

# 16<sup>th</sup> Annual Western Regional Trustee Symposium

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



# DARING TO LEAD

## GOVERNANCE IN TIMES OF CHANGE



Keynote speakers include:

Maureen Swan



Tom Olivo



Dr. Tim McDonald



Mike Rock



June 13-15, 2012 | Big Sky Resort | Big Sky, Montana

# 16<sup>th</sup> Annual Western Regional Trustee Symposium by Healthcare Trustees, for Healthcare Trustees



**Bina Eggenesperger**

## Dear Healthcare Trustees and Executives,

Join us in Big Sky country!

The Western Regional Trustee Symposium continues its tradition of providing quality healthcare education for trustees with its 16<sup>th</sup> Annual Symposium. For the first time, Montana is hosting the event at Big Sky Resort near Bozeman.

The symposium will provide the tools and strategies trustees need to navigate in the increasingly complex healthcare environment. Board members looking to improve the performance of their organization and their board will find thought-provoking information and tools to tackle those tasks.

We are excited about this year's content, which includes keynote speakers who will address challenging issues such as developing a high-performing board, talent management and leadership continuity, quality improvement and cost reduction. In addition, a diverse selection of breakout sessions will offer valuable information on board development strategies, physician issues, enhancing patient experience, performance improvement, affiliation strategies and capital finance, in addition to a special toolkit workshop for new trustees.

We hope you'll join us for a unique dinner Thursday evening to experience some of the flavor of Montana and network with fellow trustees. Take some time—come early or stay late—to take advantage of all that Big Sky has to offer including white water rafting, blue-ribbon fishing, unbelievable hiking and biking vistas, and a challenging rope course. Plan on exploring nearby Yellowstone National Park and all of its wonders and wildlife.

You are sure to find this year's symposium to be both a valuable resource and an enjoyable experience. Also, please mark your calendars for June 19-21, 2013 for the 17<sup>th</sup> Annual Western Regional Trustee Symposium to be held in Park City, Utah.

Sincerely,

A handwritten signature in black ink that reads "Bina Eggenesperger".

Bina Eggenesperger

Chair, 16<sup>th</sup> Annual Western Regional Trustee Symposium

Chair, Clark Fork Valley Hospital Board of Trustees - Plains, Montana



## What Did 2011 Attendees Value Most?

- Knowing more about what might be coming in the years ahead, and being encouraged to get busy and deal with it.
- Realistic schedule. Good format.
- Networking with others.
- The speakers and breakout sessions, luncheon discussions.
- Trustee toolkit and health care reform.
- Jamie Orlikoff and Sean Patrick Murphy breakout. Also liked roundtable discussions.
- The emphasis on health care reform. Having this much shared knowledge is extremely helpful.
- Intentional governance, especially in light of the Affordable Care Act and its current status.
- Connecting with others. Always hear new ideas and solutions. Most people and places have the same issues.
- Great speakers. Good breakout topics.
- Healthcare reform information.
- Board development by referral and physician recruitment sessions.
- Role of the trustee in rural hospitals.
- Opportunity to meet and visit with trustees from other rural hospitals.
- Networking; all topics excellent.
- Idea exchange and discussions in sessions.

# Where and When will the Symposium be Held?

The 16<sup>th</sup> Annual Western Regional Trustee Symposium (WRTS) will be held at the Big Sky Resort & Montana Conference Center in Big Sky, Montana from June 13-15, 2012.

## Lodging Information

To make your lodging reservations, call (800) 548-4486. Please mention that you are attending the WRTS when making your reservation. **The cut-off date for securing lodging is May 23, 2012.** If you have any problems with making a reservation, please contact Shawna Clark at (406) 457-8006 or shawna@mtha.org. Rates start at \$146 per night plus tax. For more information, visit [www.trusteesymposium.org](http://www.trusteesymposium.org).

Big Sky Resort  
1 Lone Mountain Trail  
Big Sky, MT 59716  
(800) 548-4486

## Driving Directions

For driving directions to the resort, visit [www.bigskyresort.com/Vacation-Planner/Driving-Directions.asp](http://www.bigskyresort.com/Vacation-Planner/Driving-Directions.asp).

