



# 2024 ADVANCED LEADERSHIP ACADEMY



The academy, an exclusive opportunity for Iowa Hospitals, equips leaders with the skills and knowledge to engage with operational factors in their positions. To ensure a personalized learning experience, the academy class size is limited to a select 25 participants.

## Curriculum

- Learn from and discuss issues with experienced health care leaders.
- Meet routinely with program mentors to explore presentation topics and discuss how to use the lessons.
- Tour diverse health care settings and learn about alternative health care delivery models.
- Understand the integration of health care information and leadership development.
- Work with experts to improve public speaking and communication delivery.

## Academy information

- Mentors from their facilities will be assigned to participants to actualize academy activities.
- Participants will meet in small groups between sessions to review the lessons learned and discuss and strategize how to apply these insights to work at their facilities, ensuring immediate and tangible benefits.
- Academy graduates will gain valuable and be recognized for their achievements at the 2025 IHA Rural Hospital Leadership Forum, providing a platform for further professional growth and networking.
- Find all details and forms at [www.ihaonline.org/academy](http://www.ihaonline.org/academy).

**Bonus benefits:** Besides the invaluable knowledge and skills gained, participants will enjoy complimentary registrations to the 2025 IHA Governance Forum, 2025 Hospital Day on the Hill and 2025 IHA Rural Hospital Leadership Forum. These events will provide ample networking opportunities and potential for professional growth.

## SESSION 1: AUG. 8, IOWA HOSPITAL ASSOCIATION

8:30 a.m.

### Welcome

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

9 a.m.

### Your Leadership Promise: Leading and Sustaining a World-class Service Culture

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

Great health care leaders care for patients and inspire their colleagues and staff to localize the organizational mission to 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 well-aligned, focused and committed to being patient-driven, whether they directly care for patients or not.

Learning objectives:

- Define how to encourage your workforce to communicate your vision effectively.
- Define where loyalty comes from and learn how to garner it from the health care team and customers.
- Discover why most initiatives die and the infrastructure needed to build and sustain long-term success.
- Identify tools for operational excellence from the top, including face-to-face, electronic and mail.
- Recognize leadership styles and adjust to a more practical style to lead your health care organization efficiently.

Noon

### Lunch

1 p.m.

### Continuation of Your Leadership Promise: Leading and Sustaining a World-class Service Culture

**2:30 p.m.**

### **Health Care Reimagined**

*Corey Martin, Senior Vice President, Education, Iowa Hospital Association, Des Moines*

This session is a foundational exercise detailing the complexities of leading health care organizations. Why are health care leaders needed? What needs to change? Participants will investigate the complex world of leading health care organizations, providers and boards. They will explore the state's strengths and opportunities for improvement. Care systems will be analyzed as each participant presents their version of health care reimagined.

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.

**3:30 p.m.**

### **Adjourn**

## **SESSION 2: SEPT. 18, IOWA HOSPITAL ASSOCIATION**

**8:30 a.m.**

### **Welcome**

*Robb Gardner, Chief of Staff, Iowa Hospital Association, Des Moines*

**9 a.m.**

### **A Day in the Life of a CEO**

*Dan Varnum, Executive Coach, Varnum Group, Ankeny, and Doug Morse, Investor/Health Care Consultant, ExecHQ Alliance, Des Moines*

This session will explore critical themes driving a leader's success and offer ideas that can begin immediately. This highly interactive session will provide participants with real-world examples of leaders' thoughts and behaviors positively affecting their organizations. As past CEOs, Morse and Varnum help leaders prepare for the next phase of their leadership journeys by identifying best practices and lessons learned in health care's rapidly changing environment.

Learning objectives:

- Define actions the health care leader can take to develop the talent of others.
- Identify personal values and how those values align with leader activities.
- Recognize the critical role health care leaders play in defining organizational culture.
- Understand the importance of the team surrounding the health care leader.

