

THINKING UPSTREAM: Trustee Leadership Beyond the Boardroom

**23rd Annual
Western Regional Trustee Symposium**

June 5-7, 2019 | Hilton Garden Inn | Missoula, Montana

Join us!

Dear fellow trustees and healthcare executives,

On behalf of the Planning Committee, I would like to personally invite you to join us in Big Sky Country for the 23rd Annual Western Regional Trustee Symposium (WRTS) from June 5-7, 2019, in Missoula, Montana. Montana is proud to serve as host to this event, which continues its tradition of quality topics in healthcare education. The symposium is a collaborative effort of the hospital associations of Arizona, Idaho, Montana, Nebraska, Nevada, New Mexico and Utah.

This year's theme "Thinking Upstream: Trustee Leadership Beyond the Boardroom" reminds us that in the healthcare world of today, governance does not simply happen within the four walls of the boardroom. Trustees and leadership are faced with a constant flood of internal and external challenges, many of which carry significant long-term implications for the communities we serve. It is imperative that we are equipped with the right tools, knowledge and strategies to navigate our organizations through these highly dynamic and turbulent times.

This year's symposium has been planned by a dedicated group of hospital association staff and healthcare trustees from each of the seven participating states. Whether a new or seasoned trustee, I am confident you will find value in the variety and quality of this year's program. Nationally-known healthcare experts will serve as our keynote speakers, addressing issues such as industry disruptors, value-based payments and the future for rural healthcare. A diverse offering of breakout sessions will cover topics pertinent to healthcare governance.

This symposium is one of the best opportunities to network with fellow healthcare trustees and leadership from the central and western regions. Come ready to share your insights and learn from others. I believe you will find that we are all much more similar than different.

Also, I want to extend a special thank you to our sponsors. Without their participation and support, this symposium and its social events would not be possible.

We look forward to hosting you.

Sincerely,



Kirsten Kammerzell, Chair
23rd Annual Western Regional Trustee Symposium
Trustee, Northern Montana Health Care - Havre, MT

*P.S. Come early or stay late to take full advantage of all that Montana's Big Sky Country has to offer. Missoula provides the perfect base camp for exceptional fly fishing, hiking and whitewater rafting. Glacier National Park, with its epic peaks and stunning Going-to-the-Sun Road, is located just two hours north. Flathead Lake – the largest natural freshwater lake west of the Mississippi – is one hour north on the way to Glacier.

Although Going-to-the-Sun Road most likely will not be open in early June, parts of the park will be accessible, and the drive from Missoula is beautiful.



trusteesymposium.org

A big thank you to our sponsors!

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The Western Regional Trustee Symposium is a collaboration between:



Who Should Attend?

Trustees and executive leadership are encouraged to attend as a team. A discount is provided if four or more individuals from the same organization register under one payment. Spouses and guests are also welcome to attend the group breakfasts and Welcome Reception, but will need to register. All hospital trustees, executives or other employees who are members of a state hospital association, regardless of their location in the U.S., are invited to attend.

Why Should You Attend?

This unique meeting offers learning and connections through educational sessions, networking and information exchange. National and regional perspectives from diverse hospitals add focus — whether your passions are larger trends or more locally focused interests.

Lodging

A block of rooms has been reserved at Hilton Garden Inn Missoula, 3720 North Reserve Street.

[Click here to make your reservation at Hilton Garden Inn](#)

The rate is \$139 + tax per night.

Hilton Garden Inn Missoula is conveniently located within minutes of Missoula International Airport and downtown Missoula. The hotel, an ideal base for outdoor activities, is just moments away from the area's top golf courses, ski areas and world-class fly fishing. The spacious guest rooms have complimentary WiFi and a large, flexible work space for keeping up with the office.

*If you wish to extend your stay in Montana before or after the symposium, call the hotel directly at (406) 532-5300. Check out the [Destination Missoula: Interactive Travel Guide](#).

Two additional hotels are also available for lodging. The rate for either is \$139 + tax per night. The block is set to expire on May 14, 2019.

[Make your reservation here for Staybridge Suites](#)

Staybridge Suites
120 Expressway
Missoula, MT 59808
(406) 830-3900

[Make your reservation here for TownePlace Suites Missoula](#)

TownePlace Suites Missoula
3055 Stockyard Rd.
Missoula, MT 59808
(406) 721-6000

Flight Transportation

Missoula International Airport is 7 min./2 miles to Hilton Garden Inn. Complimentary shuttle service is available to Hilton Garden Inn from the airport, as well as Staybridge Suites and Towneplace Suites.



Montana's Claim to Fame

Did you know that several award-winning movies were filmed in Montana, many in Missoula. Some of the more well known are:

Forrest Gump (starring Tom Hanks and Robin Wright)

A River Runs Through It (starring Brad Pitt, Craig Sheffer and Tom Skerritt)

Nebraska (starring Bruce Dern)

Beethoven 2 (starring Charles Grodin and Bonnie Hunt)

Little Big Man (starring Dustin Hoffman and Faye Dunaway)

What Dreams May Come (starring Robin Williams and Cuba Gooding, Jr.)

