



Health Forum and the American Hospital Association
**24th Annual Rural Health Care
Leadership Conference**

January 30-February 2, 2011
Pointe Hilton Squaw Peak Resort, Phoenix, AZ



Strategic sessions to help attendees:

- Understand the impact of national health care reform on rural hospitals and their communities
- Gain practical tools for achieving peak operational and financial performance
- Position the organization to lure and keep top clinical talent through better physician/hospital alignment
- Make progress toward meaningful use goals
- Revitalize your leadership and improve board accountability

Who should attend:

- Rural Hospital CEOs, Administrators and System Executives
- Board Members
- Nursing and Physician Executives
- Public Health and Community Leaders
- Executives of Rural Health Care Associations, Networks and Clinics

**Early bird tuition rolled
back to 2004 rates!
Reserve your spot by
December 1, 2010 for
the greatest savings!**





With national health care reform a done deal, rural leaders are challenged to understand where they will fit in a new world of accountable care, bundled payments, and heightened demands for physician integration. And while the implementation picture will take time to roll out, what's clear is that rural hospitals will be more pressed than ever to compete on high quality and low cost.

Numerous examples suggest they are already working to drive out inefficiencies, improve transparency, and boost staff engagement in quality and safety activities. Governing boards, understanding that their roles and oversight responsibilities are transitioning, are gaining new knowledge and skills. Positive change is happening in rural hospitals and their communities.

The 2011 Rural Health Care Leadership Conference brings together top thinkers in the field, and offers you proven strategies for accelerating performance excellence and improving the sustainability of your rural hospital in the post-reform environment.

We'll take a look at the many difficult operational, financial and environmental challenges you face and present new models and emerging initiatives that are transforming care delivery and business practices in rural settings. You'll hear fresh approaches for attracting top physician talent and aligning physician and hospital interests. We'll also examine the connection between healthy organizational cultures, high performance, and employee engagement. You'll come away with new ideas for developing rewarding practice environments—the kind of environments that yield improved patient care, quality and safety, and service excellence. Executive leadership and trustees will enhance their capacity to make the right strategic decisions and inspire organizational excellence.

Plan to arrive early to enjoy Phoenix and join us on Sunday afternoon to dive deeper into individual and organizational performance improvement topics through two pre-conference workshop options. Both workshops afford numerous opportunities for interaction between participants and our faculty, and they will add great value to your conference experience.

The Rural Health Care Leadership Conference brings a unique focus on innovative ideas, thoughtful insights, and proven strategies for improving rural hospitals and developing rural health care leaders.

Benefits of Attending

- Analyze the impact of national health care reform on rural hospitals and their communities.
- Achieve peak performance in an environment where constrained resources are generating new imperatives for greater collaboration and care coordination.
- Transform the organizational culture for a sustained competitive advantage, improved medical staff recruitment, and enhanced employee engagement.
- Gain insights into the drivers influencing changes in hospital/physician relations and recognize the critical success factors in emerging models of alignment.
- Respond to new demands on governing boards for greater accountability and more informed leadership.
- Leverage information technology to improve clinical quality, access to care, and business performance in the rural environment.

Special Features

HOT TOPIC ROUNDTABLE DISCUSSIONS

Grab lunch and join a roundtable discussion group for facilitated conversation on thorny issues and topics in rural health care such as governing board performance, preparing for ICD-10, improving physician relations, HR strategy, fundraising, community benefit, and others. Share what is working well in your organization and gain others' advice on what you're struggling with. Take advantage of this opportunity to tap into your peers' expertise.

PLAN A RETREAT FOR YOUR LEADERSHIP TEAM

The conference offers an excellent opportunity for your team to meet in a customized retreat setting with select conference faculty or other facilitators from our Forum Faculty speaker service. Debrief on what you've learned during the program and explore how it applies to your organization, or address a specific management or board issue that you're facing. Retreats can be scheduled before, during or after the conference concludes. Contact Laura Woodburn at lwoodburn@healthforum.com for more information.

REST, RELAXATION AND REJUVENATION

Back by popular demand! Join us on Tuesday afternoon for one of two fun activities.

