

# GOVERNANCE FORUM

March 10



## PROGRAM OVERVIEW

Effectively governed hospitals need motivated and knowledgeable trustees who understand how to think and lead strategically. IHA has designed its Governance Forum to educate trustees and CEOs about governance functions, health care trends, advocacy initiatives and leadership competencies.

## INTENDED AUDIENCE

- Hospital and health system board chairs and members
- Hospital C-suite members
- Staff members coordinating governing board activities

## PROGRAM SCHEDULE

**8:50 a.m. Welcome**

**9 a.m. IHA Advocacy Update**

*Clare Kelly, Chief Government & External Affairs Officer, Iowa Hospital Association, Des Moines*

State and national political and regulatory environments deeply affect health care. Advocacy is a crucial function of IHA and an essential duty of health care leaders. This session will outline IHA's legislative agenda and explain how to get involved in IHA's advocacy efforts.

Learning objectives:

- Discuss updates about legislative and regulatory issues facing the Iowa Legislature and U.S. Congress and their impact on hospitals
- Explain how to get involved with IHA advocacy efforts
- Outline components of IHA's state and federal legislative agendas

**9:45 a.m. Break**

**10 a.m. Effective Communications Response During a Cybersecurity Crisis**

*Jamie Singer, Senior Managing Director, Cybersecurity and Data Privacy Communications, FTI Consulting, Chicago*

In today's digital environment, cybersecurity incidents are not a matter of if, but when. Effective communication during a cyber event is crucial for managing an organization's reputation, keeping stakeholder trust and ensuring regulatory compliance. Singer will draw from her decades of experience navigating high-stakes data breaches and cybersecurity crises. She'll outline key strategies for preparing communication plans before an incident, responding in real time and rebuilding trust afterward. Attendees will learn practical, initiative-taking approaches for engaging internal and external audiences and how to navigate the complexities of public and media scrutiny during a cybersecurity incident. This session will provide tools to help health care leaders and communicators strengthen their crisis response and reputation resilience.

Learning objectives:

- Describe cybersecurity risks facing health care organizations
- Detail learning to enhance organizational preparedness
- Explore realistic scenarios and discuss lessons learned
- Review best practices for effectively responding to cybersecurity crises

<b>11 a.m.</b>	<p><b>From Macro Forces to Main Street Hospitals: Translating National Health Care Trends Into Iowa Realities</b></p> <p><i>Michelle Mader, Senior Managing Director, Ankura, Chicago</i></p> <p>Health care spending rose sharply again in 2024, and policy headwinds are building. Yet, the story for providers is about cash flow, payer mix, workforce and what happens when supplemental dollars taper. This session translates the national financial picture into practical implications for Iowa's hospitals, including Medicaid state-directed payments, Medicare Advantage dynamics, and affordability pressures on patients and employers. We'll outline no-regrets moves for leadership and map policy scenarios that management should plan for now.</p> <p>Learning objectives:</p> <ul style="list-style-type: none"> <li>• Assess exposure to Medicaid state-directed payments, Medicare Advantage dynamics and Affordable Care Act marketplace affordability risks</li> <li>• Build scenario plans and find partnerships with payers, employers and county resources to protect community access</li> <li>• Prioritize actions across payer contracting, revenue cycle, workforce and technology to stabilize margins</li> <li>• Translate national spending and policy trends into a clear financial-risk outlook for Iowa hospitals</li> </ul>
<b>Noon</b>	<b>Lunch</b>
<b>12:45 p.m.</b>	<b>Hospital and trustee awards</b>
<b>1:15 p.m.</b>	<p><b>Governing for Quality: The Board's Role in Advancing Hospital Quality and Safety</b></p> <p><i>Corey Martin, Senior Vice President, Education Services, and Jen Nutt, Vice President, Nursing and Clinical Services, Iowa Hospital Association, Des Moines</i></p> <p>Hospital boards play a critical role in setting expectations, overseeing performance, and sustaining a culture of quality and patient safety. Yet, boards often vary widely in how they structure their quality oversight, engage with clinical leadership and use data to drive improvement. This interactive, small-group session is a best-practice sharing forum for board members and senior leaders to exchange practical approaches, tools and lessons learned concerning board governance of quality. Through guided discussion, attendees will explore how effective boards prioritize quality, ask the right questions, and align governance practices with organizational goals to improve outcomes and patient experience.</p> <p>Learning objectives:</p> <ul style="list-style-type: none"> <li>• Describe key governance responsibilities of boards concerning quality and patient safety, including oversight structures, performance monitoring and accountability</li> <li>• Name effective board practices and tools, such as dashboards, quality committees and board-level metrics that support meaningful quality oversight</li> <li>• Share and apply peer-tested strategies for strengthening board engagement in quality improvement and fostering a culture of safety in hospitals</li> </ul>
<b>2:15 p.m.</b>	<b>Break</b>
<b>2:30 p.m.</b>	<p><b>Traits of a High-Performing Board: What the Best Boards Do Differently</b></p> <p><i>Keith Wysocki, Vice President, The Governance Institute, Lincoln, Nebraska</i></p> <p>What sets the best boards apart isn't talent or experience, it's intention. High-performing boards are clear about their roles, disciplined about where they focus and thoughtful about how they partner with executive leadership. They know what belongs in the boardroom, what doesn't and how to use their time to make decisions that move the organization forward.</p> <p>Learning objectives:</p> <ul style="list-style-type: none"> <li>• Apply practical governance strategies to improve board effectiveness, alignment and strategic impact</li> <li>• Describe how industry shifts are reshaping expectations of boards</li> <li>• Evaluate board practices concerning focus, information flow, decision-making and executive partnership</li> <li>• Identify the core traits and behaviors that distinguish high-performing health care boards from underperforming ones</li> </ul>
<b>3:30 p.m.</b>	<b>Break</b>

