

18th Annual Western Regional Trustee Symposium | June 11-13, 2014

Green Valley Ranch Resort | Henderson, Nevada (just outside of fabulous Las Vegas)

Featuring keynote speakers:



Dear fellow trustees and healthcare executives,



On behalf of the Western Regional Trustee Symposium (WRTS) Planning Committee, I would like to personally invite you to step outside the boardroom, meet alongside peers in healthcare leadership, explore topics that will enhance the board/CEO relationship, and focus on best practices and strategies designed to fortify board operations and strengthen organizational goals.

This year's theme, "Healthcare: A High Stakes Business," reminds us that as stewards of healthcare governance, having the right information is critical to making informed decisions when so much is at stake. Each WRTS session was selected by hospital trustees and association staff to address the issues you face today, and to prepare you for what lies ahead.

In these challenging times, you can count on the WRTS to deliver timely, relevant and balanced education on the trends, issues and future direction of healthcare governance. All trustees, whether new to their position or a seasoned veteran, are offered the opportunity to strengthen their roles as leaders and meet the challenges of improving patient care, focusing on quality, ensuring fiscal stability, and charting a course for tomorrow.

We are excited about this year's content which includes keynote speakers who will address such topical issues as strategies for trustees in the new era of health reform and population health management. In addition, a wide selection of breakout sessions will offer timely topics such as rethinking executive compensation, making difficult decisions about services and programs, perfecting the patient experience, creating value through lean leadership, and a workshop designed for new trustees.

Although the stakes are high, the payoff will be huge when you attend the 18th Annual WRTS conference. Please take a few minutes to review the brochure for what promises to be another quality program with top-notch speakers, and register today.

We look forward to seeing you at the Green Valley Ranch Resort in Henderson, Nevada.

Sincerely,

James G. Parrish, FACHE, FACMPE
Chair, 18th Annual Western Regional Trustee Symposium
CEO, Humboldt General Hospital - Winnemucca, Nevada

Gold Sponsors



Silver Sponsors



Bronze Sponsors



Who Should Attend?

Healthcare reform and other hot topics will be addressed during the 18th Annual Western Regional Trustee Symposium (WRTS) June 11-13, 2014 at the Green Valley Ranch Resort in Henderson, Nevada – just outside of fabulous Las Vegas!

Trustees and executive staff from hospitals and health systems are encouraged to attend as a team. A discount is provided if four or more individuals attend from the same organization and register under one payment. Spouses and guests are also welcome to attend the group breakfasts and Welcome Reception, but will need to register.

Why Should You Attend?

Symposium attendees will gain increased knowledge about many issues through educational sessions, networking and information exchange with nearly 200 hospital and healthcare trustees and executives.

Reservation Information

Henderson, Nevada

Henderson, Nevada touts itself as “A Diamond in the Desert.” If it’s the glamour of the Las Vegas Strip, the marvel of the Hoover Dam or the tranquil beauty of Lake Mead, Henderson is just minutes from it all. Its comfortable year-round temperatures and the surrounding beautiful landscape provide the perfect setting for outdoor adventures, relaxation, world-class restaurants, exceptional entertainment and unique attractions.

Henderson is the perfect place to unwind and escape from all the distractions, combining the ideal balance of adventure, leisure and business. Invite your trustees and other healthcare professionals to hear this fantastic lineup of speakers and network with peers.

The Henderson/Las Vegas area averages 320 days of sunshine per year and averages less than five inches of precipitation annually. This warm, dry climate is attractive for meetings throughout the year.

Green Valley Ranch Resort

Green Valley Ranch Resort is conveniently located five miles south of Las Vegas’ McCarran International Airport and eight miles from the Las Vegas Strip.

The resort is complete with a 50,000 square foot spa, 13 dining and entertainment venues, a casino and an on-site 10 screen movie/IMAX theater, all right next door to upscale shopping at The District, an outdoor pedestrian friendly shopping village.

