



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. Leadership accountabilities must be balanced with an excellent grasp of human relations skills. The IHA Leadership Development Program cultivates critical leadership skills and competencies to increase retention of committed, quality staff in Iowa hospitals.

The program offers a multidimensional leadership approach that helps participants better connect session learning to everyday situations. Additionally, small groups allow deeper networking and problem-solving by applying lessons learned in real-life scenarios.

INTENDED AUDIENCE

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

IHA LEADERSHIP CERTIFICATE QUALIFICATIONS

To receive a certificate of completion, participants must attend all sessions at their registered locations. Only two sessions will be allowed to be made up by watching the recording of the session. Those who meet the certificate requirements will be recognized during the 2026 IHA Annual Meeting, Oct. 6-7.

DAILY SCHEDULE

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

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PROGRAM SCHEDULE

Nov. 18, 2025 | Reflection of Leadership Style: What Do You See?

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

Leadership development improves personal skills and examines attitudes about leadership, management, relations, career and self. But before deciding where to go, it's essential to reflect on who you are and where you're starting. This interactive workshop will give you the tools to maximize your strengths to communicate, solve problems and lead others effectively. It will also closely examine 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 significant 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. 9, 2025 | The Process of Health Care Improvement and Quality

Sarah Pavelka, Ph.D., MHA, OTR/L, CPHQ, FNAHQ, Owner, Pavelka's Point Consulting, Cedar Falls

This session examines health care quality and process improvement techniques, focusing on enhancing patient care, increasing operational efficiency and reducing costs. Participants will explore Lean, Six Sigma and root-cause analysis methodologies and learn how to apply these tools to streamline workflows and address systemic challenges. Through practical exercises, participants will gain direct experience identifying frustrations, errors and bottlenecks and implementing practical solutions. By the end of the session, participants will be equipped to take part in initiatives that drive meaningful organizational improvements.

Learning objectives:

- Articulate the significance of process improvement, including its impact on patient safety, care quality, operational efficiency and cost management, and demonstrate how effective process improvement can lead to enhanced time management, patient outcomes and organizational success
- Critically evaluate process improvement methods – such as Lean, Six Sigma and Plan-Do-Study-Act – to identify inefficiencies and implement targeted solutions, enhancing patient outcomes and operational performance
- Use process improvement tools, such as flowcharts, cause-and-effect diagrams and process mapping, to analyze processes, identify areas for enhancement and implement data-driven solutions to optimize efficiency and improve patient care

Jan. 20, 2026 | 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. New managers may be unfamiliar with the Family Medical Leave Act guidelines and the necessary steps to take if they must discipline or dismiss an employee. This program will provide new managers with valuable information 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 concerning disciplinary action, reviews and interviews
- Identify legal strategies pertinent to daily workforce issues

Feb. 17, 2026 | Middle Managers Make Hospital Miracles Happen and More

Doug Morse, Principal, ExecHQ, Maple Grove, Minnesota

Middle management leaders balance upward influence with leadership to play the “connector” role in the hospital. Successfully navigating these dual roles allows managers to connect hospital priorities to daily activities, resulting in better patient outcomes and organizational performance. This session provides leaders with the tools to be successful connectors and accelerate innovation and improvement throughout the hospital.

Learning objectives:

- Complete a best practice script to engage team members better
- 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 24, 2026 | Mastering Interpersonal Communication for Team Performance

Andy Noon, Ph.D., Founder and Principal Consultant, Decatur Street Consulting, Omaha, Nebraska

Strong interpersonal communication is the foundation of effective leadership. It drives motivation, fosters engagement and helps resolve conflicts before they escalate. In this session, attendees will explore practical tools to improve how they give feedback, recognize others and navigate challenging conversations.

Learning objectives:

- Apply effective techniques for giving feedback and recognition
- Build skill and confidence in managing difficult conversations
- Describe effective strategies to de-escalate emotionally charged conversations
- Determine your conflict resolution style
- Discuss the communication cycle and how to use it to build clarity
- Identify common causes of miscommunication in teams

April 28, 2026 | 10 a.m.-Noon | Financial Skills for Health Care Managers: Navigating Revenue Cycle and Reimbursement

Jen Timmerman, M.A., Market Director of Revenue Cycle, CommonSpirit Health, Omaha, Nebraska

This session will summarize the health care financial landscape and evaluate strategic priorities executives pursue to achieve and maintain economic stability. Revenue- generation and cost-management initiatives will be shared with case study examples.

Learning objectives:

- Describe how an organization pays employees
- Describe the revenue cycle
- Discuss payer contracting and reimbursement
- Discuss roles in the revenue cycle

April 28, 2026 | 1-3 p.m. | Financial Skills for Health Care Managers: Finance Stewardship for Health Care Leaders

This session will continue with a discussion about how to manage budgets and forecast for the future.

Learning objectives:

- Describe determining your budget: impacts and forecasting
- Describe how to navigate during uncertain times from a financial lens
- Discuss FTEs and production to understand operational needs
- Examine the capital requests process: what is needed and how to get finance support

May 28, 2026 | Secrets to Successful Teams: Competency and Commitment

Donna Wright, RN, M.S., Creative Health Care Management, Minneapolis

This session will explore the elements needed to create a successful competency program and strong teams. It will discuss creative strategies to assess competency in technical, critical thinking and people skills and innovative ways to verify competencies. It will also explore how commitment and team actions can affect daily work outcomes, with a humorous look at making this happen by creating a system that works.

