



# IOWA HOSPITAL ASSOCIATION LEADERSHIP DEVELOPMENT PROGRAM

## PROGRAM OVERVIEW

In today's health care environment, accepting a leadership role is far more challenging and complex than ever before. Leadership accountabilities must be balanced with an excellent grasp of human relations skills in collaborating with others. The IHA Leadership Development Program develops critical leadership skills and competencies with the objective of increasing retention of committed, quality staff in Iowa hospitals.

Experts have fine-tuned their content after years of presenting to this audience and have enhanced a rich educational program. The program offers a multidimensional leadership approach that helps participants better connect session learning to everyday situations. Additionally, designated small groups allow a deeper level of networking and problem-solving by applying lessons learned in real-life scenarios.

## INTENDED AUDIENCE

This program is for health care professionals who have assumed new management or leadership responsibilities and accountabilities in their organizations. Experienced staff looking to refresh their skills and knowledge also will benefit.

## IHA LEADERSHIP CERTIFICATE QUALIFICATIONS

To receive a certificate of completion, participants must have attended programs in the series for two consecutive years and participated in all seven on-site programs. Email Tori Hanson ([hansont@ihaonline.org](mailto:hansont@ihaonline.org)) to confirm this. Those who meet the certificate requirements will be recognized during the 2024 IHA Annual Meeting, Oct. 8-9.

## DAILY SCHEDULE

|         |         |
|---------|---------|
| 10 a.m. | Program |
| Noon    | Break   |
| 1 p.m.  | Program |
| 3 p.m.  | Adjourn |

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## PROGRAM SCHEDULE

**Nov. 16, 2023 | Reflection of Leadership Style: What Do You See?**

*Mike Freel, Ph.D., Program Director, Bellevue University, Bellevue, Nebraska*

Leadership development is about improving personal skills and examining attitudes about leadership, management, relations, career and self. But before you can decide where to go, it's important to reflect about who you are and where you're starting. This interactive workshop will give you the tools to maximize strengths to communicate, solve problems and lead others effectively. This session takes a close look at leadership styles and why they work.

Learning objectives:

- Apply temperament types to organizational processes such as communication, conflict, operations and organizational change.
- Complete a behavioral leadership group assessment.
- Discuss major models of leadership and how they contribute to better outcomes.
- Discuss the importance of situational leadership using different scenarios.
- Examine individual preferences and personality traits, and their effects on leadership.

## **Dec. 12, 2023 | Accountability for Results**

*Thomas Westbrook, Ph.D., Retired Professor of Leadership Studies and Director of Concentration in Leadership Education and Development, Drake University, Des Moines*

At every level of an organization, projects begin, tasks are assigned, efforts are made and deadlines are met or missed. Directions are given but employees don't understand them. Agreements are misunderstood or never made. It's not anyone's fault. It's part of people failing to communicate clearly about the tasks they assign or accept. This program will provide a systematic approach to help leaders plan and complete tasks and empower employees and teams to accept responsibility.

Learning objectives:

- Apply the concepts of responsibility, empowerment and accountability to learn the role each plays in achieving project or task success.
- Create clear agreements with followers that maintain focus and overcome obstacles that prohibit successful task completion.
- Create guidelines for managing agreements, including renegotiating or updating the scope of work.
- Discover when to be directive or when to delegate tasks with certainty of completion at the needed performance level.

## **Jan. 16, 2024 | Legal Aspects of Management**

*JoEllen Whitney, J.D., Denton Davis Brown Law Firm, Des Moines*

Managers must know the laws and regulations affecting every decision they make. Many new managers are unfamiliar with the guidelines for the Family Medical Leave Act and what action needs to be taken if they must discipline or dismiss an employee. This program will provide valuable information for new managers about the legal aspects of their jobs. Topics discussed include disciplinary action, interview questions and workers' compensation.