**Noon**

### **Lunch**

**1:30 p.m.**

### **Financial Policy Business Skills for the Health Care Leader**

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

Strong financial skills are necessary for effective health care leadership. This session will better equip leaders as they explore the financial policy skills needed at the administrative level of health care leadership.

Learning objectives:

- Examine ways to engage with legislators in your community to share stories affecting your facility's financial future.
- Explore and understand health care financial policy and how state and federal legislation can affect your organization's economic stability.
- Review financial policy issues discussed at the state and federal levels.

**2 p.m.**

### **Revisit of Health Care Reimagined Exercise**

**3 p.m.**

### **Adjourn**

## **SESSION 3: OCT. 29, IOWA HOSPITAL ASSOCIATION**

**9 a.m.**

### **Leadership Mastery**

*Corey Martin, Senior Vice President, Education, Iowa Hospital Association, Des Moines*

Participants will develop leadership skills through self-reflection and inner mastery of their emotions and personality traits by learning how to respond to stressful communications and how others portray them during challenging times. They will also learn how to get maximum results from conversations through listening, handling difficult conversations and making dreaded conversations positive interactions. Tools to develop leadership skills will be shared, leading to noteworthy influence and outstanding workplace contributions.

Learning objectives:

- Demonstrate personal strengths, power and effectiveness by building inherent skills.
- Develop flexible, creative and initiative-taking teams and influence and persuade teams through a complete leadership presence.
- Discover and analyze leadership styles and tendencies.
- List the skills essential for communicating and leading others.

**Noon**                      **Lunch**

**1 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 using the tools discussed in this session. This session will feature firsthand training followed by “onstage” practice and review.

**4 p.m.**                      **Adjourn**

**4:30-6:30 p.m. Advanced Leadership Academy Reception | The Republic on Grand, Des Moines**

## **SESSION 4: OCT. 30, VETERANS AFFAIRS CENTRAL IOWA HEALTH CARE SYSTEM**

**8:30 a.m.**                      **Welcome**  
*Lisa Curnes, Executive Director, Veterans Affairs Central Iowa Health Care System, Des Moines (Potential)*

**9 a.m.**                      **Thinking Strategically**  
*Mary Sand, Ph.D., Consultant, Sand Consulting, Omaha, Nebraska*

The further up the organizational ladder someone travels, the more they’re expected to think strategically rather than tactically. Thinking strategically includes making decisions that lead the organization to its goals. This includes knowing and anticipating industry trends, capitalizing on the organization’s unique capabilities, seeing the big picture, painting a vision of possibilities and translating that vision into steps that inspire others.

Learning objectives:

- Describe creative approaches to thinking, such as contrast, combination, constraint and context.
- Examine trends in health care and review what’s working, what’s not and why.
- Explore how to transition from thinking to doing.
- Identify unique team, community, location, resource, and relation advantages your health care facility has.
- Learn how to articulate the vision you’re setting.
- Participate in scenario planning to help explore your health care facility’s strategy development.

**11:30 a.m.**                      **Lunch and Tour of the VA Central Iowa Health Care System**

**1:30 p.m.**                      **Media and Crisis Communication 101**  
*Andy Garman, Wixted and Company, West Des Moines*

Learn how the media covers crises, including their process and when an organization or representative controls the press. This session will also cover considerations for developing a message and tips for conducting a high-stakes interview. Lectures, discussions, case studies and exercises will provide a realistic learning experience.

Learning objectives:

- Develop the skills needed to effectively represent a health care facility during a crisis.
- Identify ways to manage social media during a crisis.
- Outline a clearly defined process a health care facility can use to communicate messages during a crisis.

**2:30 p.m.**                      **Revisit the Health Care Reimagined Exercise**

**3:30 p.m.**                      **Adjourn**

## **SESSION 5: NOV. 19, CHILDSERVE**

**8:30 a.m.**                      **Welcome**  
*Teri Wahlig, M.D., CEO, ChildServe, Johnston*

**9 a.m.**      **CEO, Board and Medical Staff Relations**  
*Todd Linden, FACHE, President, Linden Consulting, Cedar Rapids*

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 and use this reflection 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 entities.
- Review and understand the unique functions of health care administration, boards and providers.