## Parking/Shuttle Service

Parking is free at the resort. For shuttle service, please call Karst Stage at (406) 556-3540 or [www.karststage.com](http://www.karststage.com). You may also visit [www.bozemanairport.com](http://www.bozemanairport.com) for more information about rental cars and airport parking.

## Airport Information

For specific information on discount airfare, visit the WRTS website at [www.trusteesymposium.org](http://www.trusteesymposium.org). Also, Bozeman's Gallatin Field has a summary of flights with the most up-to-date information at [www.bozemanairport.com](http://www.bozemanairport.com).

## Big Sky Resort: The Basecamp to Yellowstone National Park

Big Sky Resort has created the perfect headquarters for mountain adventures. Basecamp, located front and center in the Mountain Village, offers information on all the exciting attractions like zipline, high ropes course, bungee trampoline, golf, scenic lift, biking, hiking and Solace Spa. Basecamp can also help you plan everything from dinner reservations to Yellowstone National Park tours. Call (406) 995-5769 or email [basecamp@bigskyresort.com](mailto:basecamp@bigskyresort.com) for more information.



## 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 important issues to healthcare trustees:

- Creating a High Performance Board in a Post Reform World
- Health Reform and the Decline of Physician Private Practice
- Creating an Exceptional Patient Experience: University of Utah Approach
- What Board Members Need to Know About Quality and Performance
- Affiliations: Is It Right for Us?
- Quantifying the Impact Leadership and Culture Have on Organizational Performance Outcomes
- Talent Management, Leadership Continuity and Succession Planning
- Access to Capital in an Era of Reform
- Making the Most of Your Board
- Intentional Governance
- Governing Boards and the Challenges They Face
- Crossing the Patient Safety/Medical Liability Chasm



# WEDNESDAY, JUNE 13

10:00 a.m.

**Registration and Sponsor Showcase**

11:00 a.m. – 11:30 a.m.

**Opening Ceremony**

Dick Brown, President, MHA...An Association of Montana Health Care Providers - Helena, MT  
Bina Eggenberger, Chair, 16<sup>th</sup> Annual Western Regional Trustee Symposium - Plains, MT

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.

## KEYNOTE ADDRESS: 12:15 p.m. – 1:15 p.m.



**Maureen Swan**

### Creating a High Performing Board in a Post Reform World

Maureen M. Swan, MHA, President, MedTrend, Inc. - Eden Prairie, MN

As healthcare payment, models for accountability, and the drive for improved outcomes and costs shift the delivery system's strategic agenda, the need for strong boards becomes even more imperative. This keynote presentation focuses on the key elements of a high performing board, the board competencies that healthcare reform and payment change introduces, and provides a model for assessing and improving a board's performance to ensure organizational success in the new world of healthcare.

Maureen M. Swan has over 25 years of marketing and planning management experience. Prior to founding MedTrend, a consulting group specializing in strategic planning and analysis for the healthcare industry, she was vice president, marketing operations and research for Allina Health System, a \$42.5 billion health system based in Minneapolis, MN. Ms. Swan has a master's degree in healthcare administration from the University of Minnesota.

## MINI WORKSHOP: 1:30 p.m. – 4:30 p.m.

### Trustee Toolkit Experience

Lanny Kope, EdD, Sierra Vista Regional Health Center - Sierra Vista, AZ and Penny Brooke, APRN, MS, JD, University of Utah College of Nursing - Salt Lake City, UT

Created for trustees serving in their first term as a hospital trustee, the Trustee Toolkit workshop is designed to help beginning trustees understand the various governance and financial aspects of healthcare. The workshop is organized in three parts: (A) Fundamentals of being a hospital trustee; (B) Hospital finance, which is directed towards developing an awareness of how hospitals are financed; and (C) Regulatory aspects of hospitals, which encompasses the various regulatory issues with which hospital trustees must deal, as well as the resources available to assist them in this endeavor.

Lanny A. Kope has been active in healthcare governance for over 30 years. Dr. Kope held leadership responsibilities at the national and regional levels, as chairman of American Hospital Association's (AHA) Committee on Governance and AHA's Leadership Development Committee. He currently serves as board chair for Sierra Vista Hospital.