A room block has been secured through May 20, 2014, at the WRTS negotiated rate of \$99/night + tax (single/double occupancy) and will be honored three days prior to and post symposium. To make reservations, please call 1.866.782.9487 and mention room block code **GCI WRTS**. Reservations may also be made online at <https://aws.passkey.com/event/10786770/owner/32023/home>.

Hotel Reservation Cutoff

The hotel cutoff date for making reservations at the group rate is May 20, 2014. Reservation requests after that date may be accepted at the group rate based on hotel occupancy and availability but are not guaranteed.

Hotel Cancellation

Individual room reservations may be cancelled up to 48 hours prior to arrival without penalty. Cancellation within 48 hours prior to arrival will result in a penalty of one room night plus tax and will be charged to the individual.

Free Green Valley Ranch Resort Airport Shuttle

The free Green Valley Ranch shuttle is available on a first-come, first-served basis at the following times ONLY with pick up at the Zero Level: 7:30 a.m., 9:30 a.m., 11:30 a.m., 1:30 p.m., 3:30 p.m., 5:30 p.m., 7:30 p.m. and 9:30 p.m. For shuttle questions, call the Green Valley Ranch bell desk at (702) 617-7745. McCarran Airport Shuttle to Green Valley Ranch picks up and drops off guests at the Zero Level. The Zero Level is located down the escalators behind the Baggage Claim Information Desk. The shuttle will pick up and drop off across the driveway (to the right) across from stalls #21 and #22.

Other Transportation Options from McCarran International Airport

Cabs are plentiful in Las Vegas and are available curbside outside of Baggage Claim. The fare to Green Valley Ranch is approximately \$35 and takes about 15 minutes. A private town car with driver meet in Baggage Claim is approximately \$55 and must be arranged in advance through the Green Valley Ranch concierge desk at (702) 617-7744. McCarran International Airport is also served by all major rental car companies, and cars may be reserved directly through the rental car company of your choice.



WEDNESDAY, JUNE 11

10:00 a.m.

Registration and Sponsor Showcase

11:00 – 11:30 a.m.

Opening Ceremony

Bill Welch, President/CEO
Nevada Hospital Association - Reno, NV
Jim Parrish, Chair, 18th Annual Western Regional
Trustee Symposium and CEO, Humboldt
General Hospital - Winnemucca, NV

11:30 a.m. – 12:15 p.m.

Symposium Welcome Luncheon

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

12:15 – 1:15 p.m.

Keynote Address



Delivering Results in a Changing Healthcare Environment: The Trustee's Role

Bernice J. Washington, President/CEO, BJW Consulting Group, LLC - Dallas, TX

Trustees must be motivated and inspired to engage in discussions and revolutionary thinking in order to forge a NEW working environment to survive the post-reform environment.

Bernice J. Washington, MBA, MT(ASCP), CMC, is a veteran trustee, having served on Texas Health Resources board for nearly 20 years and on 18 other boards of directors. She has held major leadership roles in six multi-million dollar fundraising campaigns. Mrs. Washington draws upon her own personal experience as a trustee, healthcare executive and Certified Master Coach to deliver behavioral changing keynotes, facilitate board discussion and enhance problem-solving skills. She is a highly regarded keynote presenter and effective facilitator.

Bernice Washington is president and CEO of BJW Consulting Group, LLC and is a nationally recognized successful businesswoman with more than three decades of experience in sales, marketing and management. Mrs. Washington is a retired executive from Bayer Healthcare, an international healthcare company.

1:30 – 2:45 p.m.

Concurrent Sessions



Affiliations: The Journey

Lanny Kope - Sierra Vista, AZ
Margaret Hepburn, CEO, Legacy Foundation of Southeast Arizona -
Sierra Vista, AZ

Sierra Vista Regional Health Center had outgrown its walls and needed to expand. Being an 88 bed sole proprietary hospital in a rural area, access to capital and the ability to meet debt service requirements for a new hospital were difficult challenges for the board and CEO. After wrestling with ways of getting a new hospital, the board concluded that an affiliation with a larger system was the only reasonable answer. Affiliations can be challenging and can become tumultuous. Margaret Hepburn and Lanny Kope were the CEO and board chair respectively during this period and will share pragmatic lessons learned during this presentation.

