



2023 PHYSICIAN BUSINESS **LEADERSHIP** CERTIFICATION PROGRAM

FEB. 7 | MARCH 7 | APRIL 11 | JUNE 6 | AUG. 1



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PHYSICIAN BUSINESS **LEADERSHIP** CERTIFICATION PROGRAM

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

Physician Business Leadership Certification is achieved by attending educational sessions, completing networking requirements and involvement with other industry activities. The program 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. Keeping Up to Date About Hot Topics:** Includes issues in health care delivery affecting physicians like crisis management and behavioral health program development.

INTENDED AUDIENCE

Emerging and aspiring physician leaders.

PROGRAM ENROLLMENT

Participants register and commit to completing the requirements for certification.

PROGRAM COMPONENTS

COURSEWORK

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

EDUCATION PROGRAMS

These sessions are led by subject matter experts and include interactive group discussions and group work.

ASSESSMENTS

Following the conclusion of each session, 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 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 educational events include:

- Iowa Hospital Association and Iowa Medical Society advocacy events.
- Iowa Hospital Association conferences.
- Iowa Healthcare Collaborative conferences.
- Iowa Medical Society regional meetings and events.
- National health care and professional development conferences.

Additional registration fees may apply for some events.

PROGRAM FACULTY

- Laura Bowshier, M.D., MercyOne Waukeez Family Medicine Clinic.
- Tom Marquardt, D.P.M., Winneshiek Medical Center.
- Tim McCoy, D.O., MercyOne South Des Moines Family Medicine Clinic.
- Bryon Schaeffer, M.D., Clarinda Regional Health Center.

SESSION ONE | FEB. 7

LED IN PERSON BY DR. SCHAEFFER, IHA CONFERENCE CENTER

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

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

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

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

In this session, we will review specific metrics you need to track to run a profitable medical practice or program and some tools you can use 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 that will 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 among costs, volume, and profit.

10 a.m. Making Better Decisions

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

We make thousands of decisions every day. Fortunately for everyone involved, 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.

12:30 p.m. Lunch

1:15 p.m. Advocacy 101

Erin Cubitt, Senior Director, Advocacy, Iowa Hospital Association, Des Moines

It is crucial for hospital advocates to engage with legislators from a grassroots level. This session will review state and federal legislative activities that affect health care and providers, and detail how to get access to the local representatives. In addition, this session will discuss how an idea moves from thought to a bill and is approved.

Learning objectives:

- Detail the process to move an idea through government into a bill and get it approved.
- Discuss legislative issues facing the federal and state legislature and the impact on Iowa providers and health care organizations.
- Explain ways to get involved in advocacy efforts at a grassroots level.

2:30 p.m. Statehouse visit

Participants will experience advocacy at the state level as they interact with legislators at the capital and gain insights into state government and the process of turning an idea into a bill.

3:30 p.m. Adjourn

SESSION TWO | MARCH 7

VIRTUAL

1 p.m.



DiSC Assessment Training Session

Guiding a group toward a desired outcome takes specific, evidence-based leadership skills. This session will assess participants' personal leadership profiles and find areas of opportunities and strengths. The Everything DiSC (Dominance, influence, Steadiness and Conscientiousness) Work of Leaders focuses this assessment on the fundamental work of a leader to create a vision, build alignment around that vision and champion execution of the vision. Before the session, attendees will complete DiSC Work of Leaders assessments and be led through a participatory program in which physician leaders will reflect on their DiSC leadership styles and develop action-based strategies to enhance leadership best practices.

Learning objectives:

- Explore how to use knowledge and assessment of leadership best practices.
- Identify personal leadership challenges and develop goals for improvement.
- Interpret and analyze DiSC leadership profiles.

3:30 p.m. Adjourn

SESSION THREE | APRIL 11

LED IN PERSON BY DR. BOWSHIER, IHA CONFERENCE CENTER

8:30 a.m.

Introduction to the Iowa Academy of Family Physicians

Laura Bowshier, Board Chair, Iowa Academy of Family Physicians, Des Moines

9 a.m.

The Art and Challenge of Coaching Colleagues to Enhanced Performance

Jeff Morris, M.D., 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, M.D., 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 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.
- 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

Hear from a panel of health law attorneys about the primary laws that 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 Anti-kickback, 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 draw on 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.

2:30 p.m.

Workforce Shortages and Physician Crisis

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.

4 p.m. Adjourn

SESSION FOUR | JUNE 6

LED IN PERSON BY DR. MCCOY, IHA CONFERENCE CENTER

8:30 a.m. Introduction to the Iowa Healthcare Collaborative

Chris Evans, Chief Operations Officer, Iowa Healthcare Collaborative, Des Moines

9 a.m. Health Care Finance 101

Lori Foley, Principal, and Jane Jerzak, Principal, PYA, Kansas City, Kansas

To be effective leaders, physicians must have a strong working knowledge of hospital and physician practice financial management. This session will address budgeting, payer contracting, revenue cycle management, physician compensation models and key financial performance indicators.

Learning objectives:

- Appreciate opportunities and challenges in payer contract negotiations and management.
- Articulate the advantages and disadvantages of different physician compensation models.
- Explain budget development and management, including key performance indicators.
- Understand the importance of revenue cycle management in financial performance.

