

2025 ADVANCED LEADERSHIP ACADEMY



The Advanced Leadership Academy is an exclusive opportunity to equip hospital leaders with the skills and knowledge to engage with operational factors in their positions. To ensure a personalized learning experience, we've limited the academy class size 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

- Facilities will assign mentors to their participants to discuss curriculum topics and complete 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 skills, and IHA will recognize them for their achievements at the prestigious Rural Hospital Leadership Forum, providing a platform for further professional growth and networking.

Other benefits: Besides the invaluable knowledge and skills gained, participants will enjoy complimentary registrations to the 2026 IHA Governance Forum, 2026 Hospital Day on the Hill and 2026 IHA Rural Hospital Leadership Forum. These events will provide ample networking opportunities and potential for professional growth.

SESSION 1: AUG. 5, 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

Darryl Ross, President and Chief Experience Officer, 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 efficiently lead your health care organization

Noon

Lunch

1 p.m.

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

2:30 p.m.

Health Care Redesign

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 Iowa's strengths and opportunities for improvement. Participants will analyze care systems as they present 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

3:30 p.m.

Adjourn

SESSION 2: SEPT. 16, BROADLAWNS MEDICAL CENTER

8:30 a.m.

Welcome

Proctor Lureman, President and CEO, Broadlawns Medical Center (Potential)

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 give participants 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 showing 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 and Tour of Broadlawns Medical Center

1:30 p.m.

Financial Policy Business Skills for the Health Care Leader

Susan Horras, CPA, FHFMA, Senior Vice President, Finance Policy, 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

2:30 p.m.

Revisit the Health Care Redesign Exercise

3:30 p.m.

Adjourn

SESSION 3: OCT. 28, 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, managing difficult conversations and turning dreaded conversations into positive interactions. Martin will share tools to develop leadership skills, 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, Senior Trainer and Communication Adviser, 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. The session will also feature firsthand training followed by “onstage” practice and review.

4 p.m. Adjourn

4:30-6:30 p.m. Advanced Leadership Academy Reception | TBD

SESSION 4: OCT. 29, 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

As health care leaders advance in their careers, the expectation to think strategically becomes more critical than tactical decision-making. Strategic thinking involves guiding the organization toward its long-term goals by understanding industry dynamics, using organizational strengths and fostering innovation. It's also about seeing the broader picture, envisioning future possibilities and inspiring others to align with that vision to drive progress.

Learning objectives:

- Describe key trends shaping the health care industry and how to navigate them
- Develop the ability to communicate and inspire others with your vision
- Explore different approaches to strategic thinking
- Find and use your health care organization's unique strengths and opportunities
- Learn how to shift from strategic ideas to actionable plans

Noon Lunch and Tour of the VA Central Iowa Health Care System

1:30 p.m. Media and Crisis Communication 101

Andy Garman, Senior Trainer and Communication Adviser, 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 to speak effectively for 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. 20, CHILDSERVE

8:30 a.m.

Welcome

Teri Wahlig, M.D., CEO, ChildServe, Johnston (Potential)

9 a.m.

CEO, Board and Medical Staff Relations

Todd Linden, FACHE, President, Linden Consulting, Centennial, CO

This session will show participants examples of how hospital administrators, boards and medical providers interact. Linden will discuss best practices and ways to navigate and develop these relations successfully. 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 the medical staff
- Garner best practices to foster relations among these three entities
- Review and understand the distinctive 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. 18, MARY GREELEY MEDICAL CENTER

8:30 a.m.

Welcome

Amber Deardorff, President and CEO, Mary Greeley Medical Center, Ames (Potential)

9 a.m.

Advocacy 101 and State and Federal Policy Updates

Erin Cubit, Vice President, Federal and Regulatory Affairs, 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

Noon a.m. **Lunch and Tour of Mary Greeley Medical Center**

1:30 p.m. **Continuation of Building Workplace Culture With Seven Principles of Leadership**

3:30 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. 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. 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 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.

Todd Linden is president of Linden Consulting. Linden retired after 24 years as president of Grinnell Regional Medical Center, where he is a 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 IHA's quality and patient safety data services in cooperation with the Iowa Health Care Collaborative's Compass Hospital Improvement Innovation Network partnership.

Darryl Ross is a former Fox 5 news reporter. Since leaving television, Ross has found his passion in motivating team members and helping organizations improve patient experiences. He uses his experience as a journalist to uncover the stories behind the patient and employee journey. Before specializing in the patient experience, Ross spoke about leadership, motivation, customer service and overcoming adversity. He most recently served as vice president for Integrated Loyalty Systems in Orlando, Florida. Ross consulted and trained health care organizations nationwide to improve their patient experience. He is the author of "Be Extraordinary: The Teenager's Roadmap to Success!" and a contributor to Brian Tracy's "Jump-Start Your Success."

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 improve 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

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.

- Individual – \$1,500
- 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.
- This is a paperless conference. IHA will email conference materials when available.

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: \$139 per night plus taxes
515-280-3828
Corporate ID No.: IXNRB

CONTINUING EDUCATION

IHA, Iowa Board of Nursing Provider No. 4, will award 31.5 contact hours for the entire program.

Session 1 – 5.5 hours Sessions 2, 4, 5 and 6 – 5.0 hours Session 3 – 6.0 hours

Iowa nursing contact hours will not be issued unless you provide your Iowa license number on the certificate on the day of the program. You must attend the entire program to receive nursing contact hours or a certificate of attendance. IHA will not grant partial credit.

IHA can award preapproved American College of Healthcare Executives-qualified education credits. Participants can use these credits for advancement, recertification or reappointment in the American College of Healthcare Executives.

REGISTRATION/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 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 named 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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