The Untouchables (starring Kevin Costner)

Always (starring Richard Dreyfuss, John Goodman, Audrey Hepburn and Holly Hunter)

Heartland (starring Rip Torn)



Schedule At-A-Glance

Wednesday, June 5, 2019

10:00 – 11:00 a.m.

Registration & Sponsor Showcase

11:00 – 11:30 a.m.

Opening Ceremony

11:30 a.m. – 12:15 p.m.

Symposium Welcome Luncheon

12:15 – 1:15 p.m.

Opening Keynote Session

So, Is There a Future for Rural Healthcare in America?

1:30 – 4:30 p.m.

Trustee Toolkit Mini Workshop

1:30 – 2:45 p.m.

Concurrent Session 1:

Creating a Culture of Health and Healing

Concurrent Session 2:

CEO Search Case Study: Marcus Daly Memorial Hospital

Concurrent Session 3:

Board Assessment: Taking Stock to Assure Effective Governance

2:45 – 3:15 p.m.

Break & Sponsor Showcase

3:15 – 4:30 p.m.

Concurrent Sessions Repeat & Continuation of Trustee Toolkit Mini Workshop

5:00 – 6:00 p.m.

Welcome Reception

Thursday, June 6, 2019

8:00 – 8:45 a.m.

Breakfast & Table Topic Discussions

9:00 – 10:15 a.m.

Keynote Session

The Potential of Rural Value-Based Care

10:30 – 11:45 a.m.

Concurrent Session 4:

Physician Engagement for Value-Based Care Success

Concurrent Session 5:

The Utah Alliance for Determinants of Health: A Collaborative Approach to Addressing Social Needs and Improving Health

Concurrent Session 6:

Healthcare Finance 101

Concurrent Session 7:

Strategic Planning in a Sea of Change

12:00 – 1:00 p.m.

Networking Luncheon

1:00 – 1:30 p.m.

Sponsor Showcase

1:30 – 2:45 p.m.

Concurrent Sessions Repeat

3:00 – 4:30 p.m.

Plenary Session

What Trustees Need Know to Improve Patient Experience

6:00 – 8:00 p.m.

Optional Event at Grizzly Harley-Davidson

Friday, June 7, 2019

7:00 – 7:30 a.m.

Breakfast

7:30 – 8:30 a.m.

General Session

Federal Legislative Update

8:45 – 10:15 a.m.

Closing Keynote Session

The Disruptors: How Amazon, Google and Apple Plan to Change the Face of Healthcare

10:15 – 10:30 a.m.

Closing Remarks & Sponsor Drawings

WEDNESDAY, JUNE 5, 2019

Registration & Sponsor Showcase | 10:00 - 11:00 a.m.

Opening Ceremony | 11:00 - 11:30 a.m.

Rich Rasmussen, President/CEO
Montana Hospital Association - Helena, MT

Kirsten Kammerzell, Chair
23rd Annual Western Regional Trustee Symposium
Trustee, Northern Montana Health Care - Havre, MT

Symposium Welcome Luncheon | 11:30 a.m. - 12:15 p.m.

This luncheon will afford trustees the opportunity to visit with new and long-time colleagues.

Opening Keynote | 12:15 - 1:15 p.m.

So, Is There a Future for Rural Healthcare in America?



Todd Linden, FACHE
President
Linden Consulting - Cedar Rapids, IA

The answer is of course a resounding YES. However, navigating today's rapidly changing healthcare environment while improving quality, safety and the patient experience – and enhancing efficiency and reducing costs – requires new partnerships and new ways of doing things. With an eye to the future, this presentation will focus on strategies for rural healthcare leaders to advance the “Quadruple Aim” in their organizations. Participants will explore how to better partner with systems, other healthcare organizations and providers, while considering ways to transition to value

from volume. Ingenuity and innovation have to be more than buzz words, so we will learn about innovative solutions that foster a culture of safety and reducing harm, and discover the payoff of creating an optimal healing environment that focuses on health improvement and integrated medicine.

Using the insights, experiences and passion he has applied for over 30 years as a hospital CEO and national advocate for rural healthcare, Todd Linden will share clear and replicable examples along with practical and proven strategies for embracing healthcare's unprecedented challenges and the march toward value.

About the presenter

Todd Linden is a widely recognized expert in rural healthcare and health improvement. He served as president and CEO of Grinnell Regional Medical Center (Grinnell, IA) for 24 years, retiring at the end of 2017. Prior to moving to Grinnell, Mr. Linden was the administrator of Greene County Medical Center (Jefferson, IA) for nearly six years, launching his CEO experience at just age 27. He established Linden Consulting in 2011 on a part-time basis and is now focused on consulting and teaching full-time.

Linden Consulting specializes in advising organizations seeking to improve healthcare in America by innovating and solving problems in the delivery system. Linden Consulting focuses on working with governing boards on process improvement, best practice development, retreat planning and facilitation and building optimal trustee/executive relationships. Todd Linden also presents at national conferences and state hospital association meetings, covering topics of leadership effectiveness, governance excellence, quality and safety improvement, and creating a culture of innovation.