**Noon**      **Lunch and ChildServe Tour**

**1:30 p.m.**      **Dimensions Discovery Datalytics**  
*John Richardson, Senior Director, IPOP and Data Analytics, Iowa Hospital Association, Des Moines*

This session will overview IHA's Dimensions Discovery Datalytics. The presentation will focus on program dashboards and show attendees how to access the tool. It will also explain how and when to use specific dashboards and provide real-life cases for several dashboards.

Learning objectives:

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

**2:30 p.m.**      **Revisit the Health Care Reimagined Exercise**

**3:30 p.m.**      **Adjourn**

## **SESSION 6: DEC. 4, BROADLAWNS MEDICAL CENTER**

**8:30 a.m.**      **Welcome**  
*Proctor Lureman, President and CEO, Broadlawns Medical Center (Potential)*

**9 a.m.**      **Advocacy 101 and State and Federal Policy Updates**  
*Erin Cubit, Senior Director, Government Relations, Iowa Hospital Association, Des Moines*

Most legislators do not work in health care; they depend on the expertise and stories from the front lines to understand what's happening in hospitals. With health care being one of the most regulated industries in the nation and 60% of hospital revenue coming from government payers, leaders must understand the impact advocacy has on a facility. This session will teach participants how to be effective advocates and stress the importance of building relations with your representatives. The session also will review state and federal legislative activities affecting health care and hospitals.

Learning objectives:

- Describe the legislative process and the hospital leader's role.
- Discuss legislative issues facing federal and state legislatures and the impact on Iowa hospitals.
- Explain how to get involved with IHA advocacy efforts.

**10 a.m.**      **Building Workplace Culture with Seven Principles of Leadership**  
*Brett Hoogeveen, Co-founder, BetterCulture, Bellevue, Nebraska*

Organizations understand the value of culture in the working world. But what does it take to drive culture? In this session, participants will learn a mental model and schema for leadership based on BetterCulture's Seven Principles of Leadership. The session will explore data and trends, time-tested leadership best practices and dozens of practical skills and tactics that will equip leaders with the tools to develop their teams and strengthen their workplace culture.

Learning objectives:

- Clarify approaches to employee recognition and appreciation designed to maximize employee motivation.
- Demonstrate the importance of pride in generating employee loyalty and engagement.
- Identify seven core leadership principles proven to generate lasting employee engagement.
- Understand the business case for culture's value to health care organizations.

- 11:30 a.m.**      **Lunch and Tour of Broadlawns Medical Center**
- 1 p.m.**            **Continuation of Building Workplace Culture With Seven Principles of Leadership**
- 3 p.m.**            **Adjourn**

## **SPEAKERS**

**Andy Garman** is a communication adviser and trainer with over 20 years of experience in broadcasting, management and social media. Garman has a wealth of knowledge about the inner workings of newsrooms, tips for improving presentation skills, using social media and finding ways for stories to cut through the clutter and be noticed. He earned his bachelor's in communication studies from the University of Iowa.

**Brett Hoogeveen** is co-founder of BetterCulture, a product and technology company focused on making the world a better workplace. Hoogeveen is a former engineer, an experienced health care executive, business consultant, executive coach and angel investor. He holds a civil engineering degree from the University of Kansas but spent most of his career working in health care. In over a decade at an Omaha-based rehabilitation provider, he helped lead the organization to national prominence and five consecutive selections as the best place to work in metropolitan Omaha.

**Susan Horras** is senior vice president of finance policy with the Iowa Hospital Association. Before this, Horras was the finance director at UnityPoint Accountable Care Organization, director of network economics for Wellmark Blue Cross and Blue Shield, and chief financial officer at a critical access hospital. She also spent several years in health care consulting at RSM.