Learning objectives:

- Discover how to create a solid and effective competency program
- Discuss the competency assessment goal and the driving forces behind the process
- Discuss ways to deal with negativity and how to address commitment issues

FACULTY

MIKE FREEL has over 20 years of experience developing leaders. Dr. Freel has worked with information technology security groups, hospitals and business processing firms to design leadership and development initiatives that target improved performance at individual and organizational levels. His award-winning programs integrate organization-based strategy with learning outcomes. As the program director for the Master of Healthcare Administration program at Bellevue University, he has administrative and faculty responsibilities at the graduate level. Dr. Freel has held clinical and academic roles in health care and was an adjunct instructor at the Creighton University School of Law. He earned his doctorate in human resources development from the University of Nebraska, focusing on leadership and organizational change. Dr. Freel's doctoral research explored emotional intelligence in clinical nursing.

DOUG MORSE has over 25 years of experience leading and working in teams from the boardroom to the basement. Morse was CEO of Hansen Family Hospital in Iowa Falls from 2018 to 2021. He holds a bachelor's degree in business management from Luther College and an MBA from the University of Iowa. Morse is a fellow of the American College of Healthcare Executives and is a certified medical group manager and entrepreneurship teacher. As the principal at ExecHQ, he helps rural hospital administrators and trustees grow their organizations and rally stakeholders through entrepreneurial strategic planning and leadership training. 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. Years ago, he was recognized with the Iowa Hospital Association's Young Executive Achievement Award.

ANDY NOON is a leadership expert and executive coach who helps leaders unlock their potential and perform at their best. Dr. Noon has a doctorate in industrial and organizational psychology and over 25 years of experience as a talent executive and consultant. He blends research-backed strategies with hard-won real-world lessons. Dr. Noon is the founder and principal consultant of Decatur Street Consulting. This firm helps organizations strengthen their leaders and elevate their leadership pipeline through executive coaching, succession planning, senior team effectiveness and leadership selection.

SARAH PAVELKA has over 20 years of experience leading and coaching in organizational performance and continuous improvement in business, industry, education and health care. Dr. Pavelka is the academic program director for the Master of Health Care Administration program at Walden University. She has been a subject matter expert for the National Association for Healthcare, a 13-year faculty member for the master's in health care administration program at Des Moines University, a faculty member for the Iowa Healthcare Collaborative and director of the occupational therapy department for Pella Regional Health Center. Dr. Pavelka was one of the first leaders to bring the Lean/Toyota manufacturing techniques to health care organizations in North America. She is a five-time National Baldrige examiner, a seven-year state examiner for the Iowa Baldrige program and director-at-large for the National Association for Healthcare Quality Board. Dr. Pavelka holds degrees in biology and psychology from Luther College, an occupational therapy degree from Concordia University-Wisconsin, a master's in health care administration from Des Moines University and a doctoral degree from Walden University.

JEN TIMMERMAN began her career in health care as an admitting interviewer at Methodist Hospital in Omaha, Nebraska. With over 16 years of experience in health care revenue cycle, Timmerman's diverse background includes hospitals, employed physician enterprises, private practice, critical access hospitals, nursing homes, ambulance service and rural health clinics. She works for CommonSpirit Health as the market director of revenue cycle for Iowa, Nebraska, North Dakota and Minnesota. Timmerman is also an adjunct professor at Bellevue University, teaching in their MHA Program. Before joining CommonSpirit Health, she worked for Shenandoah Medical Center as the director of revenue cycle from 2016 to 2019. She was also with Methodist Health System in a variety of roles, including revenue cycle training and project manager. Timmerman has her master's degree in management with an emphasis on health care. She is a certified health care financial professional and a certified revenue cycle representative through the Healthcare Financial Management Association and the board chair for the Nebraska chapter of the Medical Group Management Association.

JOELLEN WHITNEY practices primarily in labor, employment law, privacy and fair housing, with experience in health law. She has written multiple editions of the "Iowa Guide to Medical Records" and has been 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 Health Care," which was recently translated into Japanese. Wright received her master's degree in nursing education from the University of Minnesota.

REGISTRATION

Register online at www.ihonline.org.

- IHA member full program registration – \$995
- IHA nonmember full program registration – \$1,500
- If you have dietary restrictions or allergies, email iharegistration@ihonline.org.
- Dress for the conference is business casual. Layered clothing is recommended for your comfort.

CONTINUING EDUCATION

IHA will provide a certificate of attendance upon completing the program evaluation and strongly encourages nurses to retain a program brochure as documentation of their participation. Nurses determine whether course content meets the Iowa Board of Nursing's criteria for appropriate continuing education.

PROGRAM LOCATIONS

Main location

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

District A locations

- Cherokee Regional Medical Center, 300 Sioux Valley Drive, Cherokee (Nov. 18, Dec. 9, Jan. 20, Feb. 17 and April 28)
- Buena Vista Regional Medical Center, 1525 West Fifth St., Storm Lake (March 24 and May 28)

District B locations

- Buchanan County Health Center, 1600 First St. E., Independence
- November 18th only | Gundersen Palmer Lutheran Hospital and Clinics, 112 Jefferson St, West Union, IA 52175-1022

District C location

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

District D locations

- Cass Health, 1501 E. 10th St., Atlantic

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 identified in the Americans With Disabilities Act to attend this conference, contact the IHA Education Department at 515-288-1955.