He served on the American Hospital Association's Board from 2000-2005, Grinnell College Board of Trustees from 2000-2018 and the National Rural Advisory Committee for the U.S. Department of Health and Human Services from 2007-2011. He currently serves on the Boards of the Health Forum and the University of Iowa College of Public Health. He is also an adjunct professor at the University of Iowa, as well as regular faculty for the American College of Healthcare Executives. In 2018, he was appointed to the editorial board for ACHE's journal, *Frontiers* and will co-instruct the CEO Bootcamp in 2019.

Mr. Linden received both his master's and bachelor's degrees from the University of Iowa and is a Fellow in the American College of Healthcare Executives.

WEDNESDAY, JUNE 5

Trustee Toolkit Workshop | 1:30 - 4:30 p.m.



Tom Donohoe

Vice President, Deputy General Counsel
SCL Health - Broomfield, CO



Rene M. Larkin

Attorney
Hall Render Killian Heath and Lyman - Denver, CO

A hospital board's responsibility is greater than ever. Hospital board members, both individually and collectively, must know their fiduciary duties and have an understanding of the environment in which their hospital must operate. This popular session was created for trustees serving in their first term on a hospital board. The session will review the legal duties of a board member, the board building cycle and ways to engage the community in the hospital, and better meeting practices. Participants will leave with tools and ideas to take back to their boardrooms, as well as governance best practices and an overview of the current healthcare landscape.

About the presenters

Tom Donohoe is vice president, deputy general counsel for SCL Health, a regional health system based in Broomfield, Colorado. In his role, he is responsible for supporting the health system Governance Committee and the health system governance function where he advises health system and hospital leadership on day-to-day and other governance-related matters. Prior to his role at SCL Health, Mr. Donohoe was a shareholder attorney with Hall Render Killian Heath and Lyman's Denver office, one of the country's largest healthcare law firms. He graduated *cum laude* from Indiana University's Robert H. McKinney School of Law with a concentration and honors in healthcare law. He is admitted to the bar in Indiana, Colorado and Montana.

Rene Larkin counsels clients on a large range of real estate matters, including commercial lease transactions, purchase and sale of real property, easement and restrictive covenants, real estate due diligence for mergers and acquisitions and development projects. In addition to traditional real estate matters, Ms. Larkin's practice focuses on the unique needs of healthcare real estate transactions, addressing issues concerning lease transactions, sublease agreements, timeshare agreements, acquisitions and disposition of healthcare and medical care facilities.

She also advises clients on fraud and abuse laws as it relates to real estate transactions, including compliance with the Stark Law and the Anti-Kickback Statute. Ms. Larkin aided in the development of a national leasing program for a large healthcare provider and served as the lead associate conducting real estate due diligence for a \$1.2 billion hospital system merger.

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WEDNESDAY, JUNE 5

Concurrent Session 1

1:30 - 2:45 p.m. & Repeated 3:15 - 4:30 p.m.

Creating a Culture of Health and Healing



Todd Linden, FACHE

President

Linden Consulting - Cedar Rapids, IA

Based on over 15 years of building an “Optimal Healing Environment” (OHE) at Grinnell Regional Medical Center, Todd Linden will share ideas and examples about creating a culture of health and healing. In this session, he will dig deeper into themes raised in the keynote and explore why creating an OHE in your hospital can create a culture that supports health, and promotes both safety and quality, while at the same time reduces cost and improves the work life for employees.

Creating an OHE is a new way of thinking about how healthcare is delivered – by taking into consideration all factors that influence the optimal healing of the patient – from the outer environment (built environment and organizational culture) to the inner environment (intention and relationships between providers and patients). With reform upon us, he will inspire you to recognize that investing in a healing culture is one way to make a lasting impact on the quality of life in your community.

Concurrent Session 2

1:30 - 2:45 p.m. & Repeated 3:15 - 4:30 p.m.

CEO Search Case Study: Marcus Daly Memorial Hospital



Lois Hedg-peth

Board Chair

Marcus Daly Memorial Hospital - Hamilton, MT

A well-established Critical Access Hospital faced the retirement of their CEO after 29 years at the helm. This session will examine the selection and integration process from both the board and the selected CEO candidate's point of view. It will examine the amount of preparation and work required, as well as potential pitfalls from the initial screening through the first few months of the new candidate's tenure. Marcus Daly's current CEO, John Bishop, will provide comments on the process from his viewpoint via video presentation.

About the presenter

Lois Hedg-peth is a retired executive who worked in the telecommunications and energy industries in the U.S., U.K. and Canada. Her expertise includes start-ups, turnarounds and growth for large divisions of major companies. Her passion for healthcare stems from seeing healthcare systems around the world – their strengths and weaknesses. Ms. Hedg-peth serves on the board to help insure that Marcus Daly continues to provide the quality, affordable, local healthcare that enhances living in the Bitterroot Valley.

Lois Hedg-peth has a bachelor's degree in systems science and mathematics from Washington University in St. Louis, Missouri, an MBA from Pepperdine University and she has attended Executive Education courses at Harvard and Northwestern University.

WEDNESDAY, JUNE 5**Concurrent Session 3****1:30 - 2:45 p.m. & Repeated 3:15 - 4:30 p.m.****Board Assessment: Taking Stock to Assure Effective Governance****Margaret Sumption, MSED, LPC, SPHR-SCP**

Sumption & Wyland - Sioux Falls, SD

Just as staff, facilities, providers and systems must grow to meet the changing work of your facility, the board's roles and work must grow as well. Governance entities must be disciplined in measuring effectiveness and changing to meet excellent standards. Sumption will outline the seven critical steps to assure effective governance driven by annual and ongoing board assessment tools and processes.

