based on Dr. Berrett's co-written book, *Patients Come Second: Leading Change by Changing How You Lead*. He will discuss how leadership strategy affects outcomes and how taking care of employees first will, in turn, benefit patients. Dr. Berrett will cover 10 key points, with examples and humorous stories to inspire to lead differently.

Learning objectives:

- Assess key indicators in determining organizational culture.
- Determine key leadership skills in driving organizational change.
- Review interaction and impact of leadership behaviors in the health care environment.

2:30 p.m.

### Break

**2:45 p.m.**

### **The Impact of COVID-19 on Hospital Financing Strategies**

*Adam Walter, Vice President, Lument Company, Kansas City, Kansas*

Many organizations have understandably put financial strategy decisions on hold recently, but many opportunities remain for hospitals to pursue capital strategies that position them for long-term success. This session will explore funding and other strategic options for organizations looking to capitalize on low interest rates and how financial counterparts continue to analyze facility operations. From tax-exempt bonds to HUD/FHA and USDA, there are several options available for organizations looking to invest their organization's future.

Learning objectives:

- Demonstrate financing options through case studies on actual closed transactions.
- Identify key financing structures and their attributes to determine if they are good fits to achieve the organization's goals.
- Recognize COVID-19's impact on hospital financings.

**3:45 p.m.**

### **Break**

**4 p.m.**

### **After All This Trauma: Where Is Our Mental Health Headed?**

*Gerard Clancy, M.D., Professor of Psychiatry and Emergency Medicine and Senior Associate Dean, University of Iowa, Iowa City*

Before the pandemic, America was experiencing dramatic increases in suicide across society. Among physicians, burnout, clinical depression and suicide rates were higher than the general population. The pandemic has brought enormous trauma across society and particularly for front-line 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 out 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.

**5:30 p.m.**

### **Adjourn Day One of Forum**

**5:30 p.m.**

### **Embassy Suites Des Moines Forum Reception and Governance Recognition Ceremony**

2022 Newly & Maintaining Certified Trustees and Hospital Star Board Awards will be presented during this reception. Join Forum participants for food and drinks as they receive their awards.

**7:30 p.m**

### **Reception Ends**

## **SATURDAY, APRIL 23**

**8:30 a.m.**

### **Leading Transformational Change**

*Jim Austin, Adjunct Assistant Professor of Health Services, Brown University, Providence, Rhode Island*

This seminar is for senior leaders seeking to transform their organizations to meet changing external environments or business requirements. What is "transformational" change? Definitions abound from incremental reductions to the rate of change to "disruptive change" focusing on fundamental changes to the business model. In between are multiple gradations of transformational change. Some argue for disruptive innovations to revitalize different industries, focusing on low-cost, readily available technologies. This seminar explores the opportunities and challenges in transformational change by:

- Assessing the mental models that can impede the exploration of new, innovative alternatives.
- Building a portfolio of strategic initiatives that maximize operations while expanding into new growth opportunities.
- Outlining future options that enable strategic dialogue and broader "outside in" thinking.

9:45 a.m.

## **Straight From the Boardroom: Governance Lessons Learned**

*Kim Russel, CEO, Russel Advisors, Lincoln, Nebraska*

In this session, participants will apply their governance experiences and knowledge of governance. Participants will analyze case studies drawn from real-world challenges that face trustees in today's dynamic health care environment. For each case study, attendees will discuss the decision options and select recommended actions for the case study board. Participants will examine the risks of each option and discuss questions the case study board should be asking. Participants will learn real-world examples of how to draw on governance best practices to face high-stakes boardroom decision-making.

Learning objectives:

- Apply broad-based governance education to design approaches to boardroom quandaries.
- Compare and contrast different solutions to difficult boardroom decisions.
- Construct an analysis of one or more real-world governance challenges.
- Differentiate among various approaches and solutions for solving practical governance dilemmas.

10:45 a.m.

**Break**

11 a.m.

## **IHA Advocacy Update**

*Maureen Keehnle, Senior Vice President and General Counsel, Advocacy, and Chris Mitchell, President and CEO, Iowa Hospital Association, Des Moines*

Health care is deeply affected by the political and regulatory environment at the state and national levels. Advocacy is a key function of IHA and an especially important duty of health care leaders. This session will outline components of IHA's legislative agenda and explain how to get involved with IHA advocacy efforts.