Penny S. Brooke is both an advance practice nurse and an attorney. She is also a professor at the University of Utah College of Nursing, is licensed as a psychiatric nurse specialist and consults/speaks nationally and internationally on nursing standards of care. She is chairperson of the AHA Committee on Governance and has served on the AHA Leadership Development Committee since 2009, as well as the AHA Task Force on Healthcare Reform Payment Plans.

# CONCURRENT SESSIONS: 1:30 p.m. – 2:45 p.m.

## Session 1 – Health Reform and the Decline of Physician Private Practice

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Kurt Mosley, VP, Strategic Alliances, Merritt Hawkins - Irving, TX

How will health reform affect the way physicians practice in the United States? What practice models are likely to be most prevalent in the post-reform era? How will health reform affect physician supply and demand, and how can hospitals, medical groups and others extend the physician workforce? Merritt Hawkins, the nation's leading physician search and consulting firm, was commissioned by The Physicians Foundation to provide answers to these and related questions. In this presentation, Mr. Mosley will reveal the findings of the report in a timely and dynamic presentation that gets to the heart of how healthcare reform will transform the way physicians practice in America.

Kurt Mosley, VP, Strategic Alliances, Merritt Hawkins and its parent company, AMN Healthcare (Irving, TX), has over 20 years of healthcare staffing and consulting experience, and addresses dozens of healthcare professional organizations each year. Cited by Reach MD-SM Radio, *U.S. News & World Report*, *USA Today*, *Modern Healthcare*, Association of Health Care Journalists, American College of Healthcare Executives and many other sources, Mr. Mosley is nationally recognized for his healthcare staffing expertise.

## Session 2 – Creating an Exceptional Patient Experience: University of Utah Healthcare Approach

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Chrissy Daniels, MS, Director, Exceptional Patient Experience, University of Utah Health Care - Salt Lake City, UT

University of Utah Health Care is a nationally recognized improver in patient satisfaction, but that came after years of trial and error. Their time-tested approach focuses on leaders who create a culture of alignment, transparency and accountability with a focus on innovation at the bedside. In this session, Ms. Daniels will balance culture and strategy with real tools that any hospital can use to improve their experience.

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

## Session 3 – What Board Members Need to Know About Quality and Performance

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Michael D. Pugh, Managing Director, Verisma® Consulting - Pueblo, CO

In this session, Michael Pugh will review the governing board's responsibility for clinical and patient outcomes. He will provide useful examples of governance structures for setting quality goals and how boards should look at data and monitor performance.

Michael Pugh has over 30 years of CEO experience in hospitals, healthcare systems, managed care organizations, consulting and healthcare services companies. Mr. Pugh is a nationally known consultant to healthcare organizations, payer organizations and government agencies focusing on issues of quality, performance, strategy and governance. He has been active in healthcare leadership and has served on the boards of the American Hospital Association (AHA), AHA Health Forum, Colorado Hospital Association and The Joint Commission. Pugh is a senior faculty member of the Institute of Healthcare Improvement and is a frequent speaker on subjects of leadership, governance, strategy and quality.

## Session 4 – Affiliations: Everyone Is Doing It, But Is It Right for Us?

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

Rural hospital boards across the country are seeing affiliations forming. Many rural hospitals have viewed affiliations as a threat, while others have considered it a means to adapt to the changing market and ensure continued local delivery of high quality care in communities. It is not for everyone. This session will discuss a number of potential affiliation structures along an integration continuum, how each structure works and their success factors and—more importantly—how to approach potential partners from a position of strength. Each topic will be viewed through a rural lens, highlighting the unique challenges that rural communities face when approaching affiliations.

Brian Haapala is passionate about finding solutions to improve healthcare despite increasingly limited resources. Mr. Haapala has been in healthcare for 18 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 he presents regularly to national and regional groups.

2:45 p.m. – 3:15 p.m.

### Break and Sponsor Showcase

3:15 p.m. – 4:30 p.m.

### Concurrent Sessions Repeat

5:00 p.m. – 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 14

8:00 a.m. - 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.