Lanny Kope, EdD, has been a hospital trustee for more than 30 years, serving on urban and rural hospital boards. He is the immediate past board chair of Sierra Vista Regional Health Center and served in this position during the affiliation. He has had national responsibility as chair of the American Hospital Association's Committee on Governance and currently serves as a member of the National Board of Advisors with the Center for Healthcare Governance. Dr. Kope is also a University of Phoenix faculty member in healthcare.

Margaret Hepburn, FACHE, FBQA, MA, is CEO of Legacy Foundation of Southeast Arizona located in Sierra Vista. Prior to Ms. Hepburn's position at Legacy Foundation, she served for more than eight years as president & CEO of Sierra Vista Regional Health Center in Sierra Vista. During that time, she worked closely with the hospital board in developing a partnership that resulted in the building of a replacement hospital for the community.



The Trustee Toolkit

Karma Bass, Principal, Via Healthcare Consulting - Carlsbad, CA

The myriad of shifts occurring in healthcare are prompting boards to reconsider how they govern. Learn what is now being expected of top performing boards and how savvy hospital and health system trustees across the country are responding. This session will include a review of fiduciary responsibilities for new board members, and a facilitated discussion around how boards are evolving for more seasoned trustees.

Karma Bass, MPA, FACHE, has been a sought-after speaker, facilitator and consultant with deep knowledge and experience in governance, strategic planning, philanthropy, healthcare policy and board effectiveness. Before joining Via Healthcare Consulting, she worked with ACCORD LIMITED, a Chicago-based consulting firm. She also spent two years as president & CEO of Alliance Healthcare Foundation in San Diego, where she reported to an independent, 11 person not-for-profit board. Notably, Ms. Bass spent 10 years at the Governance Institute, holding various positions including vice president, membership services, and director of research and publications. Ms. Bass is board-certified in healthcare management and holds a master's degree in public health with a focus in health services administration from San Diego State University. She received her bachelor's degree from the University of California, San Diego.



Quality, Patient Safety & the EHR

Melissa Cole, CEO, Cole Consulting - Albuquerque, NM

The electronic health record (EHR) has many quality, patient safety and fiscal benefits when implemented well. ECRI Institute's 2014 list of "Top 10 Health Technology Hazards – Data Integrity Failures in EHRs and Other Health IT Systems" is listed at #4 this year. Ms. Cole will discuss this phenomenon and how organizations can improve patient safety, integrate best practices and increase better provider adoption.

Melissa Cole, MSW, FAHCE, is CEO of Cole Consulting and quality consultant at the University of New Mexico Hospitals. As a healthcare leader for over 25 years, she builds bridges to leverage low and high-tech solutions to create high performing, quality care environments. Ms. Cole was named one of the "12 Powerful Voices in Healthcare Innovation" by *Medcity News* in October 2012 and listed in *Healthcare IT News* "Top 100 to Follow on Twitter for Health IT" in 2012 and 2013. Ms. Cole is a contributor to Frankie Perry's second edition, *The Tracks We Leave: Ethics and Management Dilemmas in Healthcare* and in Lori Zipperer's publication, *Patient Safety: Perspectives on Evidence, Information and Knowledge Transfer*. As past president, Ms. Cole serves on the board of the New Mexico Chapter of ACHE and is an active member of HIMSS.



Rethinking Executive Compensation

Alexander C. Yaffe, President, Yaffe & Company, Inc. - Towson, MD

The issue of executive compensation has become increasingly complex in today's changing healthcare environment. Compensation has taken on increased visibility due to the broad availability of information and heightened scrutiny — at the same time the healthcare landscape is being transformed. Top talent must be recruited and retained while costs must be contained. In a competitive environment, institutions need to re-think the way they compensate key leaders.

Among issues this session will address include:

- How to use compensation, pay-for-performance and benefits to further organizational goals.
- Ways to reconfigure compensation to link long-term strategic goals to performance and pay.
- Key elements for success including process, market data, plan design, retention, implementation and modification.
- New strategies to drive effective communication, long-term retention and strategic alignment.