10:30 a.m. Negotiations and Conflict Management

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

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 the basic understanding of the 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 the five negotiation and conflict-management styles.
- Understand the common underlying principles of the conflict-management model.

Noon Lunch

1 p.m. Time to Move Upstream and 'Invest' in Our Health: Addressing Social Determinants of Health and Population Health Management

Yogesh Shah, M.D., Chief Medical Officer, 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:

- Discuss how to engage directly through community involvement to improve social determinants of health.
- Identify crucial social determinants of health for communities.
- Learn the role of social risk factors in health outcomes.

2:30 p.m.

Public Health Today

Robert Kruse, M.D., MPH, State Medical Director, Iowa Department of Health and Human Services, Division of Public Health.

This session will provide an update about current and future public health issues in Iowa. Dr. Kruse also will include an example of public health working with physicians in the health care community to lead an effective response.

Learning Objectives:

- Describe the primary issues facing public health including influenza, resistant infections and vector-borne infections.
- Discuss an outbreak scenario in which public health provided leadership.
- Identify future challenges and directions for public health including the evolution of communication with the public and increasing use of data.

4 p.m.

Adjourn

OPTIONAL RECEPTION | 5-7:30 P.M. JULY 31 | AC MARRIOTT

SESSION FIVE | AUG. 1

LED IN PERSON BY DR. MARQUARDT, THE IOWA MEDICAL SOCIETY CONFERENCE ROOM

8:30 a.m.

Introduction to the Iowa Medical Society

Steven Churchill, Executive Vice President and CEO, Iowa Medical Society, Des Moines

9 a.m.

12 Pearls of Leadership, Part 1

Steven Berkowitz, M.D., 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 the 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, as well as 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.



Contemporary Operational Tools to Achieve Your Expected Outcomes

Dan McLaughlin, M.H.A., Faculty and Consultant, IPMA, Madison, Wisconsin

As the many forces for change in the health care system accelerate, the need to effectively execute strategy becomes more critical. Many organizations outside health care have used a variety of sophisticated tools to meet this challenge. This session provides an overview of these methodologies and how they are being applied in leading health care organizations. These tools include the use of the balanced scorecard to charter and monitor projects, effective project management, advanced process improvement technologies, optimizing the use emerging information technologies and the role of internal innovation.

Learning objectives:

- Describe techniques to identify, charter and implement strategic projects.
- Identify opportunities to apply advanced process improvement and modeling tools.
- Understand the role of emerging information technologies and internal innovation to achieve desired outcomes.

Noon

Lunch

1 p.m.

12 Pearls of Leadership, Part 2

Steven Berkowitz, M.D., SMB Consulting, Scottsdale, Arizona

POST-EVENT OPPORTUNITIES

One-on-one Chief Medical Officer Coaching

Dr. Berkowitz has offered a follow-up call with each participant to discuss issues or situations that participants may be facing.

Your participation grants you a special rate of \$450 for two 90-minute sessions.

Dan Varnum, Executive Coach, Varnum Group, Ankeny

Program add-on: Executive Coaching

As emerging physician leaders, you will encounter many new challenges. One skill that is critical for all leaders is developing self-awareness. Leaders with healthy self-awareness and an understanding of their “blind spots” can be more successful in their roles. Continuous improvement of your self-awareness is critical to personal development. Each participant will receive two 90-minute executive coaching sessions and have access to an online seminar detailing how an executive coach can help develop self-awareness, understand blind spots and enhance the ability to improve an organization’s culture.

CONTINUING EDUCATION

Certified medical education credits will be available for this program. Final approval of total hours is pending.

REGISTRATION

Submit applications by emailing the enrollment page to Corey Martin at martinc@ihaonline.org.

REGISTRATION FEES

- IHA/IMS/IAFP members – \$2,850
- IHA nonmembers – \$3,200
- Paid in three installments: \$950/\$1,100 due at registration, \$950/\$1,100 due Feb. 23 and \$950/\$1,100 due April 26.
- \$450 coaching fee with Dan Varnum.

REGISTRATION/CANCELLATION/REFUND POLICY

- Cancellations and substitutions are welcome anytime. Email cancellations and substitution requests to iharegistration@ihaonline.org. IHA will bill no-shows.
- A full refund will be given to cancellations received 10 or more business days before the first session.
- IHA will charge \$50 for cancellations received six to nine business days before the first session.
- IHA will not refund cancellations received five or fewer business days before the first session.
- IHA will calculate refunds by the date received and the IHA business days remaining before the first session.
- IHA reserves the right to cancel the conference because of insufficient 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 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, call 515-288-1955 or write to IHA's Education Department.



PHYSICIAN BUSINESS **LEADERSHIP** CERTIFICATION PROGRAM

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, IMS, IAFP members – \$2,850

☐ Nonmembers – \$3,200

☐ Executive coaching – \$450

☐ Single registration (paid in three installments) \$950/\$1,100 due at registration, \$950/\$1,100 due Feb. 23, and \$950/\$1,000 due April 26.

PAYMENT INFORMATION

☐ Option 1: Bill my institution.

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

☐ Option 3: Charge my credit card, please call Corey Martin at IHA.

OFFICE USE ONLY

Program No. 125-5130-202823

Date received _____

Fee amount \$ _____

Check No. _____

Check total \$ _____