## KEYNOTE ADDRESS: 9:00 a.m. – 10:15 a.m.



Tom Olivo

### Quantifying the Impact Leadership and Culture Have on Organizational Performance Outcomes

Tom Olivo, President, Success Profiles, Inc. - Bozeman, MT

What business practice most assures success? Getting the right people in the right roles is considered to be one of the most important core competencies of an executive in business today. This competency is referred to as getting “leadership alignment.” This presentation will feature using business analytics to better understand and illustrate the impact that leadership ability has on overall performance; reviewing best practices and evidence measured to date; and taking inventory with your own maturity and sophistication with these practices to identify areas of deficiency, your priorities and potential for upside improvement.

Tom Olivo has presented over 500 keynote speeches, executive workshops and board retreats at over 240 healthcare systems nationwide, as well as healthcare conferences and symposiums. Mr. Olivo features innovative measurement tools and shares case study data and research providing healthcare executives with an exceptional amount of value that translates into actionable strategies. His engaging style combines hard evidence with insights learned from hundreds of pertinent engagements. Mr. Olivo is also the founding partner of Healthcare Performance Solutions. He is the co-author of the best-selling book “Impending Crisis: Too Many Jobs, Too Few People.” His new book, “Right People, Right Roles,” will be published this year.

## CONCURRENT SESSIONS: 10:30 a.m. – 11:45 a.m.

### Session 5 – Talent Management, Leadership Continuity and Succession Planning

Tom Olivo, President, Success Profiles, Inc. - Bozeman, MT

**The business case and need for leadership continuity:** There are a number of converging demographic, industry, marketplace and business factors that are creating a condition that we have labeled as “the impending leadership void.” Within the healthcare sector (specifically hospitals) in the United States, approximately 83 percent of people appointed to a leadership and/or management position fall within the age cohort of 35 to 55 years of age.

#### **Where we’re going with the competition for leadership**

**talent:** In 2015 (just 3 years), we will begin to enter a phase of intense competition for leaders and managers that fall in the age cohort of 30 to 50. By the time we hit 2020 (in 8 years), all organizations in the U.S. will be competing for the same seasoned leaders and managers between the ages of 35 and 55. Organizations without a mature, structured approach to manage these business practices will be at a significant competitive disadvantage.

#### **Developing a core competency:**

Talent management, leadership continuity and succession planning are not “high tech” software solutions or web-enabled “apps” to solve leadership challenges. Instead, they are “high touch” core leadership competencies that are vital to producing consistent high performance.

## Session 6 – Access to Capital in an Era of Reform

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

Constantly changing market factors and an uncertain regulatory environment have resulted in various collaborations between healthcare providers in an effort to access affordable capital. Healthcare facilities that plan to issue debt or otherwise borrow money to finance expansions, renovations or new construction must understand what these factors are and how to monitor them in order to choose the most cost-effective financing option. Financing options covered include taxable and tax-exempt bonds, FHA Section 242, USDA and additional capital provided by systems or other healthcare partners. Understanding these market factors can help healthcare leaders identify market opportunities and implications before they pursue financing or affiliation. This presentation reviews market factors from a banking perspective in the context of available healthcare financing options. Attendees will leave with a more thorough understanding of the municipal markets and how healthcare providers are perceived in the marketplace.

Matthew Lindsay is the senior banker responsible for the firm's Rocky Mountain and Pacific Northwest activities. Since joining the firm, Mr. 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.

## Session 7 – Making the Most of Your Current Board

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Johnathan Johnson, Vice President, Business Development, QHR - Brentwood, TN

Build on the expertise of your current board and plan for the future. Ensure that you have the strongest board possible to govern your hospital. Now more than ever, having the right talent and expertise on the board is vital to your hospital's success. Learn what your peers are saying about succession planning, managing elected/appointed board changes, board member recruitment and the challenges facing board leaders. Find out what you can do to help make the most of your current board and plan for its future.

Mr. Johnson is responsible for supervising 15 hospital client relationships in Montana, Idaho, Wyoming, Alaska and Washington. His hospital clients represent more than \$610 million in hospital revenue. As a former registered nurse, Mr. Johnson offers both operational and clinical expertise to his clients' challenges. For 15 years, he served as CEO of Valley View Hospital in Glenwood Springs, CO.