**Eric Kidwell** started his career as an entertainer, working in USO shows worldwide in places like Egypt, Italy, Spain and on the deck of the U.S.S. America in the middle of the Mediterranean Sea. His entertainment experience translated to 17 years in broadcast television as 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 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.

**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 of the American College of Health Care Executives. Linden was on the American Hospital Association and Grinnell College boards and the U.S. Department of Health and Human Services National Rural Advisory Committee. He testified on Capitol Hill and met with Presidents Bill Clinton and Barack Obama about health care and economic development. Linden is an adjunct professor at the University of Iowa and a regular American College of Health Care Executives faculty member.

**Corey Martin** is senior vice president of education services for the Iowa Hospital Association. Martin oversees all educational programming, including the IHA Annual Meeting, Governance Forum and Advanced Leadership Academy. He is also the executive director of the Iowa Rural Telehealth Program Consortium. Martin holds a bachelor's degree in sociology from the University of Northern Iowa, focusing on gender studies. Before joining IHA, he worked in hospitals for 26 years, finishing as the supply chain director at Rose Medical Center. While there, Martin became a Crucial Conversations trainer and provided communications training to leadership teams at the medical center and their sister hospitals in the HCA Continental Division.

**Doug Morse** is a former rural hospital CEO and lifelong rural health care zealot. He knows small hospitals and clinics are the health care and economic engines driving rural life. Today, he helps leaders and boards achieve exceptional scorecards and strong community support through one-on-one coaching, entrepreneurship training seminars and mission-discernment processes for critical decisions. The author of "You Got This: How to Make Big Decisions at Small Hospitals," Morse was twice recognized as a college faculty teacher of the year and received the Iowa Hospital Association Young Executive Achievement Award.

**John Richardson** is the senior director of inpatient/outpatient data and data analytics for the Iowa Hospital Association. He manages the Dimensions program and is an IHA data analytics team member. Richardson also helps with the IHA's data services for quality and patient safety in cooperation with the Iowa Health Care Collaborative's Compass Hospital Improvement Innovation Network partnership.

**Mary Sand, Ph.D.,** is a proven leader with over 35 years of experience in health care, nonprofit organizations and higher education. Most recently, Dr. Sand was vice president of strategic operations and performance excellence for Avera Health. She has collaborated on large-scale projects designed to reduce expenses and optimize operations. Dr. Sand's experience also includes working with physicians and leaders of clinical service lines. She has a doctorate in interpersonal communication in health care from The Union Institute and a master's degree in public administration from the University of Missouri-Kansas City.

**Dan Varnum** is an executive coach with Varnum Group. He retired from MercyOne after over 30 years as a health care executive with MercyOne, Wellmark and UnityPoint Health. He was president and CEO of MercyOne North Iowa, where he led a cultural transformation and implemented The Mercy Way as a lean leadership system.

## REGISTRATION

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

- Single enrollment \$1,500

This is a paperless conference. IHA will email conference materials when available.

- 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.

## PROGRAM LOCATION

This program is hosted at the Iowa Hospital Association and other health care facilities in the Des Moines area. IHA has a discounted corporate rate for overnight accommodation. The rate is offered to attendees on "non-last room" availability, meaning there are times when it will not be available because of high demand. Book early if you think you may need arrangements. When calling, please reference the corporate ID.

Staybridge Suites Des Moines

Corporate rate: \$133 per night plus taxes

515-280-3828

Corporate ID No.: 786828419

## CONTINUING EDUCATION

IHA, Iowa Board of Nursing Provider No. 4, will award 27 contact hours for the entire program.

Session 1 – 5.5 hours

Sessions 2,4 – 3.5 hours each

Session 3 – 6.0 hours

Session 5 – 4.0 hours

Session 6

4.5 hours

Iowa nursing contact hours will not be issued unless your Iowa license number is provided on the certificate to be completed on the day of the program.

## REGISTRATION/CANCELLATION/REFUND POLICY

- Cancellations and substitutions are welcome anytime. Email cancellations and substitution requests to [iharegistration@ihaonline.org](mailto: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 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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