Learning objectives:

- Define the Americans With Disabilities Act, the Family Medical Leave Act and workforce issues that can arise.
- Discuss ways to implement practical solutions to problems.
- Identify legal issues important to managers about disciplinary action, reviews and interviews.
- Identify legal strategies pertinent to daily workforce issues.

## **Feb. 13, 2024 | Middle Managers Make Hospital Miracles Happen and More**

*Doug Morse, MBA, MA, Principal, ExecHQ Healthcare Consulting, Des Moines*

Middle management department leaders play the unique role of "connector" in the hospital by balancing upward influence with leadership. Successfully navigating these dual roles allows the manager to connect top hospital priorities to daily activities. The result is better patient outcomes and organizational performance. This session provides leaders with the tools to be the successful connector to accelerate innovation and improvement throughout the hospital.

Learning objectives:

- Complete a best practice script to better engage team members.
- Discuss how to balance engaged "followership" with leadership.
- Describe proven methods to communicate decisions throughout the organization.
- Discuss methods to give and receive feedback.
- Summarize a values-based decision process.

## **March 7, 2024 | Creating a Culture of Effective Communication**

*Toni Boyles, Speaker, A Place in Time, Topeka, Kansas*

Getting your message across clearly is a critical skill in your professional and personal lives. This session will explore the verbal communication process and the effect of personal styles in your communication.

Learning objectives:

- Describe the cycle of communication.
- Describe the four steps to diffuse an angry person.
- Discuss what causes miscommunication.
- Identify effective tools for praising good behavior.
- Identify the most-common style of conflict resolution.
- Practice using "I" language.
- Practice managing a difficult conversation.

## April 4, 2024 | Financial Skills for Health Care Managers

*Abbey Stangl, Chief Financial Officer, Cass Health, and Dave Muhs, Chief Financial Officer, Henry County Health Center*

Health care is one of the most-regulated and changing industries in the U.S. When becoming a new leader, an added layer of fiscal responsibility is attached to existing responsibilities. This session will explain the financial picture for hospitals, including net revenue, statistics, expense management and capital expenditures. Attendees will gain an understanding of the various parts of a financial statement and their impact on departments, staff and patients.

Learning objectives:

- Discuss components of gross revenue and variances' impact on a facility's net revenue.
- Examine statistics in a facility's productivity measures to help the bottom line.
- Identify the various expense types and provide best practices to help the management of expenses.
- Review the capital expenditure process with a focus on calculating a return on investment.

## May 23, 2024 | Secrets to Successful Teams: Competency and Commitment

*Donna Wright, M.S., RN, NPD-BC, Creative Health Care Management, Minneapolis*

This session will explore the elements needed to create a successful competency program and strong teams. Creative strategies to assess competency in all domains of skill – technical, critical thinking and interpersonal – and creative ways to verify competencies in all departments will be discussed. How commitment and team actions can affect the outcomes of daily work will be explored with a humorous look at making all this happen by creating a system that really works.

Learning objectives:

- Discover how to create a strong and effective competency program for all departments.
- Discuss the goal of competency assessment and the driving forces behind the process.
- Discuss ways to deal with negativity and how to address commitment issues.

## FACULTY

**TONI BOYLES** is the owner and chief encouraging officer for A Place in Time. Before this, Boyles developed supervisory training and total quality management education for the Kansas Department of Transportation. She has a bachelor's degree in communications, public and organizational relations from Washburn University.

**MIKE FREEL** is the program director for health care programs at Bellevue University's College of Arts and Sciences. Dr. Freel has a professional background in health care and has experience in corporate organization and employee development. He is a member of the American College of Healthcare Executives and the Education Advisory Group for the Nebraska Hospital Association. He earned his doctorate degree in human resource development from the University of Nebraska with a focus in leadership and organizational change.