3:45 p.m.

## AI Governance in Health Care: Measure Twice, Cut Once

Darren Skyles, J.D., Partner, Nelson Mullins, Houston

Artificial intelligence is rapidly reshaping health care delivery, operations and decision-making, but its adoption presents significant governance, regulatory, and organizational challenges for hospitals and health systems. This session will explore practical best practices for building and implementing an effective AI governance program, including key structural, legal and compliance considerations unique to health care. Participants will gain insight into current and emerging federal and state AI laws affecting hospitals, as well as the importance of a disciplined, measurement-driven process that aligns AI adoption with the organization's mission, roles and patient care goals. The discussion will emphasize how thoughtful governance enables hospitals and health care providers to harness AI, mitigate risk and improve care coordination responsibly.

Learning objectives:

- Illustrate how to design governance structures, processes and roles to support responsible AI use while advancing patient care and operational efficiency
- Name the core principles and best practices underlying an effective AI governance program for hospitals and health systems
- Recommend a measurement-driven, mission-aligned framework to assess AI tools and initiatives before making investment and deployment decisions
- Specify key federal and state legal, regulatory and compliance considerations shaping AI in health care

5 p.m.

## Closing comments

### SPEAKERS



**Clare Kelly** is the chief government & external affairs officer at the Iowa Hospital Association. Before joining IHA, she was a health policy adviser to Gov. Kim Reynolds. Before her state service, Kelly was executive vice president and CEO of the Iowa Medical Society and was also executive director of government and external affairs for Children's National Hospital in Washington, D.C. She's a native of Fort Dodge and received her bachelor's degree in English and political science from the University of Iowa.



**Michelle Mader** is a senior managing director at Ankura with over 25 years of experience driving transformative strategies for health care organizations globally. Mader specializes in systemwide strategic planning, network development, ambulatory and provider optimization, operational efficiency, financial due diligence and facility program implementation. She's an adviser to a diverse range of health care entities, helping leadership teams achieve growth, profitability and portfolio diversification. Mader guides capital prioritization and delivers insights for complex, multiyear investments. She has led over 500 master plans and supported over 200 organizations, using advanced analytics, AI simulation and consumer-driven strategies to inform decision-making. Before joining Ankura, Mader was president of an architectural, engineering and construction firm's consulting division. Her leadership has shaped some of the nation's largest health care systems through innovative planning, performance improvement and strategic restructuring.



**Corey Martin** is the senior vice president of education services for the Iowa Hospital Association. Martin is responsible for key educational programming, including the IHA Annual Meeting, Governance Forum, Advanced Leadership Academy and oversees all other programs. In addition, Martin is the executive director of the Iowa Rural Telehealth Program Consortium. He holds a bachelor's degree in sociology focusing on gender studies from the University of Northern Iowa. Before joining IHA, Martin worked in hospitals for 26 years, finishing as the supply chain director at Rose Medical Center in 2017. Here, he increased customer satisfaction and employee engagement scores by over 40% while helping with the most financially profitable year in the medical center's history. While at Rose, Martin became a Crucial Conversations trainer and provided communications training to leadership teams within Rose and their sister hospitals in the HCA Continental Division.



**Jennifer Nutt, DNP, RN, CENP**, is the vice president of nursing and clinical services for the Iowa Hospital Association. Nutt leads the hospital-based nursing profession in advocacy and education, and facilitates workforce, clinical research, quality and patient safety topics for IHA member hospitals and health systems. She is a liaison with various national and state nursing organizations including the Iowa Organization for Nursing Leadership and as the IHA spokesperson on workforce and clinical service issues. In this role, she develops workforce solutions and clinical education programs, participates in statewide quality and patient safety initiatives and is a liaison with various clinical and quality-related organizations. Nutt received her doctoral degree in nursing practice in health systems in 2015 and her bachelor's in nursing in 2004 from the University of Iowa. She has worked at IHA since 2015.



**Jamie Singer** co-leads FTI Consulting's cybersecurity and data privacy communications practice and has counseled hundreds of organizations through significant, high-profile cybersecurity crises in the past decade. Singer works closely with leading cybersecurity law firms, insurance companies and forensic providers to help organizations with strategic communications and reputation management before, during and after significant cyber incidents. She's a recognized expert, speaker and thought leader in health care cybersecurity crisis communications, having supported health systems, hospitals and insurance companies through significant health care data breaches. Singer strategically leads clients through the complexity of high-impact crises in challenging environments with a critical eye on reputation management and responsive crisis communications. She has spoken and written about data security and privacy crisis communications for industry-leading organizations, including NetDiligence, HIPAA Summit, the Healthcare Information and Management Systems Society, and Security Magazine. Singer won the 2023 Cybersecurity Excellence Award for Cybersecurity PR Professional of the Year.



**Darren Skyles** focuses his practice on the intersection of health care law, operations and the governance of artificial intelligence. Skyles advises hospitals, health systems, and health care organizations on the responsible adoption of AI and data-driven technologies, helping clients navigate the rapidly evolving governance, regulatory, privacy, and operational issues that accompany AI's expanding role in patient care and health system management. He grounds his approach to AI governance in a deep understanding of how legal, clinical operational and strategic considerations intersect, enabling clients to implement AI that's compliant, practical and aligned with their missions.



**Keith Wysocki** is a speaker, facilitator and governance expert with more than 16 years of experience supporting nonprofit hospital and health system boards. As Vice President at The Governance Institute, Wysocki helps boards pinpoint the issues that matter most and turn those insights into meaningful education and development plans. He spends much of his time gathering information from board members, executives, and industry thought leaders to understand emerging needs and expand the ways to support nonprofit hospitals and health systems. Wysocki has presented at numerous national and regional industry conferences, including ACHE Congress, the Western Regional Trustee Symposium, and state hospital and senior living association meetings. His articles have appeared in "Management in Healthcare" and in various journals and newsletters published by The Governance Institute.

## REGISTRATION

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

- IHA member – \$75
- IHA associate member – \$350
- IHA nonmember – \$500

## PROGRAM INFORMATION

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

- This is a paperless conference. IHA will email conference materials when available.
- If you have dietary restrictions or allergies, email [iharegistration@ihasonline.org](mailto:iharegistration@ihasonline.org).
- Dress for the conference is business casual. Layered clothing is recommended for your comfort.
- This event is being offered only in-person. Please register before seats fill.

## CONTINUING EDUCATION

**American College of Healthcare Executives (ACHE)-qualified education:** IHA will award 5.75 ACHE-qualified education credits for the conference toward ACHE advancement or recertification. Program participants who wish to have the continuing education hours applied toward ACHE-qualified education credit should note their attendance when sending their application to ACHE for advancement or recertification.

**Hospital board certification:** Board members who take part in IHA's Hospital Board Certification Program can earn 5.75 hours of education toward accreditation by attending the 2026 IHA Governance Forum.

**Nursing:** IHA will provide a certificate of attendance on completion of the program evaluation and strongly encourages nurses to keep a program brochure as documentation of their participation. Nurses decide whether course content meets the Iowa Board of Nursing's criteria for proper continuing education.

## HOSPITAL BOARD AND TRUSTEE CERTIFICATION PROGRAM

IHA has designed the Hospital Board Certification program to help hospitals use governance best practices to promote care coordination and the best use of resources. This demonstrates to lawmakers, regulators, physicians, employees, the business community and other community stakeholders that Iowa hospitals:

- Embrace community accountability and transparency.
- Govern according to a standard of excellence.
- Understand and embrace the need for governance accountability.

Certified trustees are recognized each year at the IHA Governance Forum.

## LODGING

IHA has a discounted corporate rate that attendees can use for overnight accommodation. The discounted rate is offered to IHA event attendees on “non-last room” availability, meaning there are times when this rate 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/night plus taxes  
515-280-3828  
Corporate ID No.: IXNRB

Downtown Des Moines AC Marriott  
Corporate rate: \$177/night plus taxes  
515-518-6060  
Corporate ID Code: 3QR

## 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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