Alexander C. Yaffe began working at Yaffe & Company in 2001. Mr. Yaffe has held a number of roles and in 2013 was promoted to CEO. He continues to advance the firm particularly through improved use of information technology and extended service lines. Mr. Yaffe has developed expertise in the technical aspects of executive compensation and deferred compensation plan design and implementation, as well as the regulatory requirements of compliance with numerous Internal Revenue Code sections. He has assisted numerous not-for-profit boards with assessing executive compensation programs, executive performance evaluation methods, retirement plan design, succession planning, and approaches to board self-evaluation and improvement plans. Mr. Yaffe has also been part of expert panels on these topics, given presentations and led board education programs nationally. In 2012, he co-authored a monograph for the Center for Healthcare Governance titled "The Expanding Role of the Compensation Committee." In 2013, he co-authored an article for *Trustee* magazine titled "Ready for the Unthinkable," focused on implementing an emergency succession plan for key leaders.



Making Difficult Decisions About Services & Programs

Gordon Clark, President, iProtean - San Diego, CA

As the financial pressures continue to increase on not-for-profit hospitals, boards and their management team must do everything they can to ensure the financial integrity of the organization. In order to maximize efficiency, many hospitals are redesigning their care model to ensure it will meet the organization's needs now and well into the future. That often means making hard and sometimes controversial decisions about the individual programs they should be offering to their community.

In this session, Gordon Clark will present an e-learning course (video) featuring healthcare experts Marian Jennings, Lisa Goldstein and Nathan Kaufman, who take an in-depth look at the very difficult decisions hospitals must make about their scope of services. Following the video presentation, Mr. Clark will lead an interactive session with the audience to explore how hospitals can effectively maintain and enhance the programs that are core to their mission.



WEDNESDAY, JUNE 11

Prior to iProtean, Gordon Clark was CEO of Learner's Digest International, a provider of CME's for physicians and web-based content management for medical and scientific societies, and CEO of The Governance Institute. He serves on several boards of directors, including Scripps Health.

Marian Jennings, MBA, is president of M. Jennings Consulting. She is a nationally recognized expert in healthcare strategic and financial planning. She has extensive experience in system planning and development, governance evaluation and restructuring, and financial feasibility analyses for projects ranging from expansion projects to new hospital facilities and scenario planning.

Lisa Goldstein is senior vice president/team leader of healthcare ratings at Moody's Investors Service. She has worked with numerous nonprofit healthcare systems and hospitals across the country, and leads a group of 11 analysts responsible for credit analysis and ratings of over 500 healthcare organizations.

Nathan Kaufman is managing director and founder of Kaufman Strategic Advisors, LLC. He has more than 30 years of experience and is an expert in the areas of peak performing hospitals and physician groups, hospital strategy, physician compensations, integrated delivery systems, managed care, joint ventures and dispute resolution.

2:45 – 3:15 p.m.

Break and Sponsor Showcase

3:15 – 4:30 p.m.

Concurrent Sessions Repeat

5:00 – 6:00 p.m.

Welcome Reception

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.

THURSDAY, JUNE 12

8:00 – 8:45 a.m.

Breakfast Buffet & Table Topic Discussions

Tables will be labeled with topics of interest and you may choose the one that interests you most.

9:00 – 10:15 a.m.

Keynote Address



Perspective on Hospital Mergers & Acquisitions

Rex Burgdorfer, Vice President, Juniper Advisory - Chicago, IL
Jordan Shields, Vice President, Juniper Advisory - Chicago, IL

The volume of business combinations involving nonprofit hospitals is at the highest level of the past decade. The macroeconomic forces spurring industry consolidation are weighing heavily on boards and management teams around the United States. There is a broad consensus that the fragmented ownership structure of the acute care industry is, in part, responsible for the ineffectiveness of medical outcomes. The presence of a large number of small hospital companies has contributed to the widely held view that our hospital industry, in aggregate, delivers mediocre quality care at an extremely high cost. For these reasons, hospitals are attempting to form larger enterprises to create scale, expand geographically, manage risk, access capital, contend with the

changing regulatory environment, improve operating skills and to more effectively manage the health of the populations they serve. This presentation will describe the strategic and financial motivations of mergers and acquisitions, analyze the ownership structure of the industry and review the ways in which healthcare reform is driving corporate change.