This hands-on session will provide specific tools to complete board assessment and templates for continuous quality improvement within the governance structure. Disciplined governance processes make all the difference to keep pace with the challenges of leading your organization during this time of transformation.

About the presenter

Margaret J. Sumption, MSED, LPC, SPHR-SCP, has over 35 years of experience as a teacher and counselor, nonprofit administrator, development officer and volunteer board member, serving a wide variety of organizations. She is a popular, dynamic, and effective speaker and trainer for nonprofit professionals, customers and policymakers.

Concurrent Sessions Repeat | 3:15 - 4:30 p.m.**Break & Sponsor Showcase | 4:30 - 5:00 p.m.****Welcome Reception | 5:00 - 6:00 p.m.**

Whether you are a seasoned veteran of the symposium or a new attendee, this informal reception is the perfect conclusion to a full day of activities.

About the Western Regional Trustee Symposium

The Western Regional Trustee Symposium (WRTS) offers quality healthcare governance programming at an affordable cost. Designed for hospital board members and executive leadership, the program broadens the participants' awareness of current healthcare trends that affect them, and how they serve their boards and communities. Best practices of successful healthcare governance are shared for practical application in the boardroom.

WRTS provides excellent networking opportunities for trustees and leaders from hospitals of varying size and scope, and aims to challenge conventional thinking with fresh approaches to standard healthcare governance concerns and business practices.

The ultimate goal of the symposium is to form and maintain healthcare governance excellence at each hospital in the Western and Midwestern U.S.

THURSDAY, JUNE 6, 2019**Breakfast & Table Topic Discussions | 8:00 - 8:45 a.m.**

Tables will be labeled with topics. Choose the one that interests you most.

Keynote Session | 9:00 - 10:15 a.m.**The Potential of Rural Value-Based Care****A. Clinton (Clint) MacKinney, MD, MS**

Associate Clinical Professor and Deputy Director
Center for Rural Health Policy Analysis
University of Iowa College of Public Health - Iowa City, IA

The evolution from volume-based healthcare and payment to value-based healthcare and payment is underway. Fee-for-service payments are shrinking and consequently the resources necessary to deliver essential healthcare services are becoming more scarce. Value-based care and payment may represent a new opportunity for rural hospitals to serve their communities. Yet, rural hospital leaders appropriately wonder what the volume-to-value transition means for their organizations. Experts predict that value-based care and payment system will continue to expand, including to rural hospitals and clinics. As the expansion continues, rural hospitals will require fundamentally new leadership and operational strategies.

In this presentation, Dr. MacKinney will define healthcare value and the debate that surrounds the definition of value. Using CMS programs and demonstrations as examples, he will contrast the current healthcare payment system and new value-based payment systems currently operating in rural places. Lastly, Dr. MacKinney will discuss strategies most likely to improve rural hospital success in an increasingly value-based world.

About the presenter

Clinton (Clint) MacKinney, MD, MS, has worked in healthcare for over 35 years, including 14 years as a rural family physician, practicing the full scope of family medicine. He has both owned a private practice and worked with large healthcare systems. He also worked for eight years as a national rural healthcare consultant in over 50 rural communities. Dr. MacKinney most recently worked as an emergency department physician in rural Minnesota.

Dr. MacKinney is clinical associate professor in the Department of Health Management and Policy at the University of Iowa's College of Public Health. He is also deputy director of the Rural Policy Research Institute (RUPRI) Center for Rural Health Policy and Analysis. Dr. MacKinney has been a member of the RUPRI Health Panel since 1998 and has served on national committees for the Institute of Medicine, the Department of Health and Human Services, the American Academy of Family Physicians and the American Medical Association. In his capacity as a rural health advocate, Dr. MacKinney writes and presents nationally. Dr. MacKinney's professional interests include rural health system design, healthcare value, physician and administration relationships, physician and hospital payment, and population-based healthcare.

THURSDAY, JUNE 6, 2019

Concurrent Session 4

10:30 - 11:45 a.m. & Repeated 1:30 - 2:45 p.m.

Physician Engagement for Value-Based Care Success



A. Clinton (Clint) MacKinney, MD, MS

Associate Clinical Professor and Deputy Director
Center for Rural Health Policy Analysis
University of Iowa College of Public Health - Iowa City, IA

The transition from volume-based payment to value-based payment is underway – Accountable Care Organizations, bundled payment plans and global budgets are coming to rural hospitals. With value-based payment comes an expectation for care-improving and cost-saving performance. Value-based hospital performance will be driven by and evaluated on physician performance. Therefore, to be successful in value-based payment strategies, rural hospitals must actively engage and collaborate with local

physicians. Rural hospitals that proactively engage physicians in the transitions to new payment and care models will be most capable of receiving value-based payment.

In this presentation, Dr. MacKinney will discuss new value-based care and payment models that are increasingly prevalent, even in rural areas. He will discuss the stereotypical differences between physicians and administrators, and how an understanding of those differences can increase the likelihood of trusting relationships and shared visions.