Dreamy Draw Nature Hike

Tuesday, February 1st
3:30 – 6:00 pm

The nearby Dreamy Draw Recreation Area in the Phoenix Mountains Preserve is home to a wide variety of desert plants, native cacti and hundreds of birds and animals. The hike will offer spectacular views of the pristine Sonoran desert, including the 2,600 foot high Piestewa Peak. Guides will escort you through the desert on a leisurely walk and describe the plant and animal life as well as the history of the area. Bring your camera, sun screen and comfortable walking shoes. The group will depart from the resort lobby at 3:30 pm, walk to the trail head—about 7 minutes from the resort—and then begin the journey.

Old Town Excursion

Tuesday, February 1st
3:30 – 6:30 pm
Cost: \$10 (to defray transportation costs)

The Old West lives on in the Old Town section of downtown Scottsdale. We'll visit the Marshall Way Arts District which offers a selection of art galleries, museums, outdoor sculpture art, quaint shops and dining establishments. Here, Native American jewelry, high-quality Western wear and myriad gifts and collectibles are yours for the asking. During the ride to Old Town, our guide will provide a history of the area and discuss points of interest. Upon arrival, all guests will receive maps and suggested walking routes. Guests will return to the bus at 6:00 pm for the return trip to the resort.

COMPLIMENTARY WEBINAR

As part of your conference registration, you'll receive a complimentary registration to one web seminar of your choice from Health Forum's Webinar Series. The series focuses on topics such as performance improvement, managing organizational change, physician relations, improving quality and patient safety, IT trends, workforce challenges, and more. Seminars are led by esteemed faculty from Health Forum's Forum Faculty speaker service, as well as the top rated speakers from our Rural Health Care Leadership Conference and the Leadership Summit.

Agenda

SUNDAY, JANUARY 30TH

1:00 – 5:00 pm

CONFERENCE REGISTRATION

Pre-Conference Workshops

2:00 – 5:00 pm

WORKSHOP #1

Hospital Governance Challenges in a Changing Environment

Robert Vento, SVP, Operations, Quorum Health Resources and **Mickey Bilbrey**, VP, Eastern Operations, Quorum Health Resources, Brentwood, TN

Learn how rural hospital trustees can continue to govern effectively as the rules change with health care reform's implementation. This workshop is hosted by Quorum Health Resources (QHR) and will be guided by hospital operations experts Robert A. Vento and Mickey Bilbrey, who will offer solutions to your real-life governance challenges and boardroom difficulties. You'll gain practical advice and proactive ideas for solving your governance problems and be better positioned to lead your organization to take advantage of emerging opportunities. This session will be very interactive, so come prepared to talk, and to challenge and be challenged! Hot topics include:

- Strategies for working with CEOs facing new responsibilities in a more complex environment
- Approaches to effective collaborations and partnerships with physicians that will lead to success under the new health reform models
- Keeping your board focused on quality as well as financial oversight—a requirement of health reform.

3:00 – 5:00 pm

WORKSHOP #2

Are You a Meaningful User?

Martin Fattig, CEO, Nemaha County Hospital, Auburn, NE; **Stephen Stewart**, CIO, Henry County Health Center, Mt. Pleasant, IA; **Melissa Rutala, MPH**, Acting Executive Director, Director, Regional Extension Center, Arizona Health-e Connection, Phoenix, AZ; **Matthew Weinstock**, Senior Editor, Hospitals & Health Networks, Chicago, IL; and **Chantal Worzala, PhD**, Director, Policy, American Hospital Association, Washington, DC

Health information technology has been thrust into the national spotlight thanks to the release last July of the so-called meaningful use regulations. Hospitals big and small are trying to figure out how—really, if—they'll be ready to apply for their share of the \$27.3 billion the federal government has authorized to help foster the use of electronic health records. But officials at leading IT hospitals know that this isn't just about deploying technology for technology's sake; it's about using the technology wisely and becoming high-performing, high-quality organizations. Meaningful use can't be viewed in isolation. Health reform will force hospitals to change the way they operate and information technology is a key component of that transformation. In this interactive session, you'll hear how leading rural hospitals have made HIT an integral part of their overall strategic plan. You'll learn how they are addressing both meaningful use and health reform. The head of Arizona's Regional Extension Center will also be on hand to provide an update on how these government-sponsored organizations are assisting rural providers and physician practices nationwide as they try to meet the meaningful use criteria. You'll get details on how your hospital can tap into the resources and expertise offered at the RECs. And we'll provide some helpful tips on what your organization can do and where you can go to get help.