Rex Burgdorfer has more than a decade of investment banking and strategic financial advisory services experience. He has advised all forms of nonprofit hospital systems on merger and acquisition transactions, including community 501(c) 3, religious-sponsored and local government hospital clients. He holds an MBA from the Kellogg School of Management at Northwestern University.

Jordan Shields has more than 15 years of experience advising hospitals on strategic and financial issues. He works closely with CEOs and trustees on a variety of transaction structures, partnerships and strategic engagements.

Prior to Juniper, Mr. Shields was a member of the health system advisory groups at Navigant and Ernst & Young. Mr. Shields holds an MBA from the Kellogg School of Management, where he was named Top Student in Health Industry Management by the faculty.

10:30 – 11:45 a.m.

Concurrent Sessions



Hot Topics in Legal Issues Facing Hospitals & Boards

Kelly S. McIntosh, Esq., Holland & Hart LLP - Reno, NV

This session will highlight legal and regulatory considerations, and current developments for both new and experienced trustees, including laws and standards governing hospital boards and hospitals. Discussion of recent enforcement actions will serve as guidance on what to do — and what not to do — to remain compliant and address the risks of falling out of compliance.

Kelly S. McIntosh is an attorney in the firm's business, corporate and finance and healthcare practices. Ms. McIntosh focuses her practice on transactional and regulatory healthcare and business law matters. Ms. McIntosh counsels physicians, hospitals, insurers and other healthcare providers through administrative hearings, licensing, fraud and abuse investigations, credentialing and medical staff issues. She also helps clients in structuring relationships between providers in compliance with federal and state laws and regulations, including the Stark Law and Anti-Kickback Statute. Ms. McIntosh frequently advises clients in various industries regarding the ACA and healthcare reform. Ms. McIntosh is Certified in Healthcare Compliance (CHC) through the Compliance Certification Board.



Governance in Value-Based Healthcare

Martin Hickey, M.D., CEO, New Mexico Health Connections - Albuquerque, NM

The change and rationale from volume to value will be delineated, as will the changes in approach and incentives required. Barriers in health systems to these changes are huge. The discipline and mindset of board members to execute and deliver the changes will be reviewed.

Before returning to New Mexico, Martin Hickey, M.D., was managing director at Navigant Consulting where his practice focused on clinical integration, physician strategy, patient centered medical homes, ambulatory care management and ACO development. Prior to joining Navigant, Dr. Hickey was the first president/CEO

of Alegent Health Clinic in Omaha, Nebraska. In this role, he built a large multi-specialty group practice for a nine hospital health system in Nebraska and Iowa. But his roots are in New Mexico where he served as president & CEO of Lovelace Health Systems in Albuquerque from 1997-2002. Dr. Hickey began his career on the Navajo Reservation in the Indian Health Service. He moved on to the VA in Albuquerque and then to the University of New Mexico. During that time, he set up pilot rural health programs, was an associate professor of internal medicine, developed an office of managed care contracting and served as medical director of the University Physician Associates, the faculty practice.



The Perfect Patient Experience: Bringing High Reliability to the Bedside

Craig Deao, MHA, Senior Leader, Studer Group - Gulf Breeze, FL

The defect-free patient experience. What would that be like? The patient would access the right care at the right time, receive the right diagnosis and evidence-based treatment with no adverse effects, and experience both the care and compassion that engenders trust in her providers, better outcomes, loyalty and recommendations to friends. The science exists to make this a reality, not just sometimes, but always. This session will review the evidence correlating positive patient experiences with quality and safety, introduce three evidence-based practices proven to improve each of these domains, and inspire attendees to set targets and hold themselves and their colleagues accountable for delivering perfect patient experiences.