Concurrent Session 5

10:30 - 11:45 a.m. & Repeated 1:30 - 2:45 p.m.

The Utah Alliance for Determinants of Health: A Collaborative Approach to Addressing Social Needs and Improving Health



Mike Clark, MPA

Administrator
McKay Dee Hospital - Ogden, UT



Lisa Nichols, MSW

Community Health Executive Director
Intermountain Healthcare - Salt Lake City, UT

This presentation will provide an overview of strategic, operational, and collaborative activities used to develop the Utah Alliance for the Determinants of Health—a population and place-based, collective impact approach led by Intermountain Healthcare in partnership with local private and public sectors to address the social determinants of health and promote health equity.

The Alliance convenes community partners to screen for social needs, to assist in navigation to resources, and align on a shared vision, goals, policies, work processes, funding, data and knowledge. Broad membership from healthcare and social service sectors, including health systems, behavioral health, and community-based organizations, participate to address the social determinants and healthcare needs for their patients and community.

A highlight of the presentation will include the results of an ethnographic study of Medicaid recipients conducted by Intermountain Healthcare to understand social needs and inform the work of the Alliance.

About the presenters

Mike Clark has 25 years of leadership experience in the healthcare industry. He previously served as administrator at Logan Regional Hospital in Logan, Utah and at Kingman Regional Medical Center in Kingman, Arizona. Mr. Clark is involved in several community organizations. He currently serves as a board member for the Utah Hospital Association, Get Healthy Utah and as past board member with emeritus status for the Children's Place in Cache County Utah. Mr. Clark earned his bachelor's degree and his MPA from the University of Arizona.

Lisa Nichols has 23 years of experience working in nonprofit healthcare with underserved populations including extensive experience with Federally Qualified Health Centers and Title X programs. She currently serves as the associate vice president of community health for Intermountain Healthcare, where she provides leadership for Intermountain's community health initiatives, including working to address the social determinants of health. Ms. Nichols has a master's degree in social work from the University of Utah and has completed the Health Care Executive Program at the University of California Los Angeles.

Concurrent Session 6

10:30 - 11:45 a.m. & Repeated 1:30 - 2:45 p.m.

Healthcare Finance 101



Carla A. Neiman, CHFP, FHFMA
Chief Financial Officer & Risk Manager
Clark Fork Valley Hospital - Plains, MT

This session will provide an introduction to healthcare finance geared to trustees. We will discuss the role of finance with respect to governance and quality, introduce unique concepts in hospital finance, review standard financial reports and metrics, and discuss current trends in healthcare finance.

Objectives of this session include: 1) Understanding the role of finance in your hospital's successful pursuit of its mission, 2) Understanding the impact of reimbursement methodology, cash flow and external environment on financial strategy and performance, and 3) Assessing financial results through reviewing financial reports and metrics.

About the presenter

Carla Neiman has been at Clark Fork Valley Hospital in Plains, Montana, since 2002. Prior to that, she held positions as director of communications and development, business office manager and special projects manager at the hospital. She served on the hospital's governing board for eight years prior to joining the staff. Ms. Neiman has a bachelor's degree in business finance from MSU Bozeman and an MHA from the University of Minnesota. She is active in the Montana Chapter of HFMA, recently serving as president.

Concurrent Session 7

10:30 - 11:45 a.m. & Repeated 1:30 - 2:45 p.m.

Strategic Planning in a Sea of Change



Doug Dewberry, FACHE
Strategic Initiative Leader
CPSI - Mobile, AL

Is strategic planning still relevant in the sea of change that now exists in healthcare? Not only is it relevant, but absolutely necessary for success. Good strategic planning should answer three basic questions for any organization. First, where do we want to go? Second, where are we now? Third, what do we have to do to close the gap? Doug Dewberry will give insight from the view of a CEO with a hands-on approach to strategic planning. Objectives of this lesson include: 1) Understanding the need for strategic planning in a rural hospital, 2) Organizing a strategic planning process for your organization, and 3) Using the strategic planning process in other areas of performance improvement in other healthcare settings.

About the presenter

Doug Dewberry has more than 28 years of experience in the healthcare field, including both consulting and provider roles. His experience includes executive level management in various healthcare facilities. Prior to joining CPSI in 2013, he served as the CEO of a 115-bed rural hospital, CFO of a rural hospital, and he also served in a consulting role for CEOs with CPSI Inc. Mr. Dewberry also held a nursing home administrator's license for 20 years and managed a 103-bed facility. He is a current member of the National Rural Health Association and is a Fellow in the American College of Healthcare Executives.

Networking Luncheon | 12:00 - 1:00 p.m.

Sponsor Showcase | 1:00 - 1:30 p.m.

Concurrent Sessions Repeat | 1:30 - 2:45 p.m.

Plenary Session | 3:00 - 4:30 p.m.

What Trustees Need to Know to Improve the Patient Experience



Chrissy Daniels, MS

Partner, Medical Practice, Consumerism & Transparency
Press Ganey Associates - Salt Lake City, UT

Today's healthcare consumers rely heavily on their most recent experience, as well as online patient reviews and feedback from peers, to make decisions about where and from whom they receive care. By gaining a deep understanding of what gets people talking about patient experiences, identifying opportunities to advance the conversation and disseminating key information, healthcare systems can align the mission of delivering safe, high-quality, patient-centered care with the business of acquiring and retaining consumers.