MONDAY, JANUARY 31ST

7:00 – 8:00 am

CONFERENCE REGISTRATION & CONTINENTAL BREAKFAST

8:00 – 8:30 am

CONFERENCE WELCOME & INTRODUCTIONS

Presentation of the 2010 AHA Section for Small or Rural Hospitals Shirley Ann Munroe Leadership Award

8:30 – 9:45 am

KEYNOTE SESSION

The Emergency Medical Response to Haiti: A Study in Crisis Management and Personal Endurance

Paul Auerbach, MD, Professor of Surgery, Division of Emergency Medicine, Department of Surgery, Stanford University School of Medicine, Stanford, CA

Two days after Haiti's devastating earthquake, Paul Auerbach traveled with a medical relief team from Stanford University to provide emergency medical support. The team arrived at the University Hospital in Port-au-Prince to face a scene from the apocalypse. Dr. Auerbach was appointed to be the lead physician to coordinate the medical activities of the civil-military collaboration that united the non-governmental organizations, hospital administration and U.S. Army and Navy into a cohesive working group. This presentation is a riveting tale of a nation's people struck a devastating blow, and the meaning of personal sacrifice on the part of the afflicted and the rescuers. Told "straight up," Dr. Auerbach provides a very personal insight into the meaning of dedication, teamwork and respect for one's fellow man. Hearing the inside story of what transpired in the early days after the earthquake in Haiti, one is struck by the importance of training, mental strength, and the will to survive.

9:45 – 10:00 am

BREAK

10:00 – 11:15 am

GENERAL SESSION

The Rural Implications of ACOs and Bundled Payments: Perspectives from National Leaders

The Honorable Ronnie Musgrove, JD, Former Governor of Mississippi, Chair, National Advisory Committee on Rural Health and Human Services, Office of Rural Health Policy, Jackson, MS; **Tom Morris**, Executive Secretary, National Advisory Committee on Rural Health and Human Services, Director of the Federal Office of Rural Health Policy, Rockville, MD; and **A. Clinton MacKinney, MD, MS**, Family Physician and Senior Consultant, St. Joseph, MN. **Moderated by Todd Linden**, President & CEO, Grinnell Regional Medical Center, Grinnell, IA

The National Advisory Committee on Rural Health and Human Services is charged with advising the Secretary of HHS on rural health

priorities. The Committee is completing work on a report to the Secretary that focuses on the rural implications of moving toward the creation of Accountable Care Organizations. Governor Musgrove will describe the role of the Committee in advising Secretary Sebelius with Dr. MacKinney sharing insights from the Committee's work to anticipate the impact of evolving reimbursement and care delivery models on rural America. Mr. Morris will provide an overview of the work of the Office of Rural Health. You'll learn how you can influence the rural health care conversation at the highest level of government, and better understand how to take advantage of the resources that are available to your hospital and community.

11:15 – 11:30 am

BREAK

11:30 am – 12:45 pm

STRATEGY SESSIONS

#1 The Triumvirate of Hospital Leadership

A. Clinton MacKinney, MD, MS, Family Physician and Senior Consultant, Stroudwater Associations, St. Joseph, MN

Rural hospital success requires strong and progressive leadership from board, administration, and medical staff. However, appropriate roles for each are often confused. Using a performance improvement lens, the presentation will discuss the complementary, but unique, roles of "the triumvirate" of rural hospital leadership.

#2 Physician Alignment, Integration and Recruitment: Sustainable Models in Light of Health Reform and Their Financial Implications

James Daniel, Jr., JD, MBA, Hancock, Daniel, Johnson & Nagle, P.C., Richmond, VA

This presentation addresses unique challenges faced by providers operating in a rural environment. Rural environments face special rules relating to immigration, recruiting, retention, reimbursement and subsidized incentives. We will review existing strategies, forward thinking best practices and opportunities that may be implemented now to best position providers for a world of accountable care. We will also examine network formation, anti-trust issues, special rules related to rural hospitals and hospital/physician relationships in the context of reimbursement, recruiting, fraud and abuse.

#3 Grand Itasca Clinic & Hospital—Creating a Success Story

Michael J. Youso, CEO, Grand Itasca Clinic & Hospital, Grand Rapids, MN and **Jim Rasche**, Executive Officer, Kahler Slater, Inc., Milwaukee, WI

Grand Itasca Clinic and Hospital is a success story that began with a financially challenged rural hospital which sought long term viability by partnering with their independent physicians' group to form a successful new business model. The resulting cost-effective replacement campus was made possible through the use of HUD 242 financing, as well as a

\$20M innovation grant and was awarded the 2009 Modern Healthcare Design Award of Excellence. Relevant to today's health care and Medicare reform discussions, Grand Itasca Clinic and Hospital's new integrated delivery system is yielding increased efficiency, lower operational costs, shared accountability and ultimately, a better patient experience. As a promising model for the future in this age of health care reform, senior leadership will share operational efficiency goals and initiatives going forward. Emphasis will be placed on the strategies used to bring two disparate entities together and the role of leadership during cultural and organizational change.