**DOUG MORSE** is an accomplished senior executive with over 25 years of experience leading and working in teams from the boardroom to the basement. He was CEO at Hansen Family Hospital in Iowa Falls from 2018-2021. Morse holds a bachelor's degree in business management from Luther College and an MBA from the University of Iowa. He is a fellow of the American College of Healthcare Executives, has a medical group management association certification and is a certified entrepreneurship teacher for the National Foundation for Teaching Entrepreneurship.

**DAVE MUHS** was chief financial officer at Henry County Health Center from 1992-1998. He rejoined the health center in the same role in 2002. During the interim, he was director of finance at Beloit Memorial Hospital in Beloit, Wisconsin. Muhs obtained his MBA from St. Ambrose University and his bachelor's degree in business administration from the University of Nebraska at Kearney. He received his health care financial professional certification in 2000, and he became a fellow of the Healthcare Financial Management Association in 2003. He is on the Iowa HFMA board of directors as its past-president. In 2009, Henry County Health Center received HFMA's High Performance in Revenue Cycle Award and HFMA's Map Award in 2013 and 2018-2022. The health center also has earned HFMA's Patient Financial Communication Adopter Recognition designation.

**ABBEY STANGL** joined Cass Health in 2015 as its chief financial officer. She holds a bachelor's degree in accounting and finance from Iowa State University, and she earned an MBA from the University of Phoenix. She earned her CPA designation in 2006 and has more than 16 years of experience in health care as a chief financial officer. Stangl is involved with the Healthcare Financial Management Association at state, regional and national levels. She is a past-president of HFMA's Iowa Chapter and current regional executive-elect. Stangl is an HFMA fellow and has earned the Founder's Medal of Honor Award. In 2021, Cass Health received the HFMA MAP Award for High Performance in Revenue Cycle and has earned HFMA's Patient Financial Communication Adopter Recognition designation. Stangl is on the Iowa Hospital Association's Council on Health Information and Medicaid Financing Work Group and is a member of the American College of Healthcare Executives, the American Institute of Certified Public Accountants and the Iowa Society of Certified Public Accountants.

**THOMAS WESTBROOK** was professor of leadership and adult development at Drake University and CEO of Learn Associates. He frequently presents leadership topics including situational leadership, the five practices of exemplary leaders, leading with emotional intelligence, conflict, change, communication, adult learning and brain-based selling.

**JOELLEN WHITNEY** practices primarily in the areas of labor, employment law, privacy and fair housing with extensive practice in the field of health law. She has written multiple editions of the "Iowa Guide to Medical Records" and is a long-term member of her firm's human resources committee. Whitney brings practical experience in business planning, discipline and termination.

**DONNA WRIGHT** is a staff development specialist with Creative Healthcare Management in Minneapolis. She wrote "The Ultimate Guide to Competency Assessment in Healthcare," which recently was translated into Japanese. Wright received her master's degree in nursing education from the University of Minnesota.

## REGISTRATION

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

## REGISTRATION FEES PER PERSON

- IHA member full program registration – \$1,249
- IHA nonmember full program registration – \$1,500

## CONTINUING EDUCATION

The Iowa Hospital Association (provider No. 4) has been approved as a provider of continuing education for nurses by the Iowa Board of Nursing. 4.0 nursing contact hours will be available for participants who attend each session in their entirety. Partial credit for individual sessions will not be granted. Evaluations for this event can be submitted directly to the Iowa Board of Nursing.

## PROGRAM LOCATION

### Main location

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

### District A location

Spencer Hospital  
1200 1st Ave. E, Suite 1, Spencer

### District B location

Waverly Health Center  
312 Ninth St. S.W., Waverly

### District C location

Jefferson County Health Center  
2000 S. Main St., Fairfield

### District D locations

Shenandoah Medical Center (Dec. 12, Jan. 16, Feb. 13, March 7 and May 23)  
300 Pershing Ave., Shenandoah

Clarinda Regional Health Center (Nov. 16 and April 4)  
220 Essie Davison Drive, Clarinda

- 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.

## 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 any of the 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.