About the presenter

Chrissy Daniels is a national thought leader in patient experience and healthcare value. She joined Press Ganey as a consulting partner in August 2017, bringing to the company more than 20 years of expertise in advancing the patient experience and building an engaging and collaborative culture. She is also widely recognized for her pioneering work in the areas of consumerism and physician performance data transparency.

Prior to joining Press Ganey, Ms. Daniels was director of strategic initiatives at University of Utah Health Care, responsible for teaching and coaching physicians, leaders and staff on the importance of patient experience as a measure of quality. In this role, she was also responsible for designing the University of Utah Health Care's online physician review process, making the system the first in the country to electronically survey its patients and post the results publicly online. Ms. Daniels holds a master's degree in economics and health administration from the University of Utah.

Optional Event | 6:00 - 8:00 p.m.

Grizzly Harley-Davidson



This isn't your typical conference social event! Join us at [Grizzly Harley-Davidson](#), a unique destination with a lot of personality. You will have the opportunity to check out some really cool bikes while you enjoy some food and sip some cocktails. A cash bar is available with one drink ticket provided to attendees. This event is in addition to the conference registration.

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There is no greater place to visit than the state of Montana! With it's lakes and rivers, snow capped mountains, many hot springs and beautiful national parks, your riding enjoyment will never end! They offer rentals and airport pick up out of Missoula.

FRIDAY, JUNE 7, 2019

Breakfast | 7:00 - 7:30 a.m.

General Session | 7:30 - 8:30 a.m.

Federal Legislative Update



David Lee, JD
Director
Leavitt Partners - Salt Lake City, UT

David Lee will provide attendees with insight on what is happening at the federal level related to healthcare regulations and legislation and their implications for hospital operations. His presentation will offer updates related to government payers, including Medicare and Medicaid, healthcare reform and other provider issues.

About the presenter

David Lee is a director for Leavitt Partners based in Washington, D.C. Mr. Lee provides policy counsel and analysis to clients on issues related to regulations, legislation, and business implications. His work is focused on issues related to government payers, including Medicare and Medicaid, healthcare reform and other provider issues.

Prior to joining Leavitt Partners, Mr. Lee served as director of Regulatory Affairs and Policy for the National Rural Health Association (NRHA) where he directed advocacy efforts on Capitol Hill and with administrative agencies on issues related to rural hospitals, clinics, health centers and other providers. Before working at the NRHA, he served on the staff of Senator Robert F. Bennett. David Lee received his bachelor's degree at Utah State University in law and constitutional studies while minoring in Spanish. He received his Juris Doctorate from the Catholic University of America, Columbus School of Law in Washington, D.C.

Closing Session | 8:45 - 10:15 a.m.

The Disruptors: How Amazon, Apple, CVS and Other Tech Companies Will Change Healthcare



Ron Galloway

Researcher & Conference Speaker - Atlanta, GA

Healthcare is going through a massive disruptive phase right now, with most of the changes being brought about by new technologies and new entrants, competitive and non-competitive, into the healthcare space.

In this session, Ron Galloway will illustrate for trustees the scope of these changes, and the impacts and unintended consequences that may occur.

The objectives of this session are to:

- Show how all these companies plan to impact hospitals and healthcare — Amazon, Google, CVS, Walmart and now Apple — have ridden the wave of businesses leveraging their existing frameworks into healthcare. Amazon will use Prime and Whole Foods to enter into the pharmacy business, and their data expertise to provide analytics and perhaps an Amazon EHR. Google has been pushing relentlessly into healthcare with initiatives in health, wellness and life sciences and even has a whole division devoted to expanding the human lifespan. With the Aetna acquisition, CVS can combine a physical footprint of 9,800 stores with a payment model and pharmaceutical innovation. Walmart's combination with Humana will further push the "consumerization" of healthcare delivery. Finally, Apple is poised to become the largest aggregator of personal healthcare data, and its immense scale has essentially set FHIR as the interoperability standard.
- Illustrate the disruptive impact technology is having on hospitals, particularly the shift from hospitals as healthcare delivery systems to hospitals as data institutions. What changes will all the data collected from EHRs bring about? What is the role of genomic testing, especially when this data is combined with EHR data and studied with machine learning? How are wearables going to change consumer demands on hospitals, in terms of services and access to data? What will be the fast-expanding role of virtual visits on the healthcare delivery system?
- Promote an understanding of a timeline of these events, and how they will work in tandem to alter healthcare delivery and evolve the mission of hospitals. A prime goal of this session is also to make trustees comfortable with new terms in healthcare (FHIR, interoperability, machine learning, blockchain). Potential impacts on payment models and insurance will also be addressed.

About the presenter

Ron Galloway is a researcher, as well as a director of four films and author of two books and many institutional reports. He researches business topics related to disruptive technologies and their impact on the future. His documentary "Why Wal-Mart Works" was the first film to ever hold its premiere in the U.S. Capitol. His film "Age Invaders" was released in 2018. He produced the series "Potentially Disruptive," which premiered on Amazon Prime in early 2018. Mr. Galloway was a finance researcher for 20 years. His work has been written about in the *New York Times*, *Wall Street Journal* and *The New Yorker* magazine. He has appeared on CNN, CNBC, the BBC and Jon Stewart's Daily Show.