#4 Strategic and Operational Considerations in the Medicare Cost Report

Lawrence A. Fogel, President, Fogel Consulting, LLC, Overland Park, KS

As health care reform emerges, it is essential that hospitals improve their overall performance. Critical access hospitals make many important strategic and operational decisions that produce a significant reimbursement impact in the Medicare cost report. Participants will learn about the importance of evaluating the reimbursement implications that the strategic and operational issues have in the Medicare cost report; taking the appropriate tactical measures to address these issues in the Medicare cost report; and utilizing diagnostic tools in the Medicare cost report to identify opportunities for improvement. You will learn how to:

- Utilize the cost report as a tool to evaluate departmental operations
- Avoid the common traps and pitfalls in the cost report
- Accurately prepare the cost report based upon how the hospital operates and is organizationally structured
- Elect favorable alternatives in the cost report
- Ensure that management and the Board have a sound understanding of the basic Medicare reimbursement principles

12:45 – 2:00 pm

NETWORKING LUNCH WITH HOT TOPIC ROUNDTABLE DISCUSSIONS

Grab lunch and join a roundtable discussion group for facilitated conversation on critical issues and topics in rural health care. Share what's working well in your organization and gain advice on what you're struggling with. Take advantage of this opportunity to tap into your peers' expertise. Topics include:

- ICD-10 Implementation Strategies for Rural Hospitals
- Creative Fundraising and Financing Strategies
- Dealing with Rogue Doc's
- Setting a Place for HR at the Strategy Table
- Weighing Community Benefit Against What the Hospital Can Afford

2:00 – 3:00 pm

GENERAL SESSION

Achieving Meaningful Use: The Role of Health IT in Improving Health and Health Care in Rural America

David Blumenthal, MD, MPP, National Coordinator, Office of the National Coordinator for Health Information Technology, US Department of Health and Human Services, Boston, MA

As part of the American Recovery and Reinvestment Act, the Health Information Technology for Economic and Clinical Health Act provided nearly \$30 billion in funding to support improvements in the quality, safety and efficiency of health care through information technology. Programs brought about by HITECH are intended to provide a comprehensive and coordinated approach for addressing many of the challenges related to achieving the "meaningful use" of electronic health records, including the need for financing and technical assistance, standards for interoperability to facilitate health information exchange, and the development of an expanded workforce to support the transition. Dr. David Blumenthal will share HHS' vision for a transformed health care system enabled by health IT, and provide an overview of the many programs to support this change, addressing in particular the specific needs of hospitals and other providers in rural markets.

3:00 – 3:15 pm

BREAK

3:15 – 4:30 pm

STRATEGY SESSIONS #1 - #3 REPEATED WITH NEW SESSION #4

#4 Transforming Stress, Transforming Lives: The Impact on Employee and Patient Outcomes

Todd Linden, President/CEO, Grinnell Regional Medical Center, Grinnell, IA and **Bruce Cryer**, CEO, HeartMath, LLC, Boulder Creek, CA

More than 17 years of ground-breaking clinical and organizational research conducted by the Institute of HeartMath has revealed new understandings into the physiological mechanisms of stress and how it impacts health, disease progression, and cognitive acuity. Parallel research at such organizations at Duke Health System, HCA, and Delnor-Community Hospital has demonstrated measurable, repeatable results from stress reduction programs in improving health and wellbeing, reducing staff turnover, improving employee and patient satisfaction, improving quality through reducing incidents, and reigniting one's passion for health care.