Craig Deao has been a member of the senior executive team for Studer Group since 2006. He is also a sought-after national expert and speaker on topics related to leadership, accountability, patient experience, quality and safety. He has served as faculty for the Institute for Healthcare Improvement, the American College of Healthcare Executives and dozens of healthcare systems across the U.S. and Canada. Mr. Deao served as one of the key leaders of Studer Group's Baldrige journey and now spends most weeks inside of healthcare organizations working with boards, medical staff and executives to help architect their own journeys to excellence. He received his master's degree in healthcare administration from the University of Minnesota and currently serves on their alumni board of directors.



How is the Hospital Doing Financially?

Dennis Stillman, Senior Lecturer, Dept. of Health Services, School of Public Health, University of Washington - Seattle, WA

This session is designed to give new and seasoned trustees an understanding of the tools, skills and expectations they need to fulfill their duties relating to finance. These include setting objectives and monitoring performance. Access to capital, reading financial statements and linking financial performance with strategic planning will be discussed.

Dennis Stillman, MHA, CPA, FHFMA, spent 25 years in health services management with the majority of the time in financial management. Most recently, Mr. Stillman was CFO at University of Washington Medical Center in Seattle. His academic credentials and certifications include a master's degree in health services administration and a bachelor's degree in business administration from the University of Washington and the University of Puget Sound, respectively. He is a Certified Public Accountant and a Fellow in the Healthcare Financial Management Association.



Creating Value Through Lean Leadership: The Business Case for Lean

Mike Halstead, VP, Eastern Operations, QHR - Brentwood, TN

Healthcare reform has driven and intensified the challenge of finding areas to reduce costs and improve patient care. With the new demands to improve the quality and safety of patient care delivery while containing costs, hospitals need to strive for greater efficiency. Lean principles, originally developed for manufacturing industries, are being applied successfully to the operation and design of hospitals with the goals of eliminating waste, reducing wait times, improving patient safety and lowering healthcare costs. As reimbursement continues to decline, does your management team have effective processes in place to cut cost and increase volume?

Mike Halstead has over 40 years of healthcare management experience that includes both hospital and multi-facility management. He currently provides administrative oversight and support to 11 client hospitals across Pennsylvania, West Virginia, Ohio, Maine, Vermont and New Hampshire. Prior to his current position, Mr. Halstead held CEO and CFO positions at several medium-sized hospitals. He has also held progressively more responsible positions in hospitals at both the administrative and financial levels.

12:00 – 1:00 p.m.

Networking Luncheon

Enjoy lunch while networking with colleagues.

Mary Bateman, chair-elect for the 19th Annual Western Regional Trustee Symposium, will provide a preview of the 2015 symposium scheduled for June in Sun Valley, Idaho.

1:00 – 1:30 p.m.

Sponsor Showcase

1:30 – 2:45 p.m.

Concurrent Sessions Repeat

3:00 – 4:30 p.m.

Special Session



Moving Forward: Building Authentic Population Management Requires More Than a Bridge

Brian Silverstein, M.D., President, HC Wisdom - Owings Mills, MD

It may seem natural to think of population health as an extension of standard operations, but in reality, population health management is a different business model. Managing the health of populations will require a fundamental new business model that involves new data systems, operations and management teams. Many of the value-based payment programs can provide seed funding and direction to set up the infrastructure that is required to operate in this business model. This session will explore the market changes that are already underway to prepare for authentic population management.

Dr. Brian Silverstein is a national healthcare expert with extensive expertise in population health management, healthcare business models and provider systems. He has more than 20 years of healthcare experience, focused on systems and relationships that improve quality and operational performance. He was named one of the "10 People to Know in the World of ACOs" in 2010.

FRIDAY, JUNE 13

7:15 – 7:45 a.m.

Breakfast Buffet

8:00 – 9:00 a.m.

AHA Federal Update



Mike Rock, Senior Associate Director, Federal Relations, American Hospital Association - Washington, DC

This session will provide a comprehensive federal perspective on the state of healthcare in America and pending legislation that will impact our nation's hospitals. This session is designed to share innovative ideas and information as we collaborate to provide better healthcare services to our communities.

Mike Rock worked on Capitol Hill as staff assistant to United States Senator Roman Hruska from 1975 to 1977. He served as legislative assistant to U.S. Representative Charles Thone from 1977 until 1978, when Thone was elected Governor of Nebraska. From January 1979 to November 1984, Mr. Rock was legislative staff director to U.S. Representative Virginia Smith. Mr. Rock joined the American Hospital Association as a lobbyist in December 1984. He has covered the budget and appropriations committees of both Houses, the House Commerce Committee, and the Senate Committee on Health, Education, Labor and Pensions. He is currently responsible for the House Ways and Means Committee and the Senate Finance Committee, specializing in Medicare, tax, capital financing and health system reform issues.

9:15 – 11:15 a.m.

Keynote Session



New Times, New Directions: Strategies for Trustees in the Era of Healthcare Reform

Daniel Sinnott, Founder & President, Sinnott Executive Consulting - Wilmington, DE

During this highly interactive presentation, participants will explore the four main responsibilities for every board member: 1) strategic oversight, 2) overall governance, 3) enterprise risk and 4) CEO and leadership development.

In this session, participants will also:

- Identify how the role of the trustee will change within each of these four areas of responsibilities.
- Highlight new trustee skills needed to help guide the organization.
- Develop under each area of responsibility a "To Do List" that you can take back and share with the rest of your respective board members and CEOs.

Daniel Sinnott brings 30 years of diverse leadership experience to his role as founder and president of Sinnott Executive Consulting. With a values-based leadership style, he has successfully led organizations through significant cultural change, resulting in substantial gains in quality, financial and satisfaction results. One of his greatest competencies is to develop and mentor leaders. Five colleagues who benefitted from his coaching have gone on to become hospital chief executive officers. Mr. Sinnott has proven strategic, financial and operational leadership skills in traditional and matrix organizations within single hospital, academic medical center and multi-hospital systems. Prior to starting his own firm, he served as executive director/chief executive officer of Temple University Hospital in Philadelphia. He was responsible for the strategic and operational performance for a two-campus 667 bed tertiary care facility with \$616 million in net revenue and 3,500 employees.

Mr. Sinnott is an accomplished speaker and an instructor at the University of Pennsylvania Wharton School of Business where he teaches management communication in the Executive MBA and MBA programs. He also teaches at the International Executive Development Center in Bled, Slovenia. Mr. Sinnott has published several articles focused on executive leadership development and recently published his first book, *The Commencement – 8 Challenging Guidelines for Achieving Business & Career Success*.

11:15 – 11:20 a.m.

Closing Remarks

Jim Parrish, Chair of the 18th Annual Western Regional Trustee Symposium, will offer comments to conclude the symposium.

REGISTRATION INFORMATION

You have three ways to conveniently register for the symposium using the registration form on the next page. Confirmation will be sent to you within 10 days of 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.

REGISTRATION FEES:

Registration deadline is **May 20, 2014**. (A \$55 processing fee will be added to registrations received after that date and for any on-site registrations.)

| | |
|--|-------|
| Individual Hospital Member | \$495 |
| (Includes Wednesday, Thursday and Friday sessions, breakfasts, lunches and Welcome Reception.) | |
| Four or More Hospital Members* | \$450 |
| Spouse/Guest** | \$125 |
| On-site Registration | \$550 |

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

** The spouse/guest fee includes the Welcome Reception, and Thursday and Friday breakfast.

MAIL: Peggy McCreary, Meeting and Events Planner
Colorado Hospital Association
7335 East Orchard Road, Suite 100
Greenwood Village, CO 80111

FAX: (720) 496-2377 (Credit card registrations only)

ONLINE: www.trusteesymposium.org

IMPORTANT NOTE: *Payment must accompany your registration and can be made by check or Visa, MasterCard or American Express. Checks should be made payable to: Colorado Hospital Association.*

REGISTRATION CANCELLATION POLICY:

Registration fees are non-refundable unless notice is received by May 20, 2014. However, alternates from the same hospital can be substituted. If a notice is received prior to May 20, 2014, refunds will be given less a \$75 administrative processing fee.

QUALIFIED EDUCATION CREDIT (Non-ACHE Credit):

WRTS is authorized to award **11.75 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:

The Western Regional Trustee Symposium 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? Need More Information?

Contact Peggy McCreary at (720) 330-6034 or e-mail peggy.mccreary@cha.com.



[Facebook.com/WesternRegionalTrusteeSymposium](https://www.facebook.com/WesternRegionalTrusteeSymposium)

Healthcare: A High Stakes Business

June 11-13, 2014 | Henderson, Nevada

Registration deadline: May 20, 2014

Please fill out a separate registration form for each person attending the meeting. If additional forms are needed, you may make copies. If you have questions or need assistance, contact Peggy at (720) 330-6034 or e-mail peggy.mccreary@cha.com.

Please print clearly

Name _____

Title _____

Organization _____

Address _____

City, State, Zip _____

Phone _____ Fax _____

E-mail _____

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

WEDNESDAY, JUNE 11

• **Keynote** - Delivering Results in a Changing Healthcare Environment

12:15-1:15 p.m. Attending Not attending

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

1. Affiliations: The Journey 1:30-2:45 p.m. 3:15-4:30 p.m.

2. The Trustee Toolkit 1:30-2:45 p.m. 3:15-4:30 p.m.

3. Quality, Patient Safety & EHR 1:30-2:45 p.m. 3:15-4:30 p.m.

4. Executive Compensation 1:30-2:45 p.m. 3:15-4:30 p.m.

5. Making Difficult Decisions 1:30-2:45 p.m. 3:15-4:30 p.m.

• **Welcome Luncheon** Attending Not attending

• **Welcome Reception** Attending Not attending

THURSDAY, JUNE 12

• **Keynote** - Perspective on Hospital Mergers & Acquisitions

9:00-10:15 a.m. Attending Not attending

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

6. Hot Topics in Legal Issues 10:30-11:45 a.m. 1:30-2:45 p.m.

7. Governance in Value-Based HC 10:30-11:45 a.m. 1:30-2:45 p.m.

8. The Perfect Patient Experience 10:30-11:45 a.m. 1:30-2:45 p.m.

9. How is the Hospital Financially 10:30-11:45 a.m. 1:30-2:45 p.m.

10. Creating Value Through Lean 10:30-11:45 a.m. 1:30-2:45 p.m.

• **Networking Luncheon** Attending Not attending

• **Special Session** - Moving Forward: Building Authentic Population Management

3:00-4:30 p.m. Attending Not attending

FRIDAY, JUNE 13

• **AHA Federal Update** - Mike Rock

8:00-9:00 a.m. Attending Not attending

• **Keynote** - New Times, New Directions: Strategies for Trustees in the Era of Healthcare Reform

9:15-11:15 a.m. Attending Not attending

SYMPOSIUM REGISTRATION FEE: (Includes Wednesday, Thursday and Friday sessions, breakfasts, lunches and Wednesday Welcome Reception.)

Hospital Member: \$495/person Four or More Members:* \$450/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: \$125 per person **TOTAL: \$ _____**
(Includes Welcome Reception, Thursday and Friday breakfast.)

Spouse/Guest Name: _____

Spouse attending Welcome Reception Spouse not attending Welcome Reception

MISCELLANEOUS: Late/On-site Fee: \$55 per person **TOTAL: \$ _____**
(Registrations after May 20)

GRAND TOTAL DUE: \$ _____

METHOD OF PAYMENT:

Check (Payable to Colorado Hospital Association)

Visa MasterCard American Express

Name on Card _____

Card Number _____

Expiration Date _____

Signature _____

SPECIAL NEEDS:

Please describe _____

THREE WAYS TO REGISTER:

1. Mail registration form and check payment to:
Peggy McCreary, Meeting and Events Planner
Colorado Hospital Association
7335 East Orchard Road, Suite 100
Greenwood Village, CO 80111
2. Fax form with credit card information to (720) 496-2377
3. Online at www.trusteesymposium.org

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