Sponsor Prize Drawings | 10:15 a.m.

Closing Remarks 10:15 - 10:30 a.m.

Kirsten Kammerzell, chair of the 23rd Annual Western Regional Trustee Symposium Planning Committee, will offer comments to conclude the symposium. Prize drawing winners will also be announced.

Registration confirmation will be sent to you via email after receipt of your paid registration. The Western Regional Trustee Symposium is reasonably priced and hospitals are encouraged to send multiple attendees and benefit from the group discount. **Groups must be 4 or more to receive the \$475 rate. Online registrations may state \$499 until completion of registration, but will be charged \$475.**

All hospital trustees, executives or other employees who are members of their state hospital association are invited to attend.

Registration Fees

Individual Hospital Member (before May 17)	\$499
Individual Hospital Member (after May 17)	\$550
(Includes Wednesday, Thursday and Friday sessions, breakfasts, lunches and Welcome Reception.)	
Four or More Hospital Members* (before May 17)	\$475
Four or More Hospital Members*(after May 17)	\$525
Spouse/Guest**	\$135
Optional Thursday Evening Event	\$70

* Registrations must be received together to qualify for the discount.

** The spouse/guest fee includes Welcome Reception, Thursday and Friday breakfast. This fee does not include Wednesday and Thursday lunches, or the optional Thursday evening event.

How To Register

ONLINE: Register online at <https://cvent.me/VPqRm>

CREDIT CARD PAYMENTS: To protect your privacy and financial information, all credit card payments must be done online via our secure site via the link above.

Contact Vanessa Larson, Montana Hospital Association, at (406) 457-8030 or vanessa.larson@mtha.org with any questions.

PAY BY CHECK: Western Regional Trustee Symposium Registration
c/o Montana Hospital Association
2625 Winne Avenue
Helena, MT 59601

Checks should be made payable to: Montana Hospital Association

Registration Cancellation Policy

Registration fees are non-refundable unless notice is received by May 17, 2019. However, alternates from the same hospital can be substituted. If a notice is received prior to May 17, refunds will be given less a \$75 administrative processing fee.

Qualified Education Credit (Non-ACHE Credit)

The Western Regional Trustee Symposium (WRTS) is authorized to award **11.5 hours** of pre-approved ACHE Qualified Education Credit (non-ACHE) for this program toward advancement or recertification in the American College of Healthcare Executives. Participants in this program wishing to have the continuing education hours applied toward ACHE Qualified Education credit should indicate their attendance when submitting application to the American College of Healthcare Executives for advancement or recertification.

Access to Meeting

WRTS wishes to ensure that no individual with a disability is excluded, denied services, segregated or otherwise treated differently from other individuals 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, please advise us by indicating any special needs on the registration form provided. You will be personally contacted to make arrangements.

Questions About Registration?

Contact Vanessa Larson at (406) 457-8030 or vanessa.larson@mtha.org.

Montana's Glacier National Park

Glacier National Park (GNP) is a 1,583-square mile wilderness area in Montana's Rocky Mountains, with glacier-carved peaks and valleys running to the Canadian border. It's crossed by the mountainous Going-to-the-Sun Road. Among more than 700 miles of hiking trails, it has a route to photogenic Hidden Lake. Other activities include backpacking, cycling and camping. Diverse wildlife ranges from mountain goats to grizzly bears. If you are planning to extend your stay in Montana, Glacier National Park is a stunning national wonder that should not be missed. GNP is approximately 137 miles north of Missoula.

Glacier National Park was established on May 11, 1910, to preserve and protect the natural and cultural resources for future generations. Along with its sister park, Waterton Lakes National Park, in Alberta, Canada, Glacier National Park is recognized as a World Heritage Site (1995), a Biosphere Reserve (1976) and was established as the world's first International Peace Park (1932).

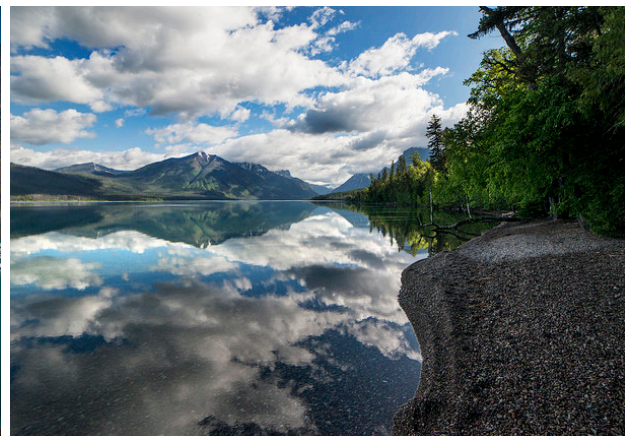
Glacier's Purpose

The purpose of Glacier National Park, part of the world's first international peace park, is to preserve the scenic, glacially carved landscape, wildlife, natural processes, and cultural heritage at the heart of the Crown of the Continent for the benefit, enjoyment, and understanding of the public.