5:15 – 6:45 pm

NETWORKING RECEPTION

Support for the reception is generously provided by



TUESDAY, FEBRUARY 1ST

6:45 – 8:00 am

CONTINENTAL BREAKFAST

7:00 – 8:00 am

SUNRISE SESSION

Community Benefit and Trustee Education Strategies in the Emerging Health Care Storm

Lanny A. Kope, EdD, Chair, SVRHC Board of Trustees and Margaret Hepburn RN, MSN, FACHE, CEO and President, Sierra Vista Regional Health Center, Sierra Vista, AZ

With the advent of the Patient Protection and Affordable Care Act, new demands have been placed on rural hospitals. The removal of 32 million individuals from the charity care category and through new insurance mechanisms has the potential to impact the tax exempt status of rural hospitals since one of the premises for tax exemption has been charity care and community benefit. As a result, creative and cost effective ways must be devised to demonstrate the community benefit provided by rural hospitals in order to maintain this tax-exempt status. This new environment has also created the need for enhanced, structured, and formal trustee education. No longer can a rural hospital survive with an “On the Job” training program. Leaders from SVRHC will share its progress in enhancing community benefit, and describe its comprehensive, specific, and pragmatic educational program for new trustees.

8:00 – 9:45 am

GENERAL SESSION

The Role of Leadership in Physician Alignment in the Rural Community

Thomas A. Atchison, EdD, President and Founder, Atchison Consulting LLC, Hot Springs Village, AR

Today's rural health care leaders are confronted with several unique challenges related to delivering care to the community. Expense management, quality reporting, IT linkages, physician shortages, and the uncertainties related to health care reform regulations are all top of mind. Central to each of these challenges and uncertainties is the degree that the physicians are aligned to the hospital. This session will identify the critical success elements that define sustainability in these difficult and ever changing times. With his trademark blend of humor and an unflinching capacity to “tell it like it is,” Tom will share his insights on:

- The leadership characteristics that work best today
- The differences between physician and hospital cultures
- How best to manage change with physicians
- Practical things to do now, and,
- What can go terribly wrong

9:45 – 10:00 am

BREAK

10:00 – 11:00 am

GENERAL SESSION

The Rural Hospital Federal Update

Lisa Kidder Hrobsky, Vice President, Legislative Affairs, American Hospital Association, Washington, DC

The second session of the 111th Congress promises a new set of challenges. Learn how the new Congress will function and what it means for rural community hospitals. Ms. Kidder Hrobsky will drill down on rural specific issues including recent Administrative and Hill activity on Critical Access Hospitals and rural PPS hospitals. She also will explain what we may expect as major provisions in the Affordable Care Act are rolled out.

11:00 – 11:15 am

BREAK

11:15 am – 12:30 pm

STRATEGY SESSIONS

#1 Remaining Relevant: How Small Hospitals Can Succeed in the World of ACOs

Susan Stowell, Principal, Stroudwater Associates, Portland, ME

There has been a tremendous focus lately on how organizations should prepare themselves to become an Accountable Care Organization (ACO). But what should you do if you do not have the scale to be an ACO? Is this push something that small community and rural hospitals even need to be concerned about? This session will describe why hospitals in smaller markets need to develop a coherent strategy to survive in the post health reform world, how small hospitals can remain essential in an ACO dominated industry, and provide concrete steps for putting your strategy into action including attention to such issues as physician integration, affiliation/partnership options, and IT initiatives.

#2 Maximizing Resources to Optimize Outcomes

Jennifer Shaver, RN, BSN, NM/Intensive Care Unit and Obstetrics, Claxton-Hepburn Medical Center, Ogdensburg, NY

Every health care team shares goals of optimizing physical, psychological, and social well-being at the community level, and yet the environment requires we do so in a climate that often threatens organizational viability. Nonetheless, some rural hospitals manage to channel resources, intrinsic and extrinsic, in a multi-dimensional approach to achieve quality outcomes. This session presents an overview of how select rural teams have tackled multiple clinical initiatives that challenge other, often much larger, hospitals. Efforts at eliminating VAP, BSRCLIs, surgical site infections, controlling pressure ulcer development, initiating rapid response teams, and championing major organ donation/recovery, are but a few of the clinical initiatives that were simultaneously, and positively, implemented.

The presenter will:

- Share successful process improvements unique to a rural setting
- Describe the barriers, key drivers, shared successes, and anticipated gains that affect physician/staff engagement in clinical practice protocols
- Characterize the benefit of small tests of change in affecting positive cultural transformation
- Identify resources available to assist rural leaders in developing, implementing, and sustaining positive practice changes

#3 Demystifying Physician Compensation and Preparing for the Future

Susan Douglass, Founder, Douglass & Associates LLC, Colorado Springs, CO

Reactionary strategies create momentary satisfaction but a market driven approach by specialty will produce longer term satisfaction and a more trusting, productive work environment. Why? Because it is fact based, widely communicated, understood by all and focused on improving health care in your community. In this session, the discussion will focus on:

- A seven-step process for demystifying physician compensation
- The common pitfalls to avoid
- The shift from a pure productivity model to one which includes patient satisfaction, quality care and citizenship
- The importance of engaging physicians early in the design process
- What involvement your Board should have in the process

#4 The Changing Landscape of Health Care Reimbursement for Rural Hospitals—A Critical Access Hospital CFO's Perspective

Gregg Redfield, Chief Financial Officer, Queen of Peace Hospital, New Prague, MN

Effective hospital management and trustees need a basic understanding of how their hospital is reimbursed through current health care payment systems. Equally important is an understanding of how these methods are evolving and how future methods such as ACOs, bundled payments, and rating hospitals based on quality and efficiency indicators will revolutionize the way rural hospitals are paid in the near future. More hospitals are exploring the potential advantages of merging or affiliating with larger systems and Redfield will walk through the research and process Queen of Peace Hospital went through prior to becoming a part of the Mayo Health System. Attendees will leave with a better understanding as to how rural hospitals are currently reimbursed from payers, what future payment methodologies may look like, and the decision making process a critical access hospital went through prior to becoming affiliated with a large health system.

12:30 – 1:30 pm

NETWORKING LUNCH

1:30 – 2:45 pm

STRATEGY SESSIONS #1 - #3 REPEATED WITH NEW SESSION #4 #4 The Reform Imperative of Physician/Hospital Integration

Thomas A. Atchison, EdD, President and Founder, Atchison Consulting LLC, Hot Springs Village, AR and **Todd Linden**, President & CEO, Grinnell Regional Medical Center, Grinnell, IA

This session will provide participants with an opportunity to engage in a discussion about the good, bad and ugly of physician/hospital integration activities in the face of health care reform and the quickly changing environment. Tom Atchison is often called in when physician/hospital relationships are at the breaking point and has many stories of helping to create a pathway to improved working relationships. Todd Linden has spent 23 years working with both independent and employed physician groups in rural environments with both success and failure. Together Tom and Todd will frame a discussion about why the next five years will be the most important in history for aligning physician/hospital strategies given the dramatic changes facing rural health care delivery.

3:30 pm

OPTIONAL ACTIVITIES

Stretch your legs with a stroll across the desert or explore the best of the Old West through art, cuisine and shopping by joining us at one of two fun activities. Registration required for both activities. Guests are welcome!

3:30 – 6:00 pm

Dreamy Draw Nature Hike

3:30 – 6:30 pm

Old Town Excursion (transportation provided)

WEDNESDAY, FEBRUARY 2ND

7:00 – 8:45 am

CONTINENTAL BREAKFAST

7:30 – 8:45 am

STRATEGY SESSIONS

#1 Develop a Marketing Plan to Fit Every Rural Facility's Budget and Increase Market Share

Vickie Bakalars, MBA, Regional Director, Gundersen Lutheran Health System, La Crosse, WI and **Barbara Janett**, Marketing Manager, Gundersen Lutheran Health System, La Crosse, WI

This session will demonstrate to rural hospital administrators/managers how to effectively establish a marketing function and create and execute a plan within a tight budget using resources at their disposal internally and in the

community. Distinguishing a rural facility from other facilities including larger health systems is a necessity in order to maintain and increase market share. Resting on past successes and methods is no longer effective with the advent of the internet and social media. The session will focus on the creation of the marketing role, development and execution of a strategic marketing plan, and how to leverage forms of media available to achieve marketing success on a shoe string budget. The session will also highlight how to partner with medical clinics and larger health systems to achieve this, yet maintain their own brand which distinguishes them from the competition.

#2 O'Bleness Memorial Hospital: A Return to Fiscal Viability

Jim Reistenberg, Chairman of the Board, OMH, Athens, OH; **Candace Miller**, Director of Quality, OMH, Athens, OH; and **Jan Jennings**, Former Interim OMH CEO, current CEO of American Healthcare Solutions, Pittsburgh, PA

For close to 80 years, O'Bleness Memorial Hospital enjoyed a rich history of growth and service to its community, marked by continuous service line growth and capital expansion. However, from 2004-2008, the organization recorded an operating loss of approximately \$17M as a result of increasing competition and economic changes within their market. In 2008, the OMH Board made major organizational changes to staunch the bleed and succeeded in moving the hospital from an \$8M operating loss to a \$4M operating surplus. OMH has returned to sustainable financial footing and is once again the premier provider of health care services in their region, ready to meet the challenges that all rural hospitals will face in the new era of reform. This presentation will share the strategies, tactics, and interventions that were integral to the success of this turnaround, including:

- Lessons learned...too late: How to identify when change is necessary within your organization, before crisis sets in
- How to identify the 'causes of illness' within the organization
- Strategies to improve executive leadership skills, create transparency, and improve accountability
- How to develop and implement the financial, organizational and quality improvements necessary for positive change

#3 The Process Excellence (PEX) Journey—One Hospital's Story

Jim FitzPatrick, President and Chief Executive Officer, Mercy Medical Center-North Iowa, Mason City, IA

Audience members will learn about the Operating Model and Cultural Transformation efforts in process at Mercy Medical Center-North Iowa with its version of Lean. Video stories from staff and operational results will be shared to demonstrate the significant impact on both quality and associate engagement.

8:45 – 9:00 am

BREAK

9:00 – 10:15 am

GENERAL SESSION

Rural Hospital Governance in the Time of Reform

James E. Orlikoff, President, Orlikoff & Associates, Inc., and Senior Consultant, Center for Healthcare Governance, Chicago, IL

Health reform is upon us, bringing change, challenge, and the uncertainty. While no one can say exactly what the post-reform environment will bring, the transition period will be fraught with tension, market and organizational turbulence, and economic risk. Effective governance has never been more critical to the survival and success of the rural health care organizations. This presentation will outline the challenges and opportunities confronting rural hospitals and their leaders and emphasize practical strategies and techniques to keep governing boards ahead of the demanding curve of change in the health reform environment.

10:15 – 10:30 am

BREAK

10:30 – 11:45 am

GENERAL SESSION

State of Grace: Health, Hope and Healing through Creativity

Robert and Rebecca Bluestone, Sante Fe, NM

Woven Harmony is a multi-media presentation by husband and wife team Robert Bluestone, classical guitarist and caregiver to Rebecca, and Rebecca Bluestone, tapestry artist, ovarian cancer survivor and caregiver to her late mother who died of breast cancer at the age of 54. This presentation is designed for health care audiences seeking to meet the challenges of a constantly changing personal and professional world in an innovative and meaningful way. Robert and Rebecca possess the rare gift of not only being consummate artists, but they can also articulate how creativity relates to our everyday lives and assures us success and well-being in the 21st century. You will come away with a feeling of inspiration, renewal and the confidence to make creativity a part of the fabric of the health care environment.

11:45 am

CONFERENCE CONCLUDES

24th Annual Rural Health Care Leadership Conference

January 30-February 2, 2011 • Pointe Hilton Squaw Peak Resort, Phoenix, AZ

HOW TO REGISTER

Fax (805) 654-1676
Mail Health Forum
 75 Remittance Drive, Suite 6876
 Chicago, IL 60675-6876
Online www.healthforum.com/Rural

FOR INFORMATION

Phone (312) 893-6897
Email clang@healthforum.com

Please print or type participant information exactly as you would like it to appear on your badge.

Name _____
 Nickname for badge _____
 Title _____
 Organization _____
 If applicable, please provide Hospital bed size _____
 Address _____
 City, State, Zip _____
 Telephone _____ Fax _____
 E-mail _____

FEE SCHEDULE

	Early Bird Rate by December 1st	Regular Rate after December 1st
American Hospital Association institutional members and Center for Healthcare Governance members	<input type="checkbox"/> \$575	<input type="checkbox"/> \$625
Non-members	<input type="checkbox"/> \$700	<input type="checkbox"/> \$750

Fourth Team Member—FREE

Send three people from your organization and the fourth comes FREE. To qualify, a form is needed for each registrant. Forms must be submitted at the same time.

Pre-Conference Workshops, Sunday, January 30th

Please check below if you would like to register for one of the workshops.

- Workshop #1—Hospital Governance Challenges in a Changing Environment**
 Workshop #2—Are You a Meaningful User?

Recreational Activities, Tuesday, February 1st

Please check below if you would like to register for one of the recreational activities. Attendees may also register one guest to participate.

- Dreamy Draw Nature Hike Attendee Registration, 3:30 – 6:00 pm** Complimentary
 One Nature Hike complimentary guest registration
 Old Town Shopping Excursion Attendee Registration, 3:30 – 6:30 pm \$10
 One Old Town Shopping Excursion guest registration \$10

TOTAL \$ _____

METHOD OF PAYMENT

Check or money order enclosed in U.S. funds, payable to Health Forum.

Please charge my: VISA Mastercard American Express

Card Number _____

Expiration Date _____

Signature _____

Scholarships: A limited number of partial tuition scholarships is available. Please e-mail Laura Woodburn at lwoodburn@healthforum.com for more information on how to apply. The scholarship deadline is December 3, 2010.

Hotel Accommodations: The Pointe Hilton Squaw Peak Resort is an all-suite mountainside resort. Guests will enjoy relaxing amidst the beauty of the adjacent Mountain Preserve, while indulging in the luxurious services and varied activities offered. The award-winning resort is home to acres of pools, waterfalls, a putting course, and tennis courts.

Pointe Hilton Squaw Peak Resort
 7677 North 16th Street, Phoenix, AZ 85020
 Reservations: (800) 876-4683
 Resort: (602) 997-2626

The special conference attendee rate is \$179 for a single/double. To make a reservation:

Online – Visit the www.healthforum.com/Rural for a link to online reservations at the special rate.

By phone – Call (800) 876-4683 and request a reservation at the Pointe Hilton Squaw Peak. Mention that you are attending the **Rural Health Care Leadership Conference** or provide the **group code RHC** to receive the special rate.

The cut-off date to receive this rate is **January 3, 2011**. We recommend reserving your room early to ensure availability. Please note that \$5 of the room rate underwrites a portion of the conference.

Transportation: Airline – United Airlines is offering special meeting discounts for conference attendees. Call (800) 521-4041 and refer to Meeting ID Number **500CJ** to receive a 2-15% discount off applicable fares. Tickets purchased at least 30 days prior to travel will qualify for an additional 5% discount (on some classes of service).

Rental Car – Special rates from Hertz are available. Call (800) 654-2240 and provide the meeting number CV#03AB0007.

Ground Transportation – The Pointe Hilton Squaw Peak Resort is located approximately 10 miles from the Phoenix Sky Harbor International Airport. For information on ground transportation options, visit www.healthforum.com/Rural.

Special Accommodations: If you need any of the auxiliary aids and services identified in the Americans with Disabilities Act, contact Connie Lang at clang@healthforum.com with a written description of your needs.

Substitutions/Cancellations: If you cannot attend the conference you can send a substitute, even at the last minute. If you must cancel entirely, your request for a refund—minus a \$250 processing fee—must be made in writing no later than January 10, 2011. Refunds will be processed within two weeks of the request. Cancellations made after January 10 are not eligible for a refund. In the unlikely event of a cancellation of the program, Health Forum is not responsible for non-refundable items.

Continuing Education Credit: Health Forum is authorized to award 19 hours of pre-approved Category II (non-ACHE) continuing education credit 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 Category II credit should indicate their attendance when submitting application to ACHE for advancement or recertification. Health Forum is provider approved by the California Board of Registered Nursing, Provider Number 12650 for 19 contact hours. Check with your state provider for reciprocity.

Our Quality Guarantee: If, for any reason, you are not satisfied with this conference, you will receive a full credit toward another conference of comparable price or a refund of your tuition, less a \$150 processing fee.

Visit www.healthforum.com/Rural for further information regarding the conference, Phoenix attractions and for easy online registration.

"I would recommend this conference to all old and new board members. This was the best conference I have been to in 13 years."

**Craig Webb, Vice Chair, Board of Directors,
Kirby Hospital, Monticello, IL**

"Great information and networking. Several ideas were presented that I will be able to take back to my facility and implement."

**Julie Rezac, Director of Regulations,
Standards, & Licensure, Saunders Medical Center,
Wahoo, NE**

"Given the critical times rural health care delivery is in today, the training and sharing of ideas – whether it is in reimbursement issues, HIT, EHR, employee concerns or any other issue – this forum gives me the confidence to go back home and create the solutions to preserve quality health care in our community."

**Jon Nelson, Vice Chairman,
Heart of America Medical Center, Rugby, ND**

"I took away 1-4 items from each session to incorporate into our hospital."

**Sandy Anderson, President,
St. Clare Hospital and Health Services,
Baraboo, WI**

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Health Forum and the American Hospital Association

24th Annual Rural Health Care Leadership Conference

January 30-February 2, 2011

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