Noon

**Adjourn**

## **SPEAKERS**



**Jim Austin**, a former senior executive at Baxter Healthcare, combines business strategy and organizational development theory with extensive industry experience. Austin is a lecturer/consultant at the Aresty Institute of Executive Education, Wharton Business School, where he tailors senior-level seminars for several fortune 500 companies. In 2013, Brown University appointed Austin as a senior lecturer of health care leadership. He is an adjunct assistant professor of health services, policy and practice and heads a graduate leadership and management course. From 1996-2016, he was a business management professor at the Lake Forest Graduate School of Management where he received the 2009-2010 Most Distinguished Corporate Education Faculty Member and the 2015 Learning Excellence awards. From 2013-2016, he was an adjunct faculty member in the Department of Health Systems Management, College of Health Sciences, at Rush University, where he taught a graduate seminar about health care ethics. Austin's book, *Transformative Planning: How Your Health Care Organization Can Strategize for an Uncertain Future*, helps health care leaders drive transformational change.



**Britt Berrett, Ph.D.**, is the program director of the undergraduate Healthcare Management Program at the University of Texas at Dallas in the Jindal School of Management. Dr. Berrett lectures internationally about transformational leadership, organizational change and performance. Berrett is also the former president of Texas Health Presbyterian Hospital in Dallas and executive vice president of Texas Health Resources who has more than 25 years of experience as a hospital president and CEO.



**Rebecca Brommel** is a partner in Dorsey and Whitney's health litigation group and represents all types of health care providers with regulatory citations and professional licensing board matters. She also advises health care governing boards about fiduciary duties and ways to reduce litigation risk. Brommel handles proceedings with and in front of health care-related state and federal agencies as well as Iowa district court and appellate matters. She also helps providers with commercial and payment disputes and assesses Medicaid eligibility and coverage issues. In addition, her practice includes medical staff peer review and credentialing matters, including developing or improving hearing processes.



**Gerard Clancy, M.D.**, is the senior associate dean for the University of Iowa's Carver College of Medicine and the emergency and intensive care departments' psychiatrist at the University of Iowa Hospital and Clinics. Dr. Clancy has been a university president for 12 years and a medical school dean for seven years. He received the Distinguished Alumni Award from the Carver College of Medicine for early achievement and the Distinguished Alumni Award for achievement from the University of Iowa. In 2020, Dr. Clancy received the University President of the Year Award from the Student Veterans of America.



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



**Chris Mitchell** is the president and CEO of the Iowa Hospital Association. Before joining IHA in 2021, Mitchell was the executive vice president of advocacy and public affairs for the Michigan Health and Hospital Association. He began with the Michigan Health and Hospital Association in 2006 as an administrative fellow in the association's advocacy division. From there, he rose through the association's ranks, holding leadership roles in government relations, political affairs and advocacy. Mitchell received his bachelor's degree in political science/prelaw from Michigan State University and his MBA from the University of Notre Dame.



**Kim Russel** has more than 38 years of health care executive experience, including 25 years as a CEO. Russel's proudest achievement was her time as president and CEO of two distinctive organizations: Mary Greeley Medical Center and Bryan Health. Earlier in her career, she was chief operating officer at the University of Kansas Hospital and in various executive roles at Iowa Methodist Medical Center. Russel recently retired from Bryan Health and formed a boutique consulting firm that allows her to dedicate her time to helping health care boards and CEOs thrive in the chaotic health care environment. Russel believes excellence in governance is related to positive organizational outcomes and has dedicated a sizable portion of her time to board service. Throughout her career, Russel's been a member of more than 20 boards, serving as chair of 10 of these boards. She was on IHA's board, including one term as chair. Russel holds a Bachelor of Science degree in management from Purdue University and a master's degree in health administration from Washington University.



**Alissa Smith** is a partner in Dorsey and Whitney's health group and represents health systems, hospitals, pharmacies, long-term care providers, home health agencies, medical practices, and nonprofit and municipal organizations. Smith's regulatory practice includes interpretation and application of state and federal fraud and abuse laws, Medicare and Medicaid rules, tax-exemption and privacy laws, EMTALA laws, licensing matters, employment laws, governmental audits and open meeting matters. She also helps with corporate and health system governance issues and hospital-provider relations.



**Adam Walter** is a vice president at Lument serving as lead investment banker for clients in Iowa with access to a capital platform to serve clients nationally. He is responsible for underwriting and closing processes and has experience closing FHA-insured loans, corporate balance sheet transactions, tax-exempt bonds (public or privately placed), and USDA Direct and Guaranteed loans. Walter joined predecessor Lancaster Pollard in 2015, bringing six years of experience in management and consulting roles. He holds securities licenses series 79, 52 and 63. Walter has a bachelor's degree in finance and an MBA from the University of Iowa.

## REGISTRATION

Register online at [www.ihaonline.org](http://www.ihaonline.org).

## REGISTRATION FEES

- IHA member – \$269
- IHA associate-member – \$269
- IHA non-member – \$319

## CONTINUING EDUCATION

Nursing: Iowa Board of Nursing Provider No. 4, will award nursing contact hours: 5.5 hours will be available April 22, and 3.25 hours will be available April 23 to participants who attend the entire sessions. IHA will not issue nursing contact hours without an Iowa license number provided on the certificate the day of the conference. To receive nursing contact hours or a certificate of attendance, you must attend the entire educational program portion of the day. No partial credit will be granted.

### American College of Healthcare Executives (ACHE)-qualified education

IHA is authorized to award 8.75 hours of preapproved ACHE-qualified education credit for the conference toward ACHE advancement or recertification. Participants in this program who wish to have the continuing education hours applied toward ACHE-qualified education credit should indicate their attendance when submitting their application to ACHE for advancement or recertification.

### Hospital Board Certification

Board members participating in IHA's Hospital Board Certification Program can earn up to 8.75 hours of education towards certification for participating in the 2022 IHA Governance Forum.

## HOSPITAL BOARD AND TRUSTEE CERTIFICATION PROGRAM

IHA has designed the Hospital Board Certification program to help hospitals use governance best practices, promote the coordination of care and the best use of resources. In turn, this demonstrates to lawmakers, regulators, physicians, employees, the business community and other community stakeholders that Iowa hospitals understand and embrace the need for governance accountability, govern according to a standard of excellence, and embrace community accountability and transparency. Certified trustees are recognized each year at the IHA Governance Forum Reception and Awards Ceremony.



TO LEARN MORE CLICK [HERE](#)

## SPECIAL THANKS TO THE IHA MEMBERS WHO SERVED ON THE GOVERNANCE FORUM PLANNING COMMITTEE:

- JoAn Headington, Trustee, UnityPoint Health-Allen Hospital, Waterloo.
- Stacy Johnson, CEO, Loring Hospital, Sac City.
- Patrice Kuennen, CEO, Gundersen Palmer Lutheran Hospital and Clinics, West Union.
- Mary LaBorde, Trustee, Dallas County Hospital, Perry.
- Ken McCuskey, Trustee, Mary Greeley Medical Center, Ames.
- Bill Menner, Trustee, UnityPoint Health-Grinnell Regional Medical Center, Grinnell.
- Adam Scherling, President, Grundy County Memorial Hospital, Grundy Center.
- Phil Shealey, CEO, Lucas County Health Center, Chariton.

## PROGRAM LOCATIONS

### IN-PERSON

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

If you have dietary restrictions or allergies, email [iharegistration@ihaonline.org](mailto:iharegistration@ihaonline.org).

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

### VIRTUAL

This program will also be available through Zoom.

## CONFERENCE MATERIALS & RECORDINGS

- This is a paperless conference. Conference materials will be emailed and in your "My Registrations" on your IHA account when available.
- This program is being recorded and will be available to registered participants for 30 days following the event.

## LODGING

A discounted guest room rate has been secured at the Embassy Suites Des Moines Downtown for \$156 plus tax per night for both Thursday, April 21 and Friday, April 22. Make reservations by calling 515-244-1700 and referencing the IHA Governance Forum room block. To receive the discounted rate, reservations must be made before Friday, March 25.

## **REGISTRATION/CANCELLATION/REFUND POLICY**

- If registering by mail, attach a copy of the registration form when payment is sent. IHA will bill no-shows.
- Cancellations and substitutions are welcome anytime. Email cancellations and substitution requests to [iharegistration@ihaonline.org](mailto:iharegistration@ihaonline.org).
- IHA will give full refunds to 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 give refunds to 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 reserves the right to 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 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 this conference, call 515-288-1955 or write to IHA's Education Department.