Glacier's Significance

Glacier's scenery dramatically illustrates an exceptionally long geologic history and the many physical processes associated with mountain building and glaciation.

Glacier offers relatively accessible spectacular scenery and increasingly rare primitive wilderness experiences. Glacier is at the core of the Crown of the Continent ecosystem, one of the most ecologically intact areas remaining in the temperate regions of the world.



REGISTRATION FORM WRTS 2019

Thinking Upstream: Trustee Leadership Beyond the Boardroom June 5-7, 2019 | Missoula, Montana

Please fill out a separate registration form for each person attending the meeting. If additional forms are needed, you may make copies. If you need assistance, contact Vanessa Larson at (406) 457-8030 or email vanessa.larson@mtha.org.

Please print clearly

Name & Title _____
Organization _____
Address _____
City, State, Zip _____
Phone _____ Fax _____
E-mail of person attending symposium _____

Name, phone of individual filling out form if other than registrant: _____

WEDNESDAY, JUNE 5

• **Opening Keynote** - So, Is There a Future for Rural Healthcare in America?
12:15-1:15 p.m. ☐ Attending ☐ Not attending

• **Trustee Toolkit Workshop** (Intended for **new** trustees. Do not select any Concurrent Sessions if attending this workshop.)
1:30-4:30 p.m. ☐ Attending ☐ Not attending

• **Concurrent Sessions** - Select one session for *each* time slot attending.

1. Culture of Health and Healing	<input type="checkbox"/> 1:30-2:45 p.m.	<input type="checkbox"/> 3:15-4:30 p.m.
2. CEO Search Case Study	<input type="checkbox"/> 1:30-2:45 p.m.	<input type="checkbox"/> 3:15-4:30 p.m.
3. Board Assessment	<input type="checkbox"/> 1:30-2:45 p.m.	<input type="checkbox"/> 3:15-4:30 p.m.

• Welcome Luncheon	<input type="checkbox"/> Attending	<input type="checkbox"/> Not attending
• Welcome Reception	<input type="checkbox"/> Attending	<input type="checkbox"/> Not attending

THURSDAY, JUNE 6

• **Breakfast** ☐ Attending ☐ Not attending

• **Keynote** - Value-Based Payment Models in Rural Communities
9:00-10:15 a.m. ☐ Attending ☐ Not attending

• **Concurrent Sessions** - Select one session for *each* time slot attending.

4. Physician Engagement V-B Care	<input type="checkbox"/> 10:30-11:45 a.m.	<input type="checkbox"/> 1:30-2:45 p.m.
5. Determinants of Health	<input type="checkbox"/> 10:30-11:45 a.m.	<input type="checkbox"/> 1:30-2:45 p.m.
6. Healthcare Finance 101	<input type="checkbox"/> 10:30-11:45 a.m.	<input type="checkbox"/> 1:30-2:45 p.m.
7. The Potential of Rural V-B Care	<input type="checkbox"/> 10:30-11:45 a.m.	<input type="checkbox"/> 1:30-2:45 p.m.

• **Networking Luncheon** ☐ Attending ☐ Not attending
12:00-1:00 p.m.

• **Plenary Session** - What Trustees Need Know to Improve Patient Experience
3:00-4:30 p.m. ☐ Attending ☐ Not attending

FRIDAY, JUNE 7

• **Breakfast** ☐ Attending ☐ Not attending

• **General Session** - Federal Legislative Update
7:30-8:30 a.m. ☐ Attending ☐ Not attending

• **Closing Keynote Session** - The Disruptors: How Amazon, Google and Apple Plan to Change the Face of Healthcare
8:45-10:15 a.m. ☐ Attending ☐ Not attending

SYMPOSIUM REGISTRATION FEE:

(Includes Welcome Reception, Thursday and Friday breakfast and lunch. It does not include the optional Thursday dinner.)

- ☐ Hospital Member (before May 17): \$499/person
☐ Hospital Member (after May 17): \$550/person
☐ Four or More Members (before May 17): \$475/person
☐ Four or More Members (after May 17): \$525/person

TOTAL: \$ _____

*Multiple Registration Discount

If four or more individuals from your organization submit registrations at the same time, each may register at this reduced rate. This discount does not apply to a spouse and/or guest registering for the symposium.

SPOUSE/GUEST FEE:

☐ Spouse/Guest: \$135 per person
(Includes Wednesday Welcome Reception, and Thursday and Friday breakfast. This fee does not include lunches or the optional Thursday evening dinner event.)

TOTAL: \$ _____

Spouse/Guest Name: _____

- ☐ Spouse/guest attending Welcome Reception
☐ Spouse/guest not attending Welcome Reception

THURSDAY EVENING DINNER EVENT: ☐ \$70 per person

Spouse/Guest Name: _____

TOTAL: \$ _____

GRAND TOTAL DUE: \$ _____

HOW TO REGISTER:

- Register online at: <https://cvent.me/VPqRm>
- Mail registration form and check payment to:
Western Regional Trustee Symposium Registration
c/o Montana Hospital Association
2625 Winne Avenue
Helena, MT 59601

SPECIAL NEEDS:

Please describe _____

For Association Use Only

Date Received:
Amount Received:
Date Posted:
Check Number:
Comments:

