

17th Annual Western Regional Trustee Symposium

June 5-7, 2013

Canyons • Park City, Utah

**Governance
Excellence:**

**The
Power of
Performance**



ARIZONA • COLORADO • IDAHO
MONTANA • NEBRASKA • NEVADA
NEW MEXICO • NORTH DAKOTA
UTAH • WYOMING

Featuring
keynote speakers:

Sean Patrick Murphy



Linda Galindo



Lisa Kidder Hrobsky



Pamela Knecht



The beehive became the official Utah state emblem on March 4, 1959. Utahns relate the beehive symbol to industry and the pioneer virtues of thrift and perseverance.

17th Annual Western Regional Trustee Symposium

June 5-7, 2013

The Canyons • Park City, Utah



Dear Trustees and Health Care Executives,

Greetings from the Beehive State! It is a pleasure for Utah to host the 17th Annual Western Regional Trustee Symposium (WRTS). As chair for this event, I am excited about the opportunities for learning and networking that will take place, truly providing a “beehive” of governance learning.

This year’s theme, “Governance Excellence: The Power of Performance” builds upon the qualities of bees—cooperation, hard work and unity in purpose—and brings those characteristics to the board room. I am confident that you will find value in the variety and quality of the topics and the speakers being offered that focus on improving board performance. Our keynote and breakout speakers have been thoughtfully selected to provide you with a full range of educational offerings, no matter if you are a new or thoroughly seasoned healthcare trustee.

One of the most valuable elements of the symposium is the opportunity to talk one-on-one with other hospital trustees and professionals throughout the western and central regions. The symposium will provide you and your fellow trustees with informal networking opportunities that I strongly encourage you to explore. In these challenging days of reform, learning from each other is a significant benefit of attending WRTS.

I invite you to enjoy our beautiful state. Park City is conveniently located near Salt Lake City, offering quick access to Salt Lake City International Airport and the shopping and dining amenities of a major metropolitan center. Not to be outdone, in Park City you are not only surrounded by the natural beauty of the Wasatch Mountains, but you will also find a vast array of unique shopping and dining experiences on Main Street. Hiking, biking and other outdoor activities are also literally “at your doorstep” at Canyons resort.

We hope you will join us at this year’s symposium. We are committed to providing an exceptional learning experience for you.

Sincerely,

Eugene C. Beck
Chair, 17th Annual Western Regional Trustee Symposium
Chair, Sevier Valley Medical Center - Richfield, Utah

Thank you sponsors!

Platinum



Silver



Bronze



Who Should Attend?

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 meal functions, 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 other trustees. The educational sessions provided will address the following issues and topics that are important to healthcare trustees:

- Accountability
- Practices for tomorrow's high-performing boards
- Effective systems of governance
- The trustee role in quality
- Win-win collaboration between rural hospitals and FQHCs
- Successful board chair/CEO partnerships
- Board recruitment and retention
- Hospital consolidations and affiliations
- Exceptional patient experience
- Trends in hospital finance
- Board oversight of community benefit

General Information

The 17th Annual Western Regional Trustee Symposium will be held at Canyons resort in Park City, Utah from June 5-7, 2013.

About Park City

Nestled high in the Wasatch Mountains, the historic mining town of Park City is unlike any other ski town in the U.S. Home to three world-class ski resorts, the town of Park City offers four-season recreation, as well as sophisticated dining and nightlife, all within a 35-mile drive from Salt Lake City International Airport.

Lodging at Canyons

This year's trustee symposium will convene at the Grand Summit hotel at Canyons resort located in Park City, Utah. This AAA Four Diamond resort indulges guests with an outdoor heated pool, gourmet dining and warm, inviting areas for gathering. Nightly room rates begin at \$148 for a hotel/studio guest room at the Grand Summit. More information on the Grand Summit can be found at <http://www.thecanyons.com/grand-explore.html>.



In addition to the Grand Summit, lodging for the Western Regional Trustee Symposium will be available at the Sundial Lodge and Silverado Lodge located adjacent to Canyons Resort Village and a short walk to the Grand Summit Conference Center. Rates begin at \$132 a night for a hotel/studio guest room at Sundial or Silverado Lodge. To help keep the

Symposium registration fee at a reasonable price, attendees are encouraged to stay at Canyons resort. **Cutoff date is May 4.**

To make your lodging reservations call 888-CANYONS. Please mention WRTS when making your reservation. You may also book your reservation online at <http://www.inntopia.travel/aspnet/09/packageselect.aspx?salesid=2002117&packagecode=WRTS13>.

If you have any issues with hotel arrangements, please contact Jill Vicory with the Utah Hospital Association at 801-486-9915.

Getting to Canyons

Salt Lake City International Airport offers dozens of non-stop flights from over 70 cities daily and is conveniently located just 35 minutes from Canyons resort. Driving directions to Canyons resort can be found online at <http://www.thecanyons.com/directions.html>.

Along with a full range of rental car options at the airport, All Resort Express offers shuttle services from Salt Lake City International Airport to Park City. Rates start at \$40 each way. Reservations can be made by calling 877-658-3999 or reserving online at <http://www.allresort.com>.

Park City is located in Utah's Summit County, 35 minutes east of the Salt Lake City International Airport via a six-lane interstate highway (I-80). Park City proper measures two miles from end to end. Just five miles separate Deer Valley Resort and Canyons resort, with Park City Mountain Resort between the two.

Elevation

Within the city limits, altitudes range from 6,720 ft. to 8,460 ft. above sea level, while the surrounding Wasatch Mountains rise to over 10,000 ft.

Population

More than 7,000 residents live in Park City proper year-round, while more than 35,000 people live in Summit County.

Climate

Park City's summers are cool, dry and mild. The average summer high is 80 degrees Fahrenheit. Park City's humidity is very low, which makes the summer season comfortable and pleasant.

Area Transportation

Park City operates a free area-wide bus service from 7:30 a.m. to 10:30 p.m. Twenty-minute frequency between Park City Mountain Resort, Historic Main Street, Lower Deer Valley and various Park City neighborhoods is provided. A trolley operates on Historic Main Street from 10:00 a.m. until 10:00 p.m. daily. Free bus service to Kimball Junction operates hourly, from 7:40 a.m. to 8:55 p.m., servicing Park City's outlying areas and canyons.

WEDNESDAY, JUNE 5

10:00 a.m.

Registration and Sponsor Showcase

11:00 – 11:30 a.m.

Opening Ceremony

Rod L. Betit, President/CEO, Utah Hospital Association – Salt Lake City, UT
Eugene C. Beck, Chair, 17th Annual Western Regional Trustee Symposium – Richfield, UT

11:30 a.m. – 12:15 p.m.

Symposium Welcome Luncheon

This luncheon will afford trustees the opportunity to visit with new and longtime colleagues.

12:15 – 1:15 p.m.

Keynote Address

What About the Board? Building Effective Systems of Governance During Times of Change

Sean Patrick Murphy, JD, MHA, Sr. Vice President and General Counsel, JFK Health System – Edison, NJ



Hospital and health system governing boards have never been as challenged as they are today as we begin to transition from a disease/acute care-based system to “systems of care” that promote and encourage population health. The issues are staggering: integration and physician alignment, significant reductions in Medicare reimbursement, heightened emphasis on quality and safety, and ultimately—whether to affiliate or remain independent. But what about the governing board? Corporate and healthcare governance is also in the midst of historic transformation. This program will first consider some of the many issues and numerous challenges that are confronting boards, then provide practical guidance on how governing boards can “keep their house” in order to prepare for future challenges in this rapidly evolving world of healthcare.

Sean Patrick Murphy has spent nearly 40 years—his entire professional career—in healthcare and hospital administration, and healthcare law. He is also president of SPMurphy Advisors, a consulting firm that advises hospitals and healthcare organizations on matters such as strategies to re-invent healthcare, corporate governance, corporate compliance, quality and risk, and strategic planning.

1:30 – 2:45 p.m.

Concurrent Sessions

SESSION 1: The Trustee’s Role for Quality Credentialing

Penny S. Brooke, APRN, MS, JD, Retired – Salt Lake City, UT

In this session the trustee’s role in the credentialing process will be discussed: why, who, how and where the buck stops. Participants will be given the opportunity to discuss experiences and concerns they have had with the credentialing process. The varied ways physicians and other healthcare professionals are reviewed will also be discussed.

Penny Brooke is both a psychiatric nurse specialist and an attorney. She was a tenured professor at the University of Utah College of Nursing when she retired in 2011, having served on the faculty for 37 years, and is now a professor emeritus. She is a member of the Utah State Bar Association and past chair of their Healthcare/Legal and Education committees. She is also past chairperson of the American Hospital Association (AHA) Committee on Governance and the immediate past chair of the AHA Leadership Development Committee.

SESSION 2: Board Recruitment and Retention: An Emerging Challenge for Hospitals, Healthcare Systems and their Governing Boards

Sean Patrick Murphy, JD, MHA, Sr. Vice President and General Counsel, JFK Health System – Edison, NJ

For years, hospital and health system governing boards have had to face challenges related to shortages of healthcare professionals: nurses, primary care physicians, physical therapists and surgeons. There is a newly emerging challenge—a shortage of board members. This program will evaluate data, information and trends related to board recruitment and retention, and offer new and different perspectives on governance—the board as strategic human capital. It will evaluate and consider how governing boards currently recruit and retain directors, and provide strategies for governing boards to build and develop “a talent pool” for the next generation of leaders, persons who are ready for future challenges in this rapidly evolving world of healthcare.

SESSION 3: Affiliations: Building Systems of Care

Brian R. Haapala, FACHE, Managing Director, Stroudwater Associates – Portland, ME

The operating environment of healthcare has changed. At an increasing rate, rural hospitals are joining systems. This session will demonstrate the value rural hospitals offer to systems and review case studies in how rural providers can become interdependent with others to secure a strong future.

Brian R. Haapala has been in healthcare for 19 years, including 14 years as an advisor to hospitals and health systems in affiliation planning, facility strategies and financing. He has authored studies and articles for national publications, and presents regularly to national and regional groups. Haapala is passionate about finding solutions to improve healthcare despite increasingly limited resources.

SESSION 4: Finding Success in all the Right Places: A Win-Win Collaboration Between a Rural Hospital and a FQHC

Mickey Bilbrey, Vice President, Eastern Division, QHR – Brentwood, TN and Kris A. Doody, RN, MSB, CEO, Cary Medical Center – Caribou, ME

In 2009, Cary Medical Center initiated a physician recruitment effort, but its success came to fruition when the hospital collaborated with a Federally Qualified Health Center (FQHC), Pines Health Services, in a strategic planning process in 2010 and decided to jointly recruit physicians to meet the community's needs. Since then, their joint effort has yielded 17 new physicians for the community, including primary care, general surgeons, orthopedic surgeons and hospitalists that are employed by FQHCs. The impact in the community has been remarkable and has initiated other projects that will be discussed in this presentation.

Mickey Bilbrey oversees the operations and development of QHR's hospital management and consulting contracts, which includes approximately 70 hospitals in more than 20 states. He has extensive operations experience in hospitals, health systems and academic medical centers, including his past roles as president & CEO of the University of Tennessee Medical Center in Knoxville, TN and CEO of Empire Health Services in Spokane, WA.

As a former nurse and clinical leader, Kris A. Doody brings an insightful leadership style to her role as CEO of Cary Medical Center. She began her healthcare career as a certified nurse aide at the age of 15. She went on to become a registered nurse and then served as manager of surgical services, COO and ultimately CEO, where she has served since 1999.

SESSION 5: Successful Board Chair/CEO Partnerships

Kimberly McNally, MN, RN, BCC, McNally & Associates – Seattle, WA

A productive working relationship between the board chair and the CEO is a critical link to governance excellence and organizational effectiveness. Learn the essential elements necessary to create a successful partnership and the conversations that will advance the relationship.

Drawing on over 30 years of nursing and healthcare experience, Kimberly McNally provides leadership coaching, organizational assessment, leadership development and retreat facilitation. Her clients include boards, senior executives, physicians, nursing leaders, nonprofit organizations and professional associations. She is co-author of *The Nurse Executive's Coaching Manual*, published by Sigma Theta Tau, and was recognized with an *American Journal of Nursing* 2010 Book of the Year Award in the leadership/management category.

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.



save the date for 2014!

June 11-13, 2014

Las Vegas, Nevada

THURSDAY, JUNE 6

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

The Straight Truth: Accountability

Linda Galindo, President, Galindo Consulting, Inc. – Park City, UT



Who you A.R.E. is central to accountability in your organization. This presentation will engage you in exploring four vital points to capture and communicate, and for accountability to survive and thrive.

Linda Galindo is the author of *85% Solution – How Personal Accountability Guarantees Success, No Nonsense. No Excuses and Way to Grow!* Galindo is a former radio news anchor turned international author, educator, speaker and consultant who is an expert in the field of personal and organizational accountability and high-performance executive team building. Over the past 20 years, she has worked with CEOs, surgeons, elected officials and organizations, including the Naval Reactors Facility, the Sundance Institute, Baystate Financial Services, Children's Hospital of Philadelphia, Park City Municipal Corporation and Abbott. She is a faculty member for The Governance Institute and the Institute for Management Studies. Her next book, *Where Winners Live*, has an expected publication date of March 2013.

10:30 – 11:45 a.m.

Concurrent Sessions

SESSION 6: Governing for Healthcare Transformation

Richard P. de Filippi, Managing Partner, Ariano Partnership – Boston, MA

Hospital boards must navigate between today's fragmented, volume-focused healthcare system and a system that is more integrated and value driven. Unquestionably, the transformational changes now confronting healthcare organizations are affecting the way boards govern. In 2012, the AHA Center for Healthcare Governance talked in depth with several hospitals and healthcare systems and convened a national panel of governance experts to explore "governance in the gap." Thirty-seven board members, executives and clinical leaders from these organizations talked candidly about critical governance and leadership challenges and how boards are evolving to guide their hospitals and health systems through the profound changes now underway. Panel members distilled key learnings from the interviews and added perspective about what all boards can do to enhance their effectiveness in transformative times. This presentation will share the report's perspective with an eye toward identifying themes and views that will have value for all hospitals, health systems and their boards. It offers recommendations for what boards can do to enhance their own effectiveness and steps they can take to provide stronger leadership for organizational transformation.

Richard P. de Filippi is former chairman of the board of the Cambridge Health Alliance and a current trustee of its Foundation. de Filippi served on the board of the American Hospital Association for six years and as chairman in 2010. He was a member of the Executive Committee, the Committee on Governance and the New England Regional Policy Board.

SESSION 7: Hospital Consolidations and Affiliations: Trends, Issues and Strategic Planning

Stephen Johnson, Managing Director, FirstSouthwest – Dallas, TX and Bruce Kelley, Senior Vice President, FirstSouthwest – Phoenix, AZ

General discussion will surround major industry trends affecting hospitals and health systems, healthcare reform, creating a framework to evaluate your organization's goals and objectives to determine whether strategic alternatives should be considered, current market information regarding affiliations, consolidations, joint ventures and other strategic alternatives, discussion of the formal process and case studies of recent transactions.

Stephen Johnson has over 35 years both as an investment banker and attorney. Prior to joining FirstSouthwest, he was a partner with the national law firm of Gibson Dunn Crutcher, where he also managed its Dallas office. Johnson specializes in advising hospitals, health systems and healthcare companies on a wide variety of issues and transactions including mergers, acquisitions, dispositions, joint ventures management agreements and financing.

Bruce Kelley began his career in municipal finance as a bond attorney with Mudge Rose Guthrie and Alexander in New York, and subsequently as a partner in the public finance department of Squire Sanders and Dempsey. Kelley has over 30 years of experience primarily in the healthcare area and specializes in mergers and acquisitions, affiliations and joint ventures involving nonprofit and governmental healthcare entities.

SESSION 8: Exceptional Patient Experience: Leading Culture

Chrissy Daniels, MS, Director of Strategic Initiatives, University of Utah Healthcare – Salt Lake City, UT

Much of the focus of service excellence is about patient/staff interactions. Building a lasting exceptional patient experience requires effective and passionate leaders. Learn how to support and develop the leadership in your organization to create a service culture. Gain tactics, tools and principles that you can use to improve both your employee and patient satisfaction.

Chrissy Daniels has led ambulatory care practices, ancillary services, support services and served as the project director for \$180M of construction during the last 20 years. For the past decade, she has been focused on her passion—patient satisfaction. During the past six years, University of Utah Health Care has been nationally recognized as a top improver and performer. Daniels has partnered with physicians, nurses, ancillary and support staff to dramatically improve results in patient satisfaction.

SESSION 9: Trends in Hospital Finance

Matthew Lindsay, Regional Vice President, Lancaster Pollard – Columbus, OH

This session explores the evolution of financing options and the capital markets, explaining how legislation, interest rates and investor sentiment have impacted certain financing methods that are likely to be most efficient in 2013.

Matthew Lindsay is the senior banker responsible for the firm's Rocky Mountain and Pacific Northwest activities. Since joining the firm, Lindsay has focused his efforts on community healthcare and senior living, structuring a range of bond transactions and mortgage loans for expansion, new construction and refinance projects. He has a thorough understanding of the various financing structures available through conventional financing, HUD programs and the USDA Community Facilities program. He is a member of the Healthcare Financial Management Association (HFMA) and multiple state hospital associations.

SESSION 10: Board Oversight of Community Benefit

Patsy Matheny, Community Benefit Consultant, Patsy Matheny LLC – Sugar Grove, OH

The board of trustees plays a key role in assuring that the nonprofit hospital has a community benefit strategy that meets both regulatory and community expectations and is linked to the hospital's overall strategic plan. With passage of the Accountable Care Act (ACA), community benefit activities are now viewed as instrumental in helping the organization reach clinical and financial goals. Presentation content will include:

- What are the federal and state regulatory requirements for community benefit including new provisions in the ACA?
- Is the activity countable as a community benefit or simply a cost of doing business?
- What is the board's role with the community benefit strategy?
- How does the community benefit tie with the ACA focus on prevention and wellness?

Patsy Matheny consults with individual hospitals and health systems on developing a sustainable, organization-wide community benefit strategy and assuring creditable community benefit reporting in line with federal and state guidelines. She authored *A Marketer's Guide to Community Benefit Reporting and IRS Form 990H* for HealthLeaders Media. Matheny is a contributing author of the Catholic Health Association's nationally acclaimed *A Guide for Planning and Reporting Community Benefit*. She coordinated four national community benefit conferences and remains the community benefit resource expert for VHA members. Matheny has served as vice chair of the Ohio Hospital Association's Foundation for Health Communities board, which funds innovative projects that improve community health status.

12:00 – 1:00 p.m.

Networking Luncheon

Enjoy lunch while networking with colleagues.

Jim Parrish, chair-elect for the 18th Annual Western Regional Trustee Symposium, will provide a preview of the 2014 symposium scheduled for June in Las Vegas, NV.

1:00 – 1:30 p.m.

Sponsor Showcase

1:30 – 2:45 p.m.

Concurrent Sessions Repeat

THURSDAY, JUNE 6

3:00 – 4:30 p.m.

Special Session

The Trustee Role in Quality



Brent C. James, M.D., M.Stat., Executive Director, Institute for Health Care Delivery Research and Chief Quality Officer, Intermountain Healthcare – Salt Lake City, UT

Dr. Brent C. James will provide an overview of clinical quality improvement theory and measurement, and provide insight into the trustee's role in facilitating quality improvement in an era of healthcare reform. Dr. James will review recent quality improvement projects pursued at Intermountain Healthcare and update attendees on the progress of quality improvement efforts since the landmark Institute of Medicine Report, *To Err Is Human: Building a Safer Health System*, published in 1999.

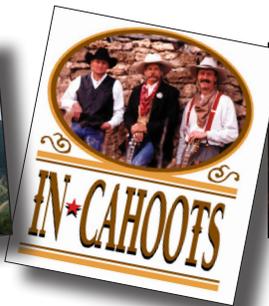
For more than 20 years, Dr. James has championed the standardization of clinical care through data collection and analysis on a wide variety of treatment protocols and complex care processes. In the tradition of medical pioneers Florence Nightingale and Abraham Flexner, Dr. James has devoted himself to using quality improvement tools to better understand the cause and effect relationship between various practice and environmental factors. He feels strongly that the time has come to shift from the "craft-based" practice to "evidence-directed" teams focused on patient care. Dr. James is a member of a number of national taskforces and committees that examine healthcare quality and cost control, including AHRQ and his most recent appointment by the federal comptroller to an advisory group on making healthcare more accessible and affordable. He received an award in 2005 from the National Committee for Quality Assurance (NCQA), recognizing his vision and energy in making the U.S. healthcare system better.

6:30 – 9:00 p.m.

Special Event (Optional)

Gondola Ride/Western BBQ Dinner/Musical Entertainment

Join us for an evening of breathtaking scenery, sumptuous western fare and musical entertainment at Red Pine Lodge, located mid-mountain at the Canyons Resort.



Your evening will begin with a trip aboard the Red Pine Gondola, offering panoramic views of the Wasatch Mountains and Park City while transporting you to scenic Red Pine Lodge. Located at 8,000 feet, this distinctive setting is immersed within the natural beauty of the Wasatch Mountains. Once at the Lodge, guests are invited to sit back and enjoy the scenery in advance of a delicious western barbecue buffet.

Following dinner, guests will be entertained by popular local western band "In Cahoots," a trio of musicians and storytellers reminiscent of the Old West. The music is a combination of traditional cowboy standards and "buckaroo'd up" versions of classics and original songs. The band has been featured in such events as the 2002 Salt Lake Olympic Games, the Heber City Cowboy Poetry and Buckaroo Fair and the Festival of the American West.

**This optional event includes the gondola ride, buffet dinner, two drink tickets for the cash bar and entertainment. See page 11 for registration and pricing.

FRIDAY, JUNE 7

7:15 – 7:45 a.m.

Breakfast Buffet

8:00 – 10:00 a.m.

Keynote Session

Redesigning Healthcare Governance: Practices of Tomorrow's High-Performing Board

Pamela R. Knecht, President, ACCORD LIMITED – Chicago, IL



The transformation of the healthcare industry and the heightened scrutiny of boards are causing hospitals and health systems to re-examine their governance structure and functioning. Too many boards are finding that they are insufficiently prepared to oversee their organization's movement from volume-based purchasing to value-based purchasing. This presentation will outline common governance challenges that boards are facing, and it will include specific practices being used by high-performing boards to ensure their preparedness for the future.

Pamela R. Knecht has provided consulting services to a wide range of industries and organizations over her 31-year career. During the last 18 years, she has focused on assisting the boards and CEOs of nonprofit hospitals, health systems, associations and physician groups across the country with strategic planning, governance assessment, restructuring and development, organizational diagnosis and change management, team effectiveness, physician alignment and merger/affiliation facilitation. Her articles and white papers address various aspects of strategic planning and board effectiveness including structure, composition and functioning. Her most recent white papers include *Engaging the Board in Strategic Planning: Rationale, Tools and Techniques* and *Aligning Hospitals and Physicians: Formulating Strategy in a Changing Environment*.

10:15 – 11:15 a.m.

AHA Federal Update

Lisa Kidder Hrobsky, Vice President, Legislative Affairs, American Hospital Association – Washington, D.C.



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. The federal update is designed to share innovative ideas and information as we collaborate to provide better healthcare services to our communities.

Lisa Kidder Hrobsky manages the activities of the congressional lobbyists on hospital issues. She is also the AHA lobbyist in Washington, DC, primarily responsible for rural health issues. Hrobsky joined the AHA in 2003 as a senior associate director in federal relations. Prior to that, she worked as director of federal relations for the Health Insurance Association of America, monitoring and coordinating legislative and lobbying activities. She started her career in Washington, D.C., working as senior healthcare advisor of the Senate Special Committee on Aging.

11:15 – 11:20 a.m.

Closing Remarks

Eugene C. Beck, Chair of the 17th 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 16, 2013**. (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. This fee does not include the Thursday evening event.)	
Four or More Hospital Members*	\$450
Spouse/Guest**	\$125
Thursday Evening Event	\$89
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 and lunch. This fee does not include the Thursday evening event.

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. Checks should be made payable to: Colorado Hospital Association.*

CANCELLATION POLICY:

Registration fees are non-refundable unless notice is received by May 16, 2013. However, alternates from the same hospital can be substituted. If a notice is received prior to May 16, 2013, refunds will be given, less a \$75 administrative processing fee.

HOTEL CANCELLATION:

Hotel cutoff date is May 4. If the reservation is cancelled 30 days before arrival, the one night's room deposit is refunded. If the reservation is cancelled less than 30 days prior to arrival, the deposit will not be refunded.

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.

REGISTRATION FORM

Governance Excellence: The Power of Performance

June 5-7, 2013
Park City, Utah



Registration deadline: May 16, 2013

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 person completing this form:

If you are a trustee, how many years have you served? _____

WEDNESDAY, JUNE 5

- **Keynote** - What About the Board? - Sean Patrick Murphy
12:15-1:15 p.m. Attending Not attending
- **Concurrent Sessions** - Select one session for each time slot attending.

1. Quality Credentialing	<input type="checkbox"/> 1:30-2:45 p.m.	<input type="checkbox"/> 3:15-4:30 p.m.
2. Board Recruitment/Retention	<input type="checkbox"/> 1:30-2:45 p.m.	<input type="checkbox"/> 3:15-4:30 p.m.
3. Affiliations: Systems of Care	<input type="checkbox"/> 1:30-2:45 p.m.	<input type="checkbox"/> 3:15-4:30 p.m.
4. Rural Hospitals and FQHCs	<input type="checkbox"/> 1:30-2:45 p.m.	<input type="checkbox"/> 3:15-4:30 p.m.
5. Board Chair/CEO Partnerships	<input type="checkbox"/> 1:30-2:45 p.m.	<input type="checkbox"/> 3:15-4:30 p.m.
- **Welcome Luncheon** Attending Not attending
- **Welcome Reception** Attending Not attending

THURSDAY, JUNE 6

- **Keynote** - The Straight Truth: Accountability - Linda Galindo
9:00-10:15 a.m. Attending Not attending
- **Concurrent Sessions** - Select one session for each time slot attending.

6. Healthcare Transformation	<input type="checkbox"/> 10:30-11:45 a.m.	<input type="checkbox"/> 1:30-2:45 p.m.
7. Consolidations/Affiliations	<input type="checkbox"/> 10:30-11:45 a.m.	<input type="checkbox"/> 1:30-2:45 p.m.
8. Exceptional Patient Experience	<input type="checkbox"/> 10:30-11:45 a.m.	<input type="checkbox"/> 1:30-2:45 p.m.
9. Trends in Hospital Finance	<input type="checkbox"/> 10:30-11:45 a.m.	<input type="checkbox"/> 1:30-2:45 p.m.
10. Community Benefit	<input type="checkbox"/> 10:30-11:45 a.m.	<input type="checkbox"/> 1:30-2:45 p.m.
- **Special Session** - The Trustee Role in Quality - Dr. Brent C. James
3:00-4:30 p.m. Attending Not attending

FRIDAY, JUNE 7

- **Keynote** - Redesigning Healthcare Governance: Practices of Tomorrow's High-Performing Boards - Pamela Knecht
8:00-10:00 a.m. Attending Not attending
- **AHA Federal Update** - Lisa Kidder Hrobsky
10:15-11:15 a.m. Attending Not attending

SYMPOSIUM REGISTRATION FEE:

(Includes Wednesday, Thursday and Friday sessions, breakfasts, lunches and Welcome Reception. This fee does not include the Thursday evening event.)

- 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 and lunch. This does not include the Thursday evening event.)

Spouse/Guest Name: _____

Welcome Reception (Included in spouse registration fee)

- Spouse attending Spouse not attending

THURSDAY EVENING GONDOLA/DINNER EVENT:

- \$89 per person TOTAL: \$ _____

Spouse/Guest Name: _____

MISCELLANEOUS:

- Late/On-site Fee: \$55 per person TOTAL: \$ _____
(Registrations after May 16, 2013)

GRAND TOTAL DUE: \$ _____

METHOD OF PAYMENT:

- Check (Payable to Colorado Hospital Association)
- Visa MasterCard

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

For Association Use Only	
Date Received:	
Amount Received:	Date Posted:
Check Number:	
Comments:	



The Western Regional Trustee Symposium is a collaboration of the hospital associations from Arizona, Colorado, Idaho, Montana, Nebraska, Nevada, New Mexico, North Dakota, Utah and Wyoming.

Log on to www.trusteesymposium.org for more information.

Utah's Motto

"Industry" officially became the State Motto on March 4, 1959. It was adopted by the Legislature of the State of Utah as House Bill No. 35. Industry is associated with the symbol of the beehive. The early pioneers had few material resources at their disposal and therefore had to rely on their own "industry" to survive. The word "industry" appears on both the State Seal and the State Flag.

Although "industry" was not officially made Utah's motto until 1959, it has been the "unofficial" motto for numerous years. In the first session of the state legislature (1896), the state seal was fully described and the word "Industry" was prominently displayed thereon.

Utah's Emblem

The beehive became the official state emblem on March 4, 1959. It was adopted by the Legislature of the State of Utah as House Bill No. 34. Utahns relate the beehive symbol to industry and the pioneer virtues of thrift and perseverance. The beehive was chosen as the emblem for the provisional State of Deseret in 1848 and was maintained on the seal of the State of Utah when Utah became a state in 1896.

The Beehive is omnipresent as a symbol in Utah history. It appeared as early as 1851 on the seal of the Territory of Utah. It was readopted on the state seal by the first state legislature in 1896. The origin of the Beehive as a symbol is associated with Mormon scripture. The symbol is prominently displayed in names and trademarks throughout the state. But not until 1959, did it become Utah's official emblem.