## Session 8 – Intentional Governance

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Sean Patrick Murphy, Esq., Sr. Vice President and General Counsel, JFK Health System - Edison, NJ

Hospitals and health systems are challenged on every front: enormous regulatory and public scrutiny, finances and inadequate reimbursement, and the demand for high-quality patient care. If good governance truly is more than a haphazard

collection of governance practices, if "high-performing boards" are truly culture-driven teams, then they need to do what every good team and athlete does: learn, grow and improve. A governing board's primary responsibility is one of oversight—reviewing and analyzing the organization's processes and performance. In order to conduct this important job of oversight, the board must also look critically at itself, its own culture and performance, and ensure the board is functioning at its peak, so it can truly focus on the real work of governing. This presentation focuses on board dynamics and culture, and intentional governance: a deliberate and intentional process that enables boards to realize their highest potential.

Sean Patrick Murphy is also a senior fellow at the Jefferson University School of Population Health, Philadelphia, PA and a member of the expert faculty of the Governance Institute, San Diego, CA. He lectures and writes extensively in healthcare and health law.

## Session 9 – Governing Boards and the Challenges They Face - Parts 1 & 2

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Ann G. Macfarlane, PRP, CAE, President, Jurassic Parliament - Seattle, WA

### Part 1

Hospital boards of directors and elected hospital district commissioners encounter increasing challenges today as our society becomes more diverse and more polarized. Tough economic and structural issues face all our organizations, and when directors or commissioners have different agendas, political views, or personalities, it can be difficult to work together effectively. This session will present a framework for handling discussion, debate and decision-making that is fair, efficient and easy to apply. It is based on *Robert's Rules of Order* as adapted to modern conditions. Attendees will take away a few simple principles, techniques and insights that can make all the difference to their meetings.

### Part 2

This session will give attendees the opportunity to practice making proposals, discussing them, and voting on them in an interactive exercise. **It is open to all registrants – attendance at part 1 is not required to participate.** The session will demonstrate how to deal with obstructive, contrary or confused colleagues and the public with power and compassion. Being clear about the authority that the chair and the members possess will enable board directors and elected commissioners to deal with their challenges and conduct business effectively for their hospital or district.

12:00 p.m. – 1:15 p.m.

### Networking Luncheon

Enjoy lunch while networking with colleagues.

Eugene Beck, Chair-elect for the 17<sup>th</sup> Annual Western Regional Trustee Symposium, will provide a preview of the symposium scheduled for June 19-21, 2013 in Park City, UT.

1:30 p.m. – 2:45 p.m.

### Concurrent Sessions Repeat

# THURSDAY, JUNE 14

## DINING & DANCING UNDER THE BIG SKY: 6:00 p.m. – 8:30 p.m.

Join us for a rustic Montana barbecue under the stars. Then dust off your dancin' boots and enjoy western Americana music with Claudia Williams. Enjoy stunning views of Lone Mountain and the surrounding Spanish Peaks. This is an optional event and tickets must be purchased to attend. See the registration form to register.

### Claudia Williams

Claudia Williams, lead singer for Montana Rose Band, will get your feet moving and make your ears happy. She is one of those singers that is good enough to pay attention to. Like most great American bands, her background with Montana Rose is steeped in blues, country, folk, roots rock and all the many forms their music has taken, and from it, they make new music.

Montana Rose, forged in the crucible of cowboy bars throughout the Rocky Mountain West, is arguably one of the top cowboy bar bands playing today. With eight recordings available worldwide and their songs playing on the radio in more than 30 countries, Montana Rose has come to embody the spirit of "Americana." A harmonious union of the most recognizable genres of American music blended into a unique western style.

If you can't wait until June for a taste of Claudia Williams and the Montana Rose Band, visit [www.mtrosemusic.com](http://www.mtrosemusic.com).

### Big Sky, Big Fun

Big Sky Resort is home to the biggest skiing in America and known as one of the best ski resorts in the nation. Under the leadership of Boyne Resorts, Big Sky Resort continues to set standards for skiing in Montana and skiing in the Rockies.

Nonetheless, summer has many thrills waiting for you! Big Sky base camp is full of summer adventure, including the new guided scenic tram expedition, zipline tours, high ropes course, bungee trampoline, climbing wall, summer scenic lift rides, golf course, hiking, mountain biking, paintball, disc golf, mountain boards and scooters.

It's not everyday you get to see a bighorn sheep or bull elk, but at Big Sky it's a very frequent occurrence. Some spots that you are likely to see animals include: bighorn sheep at the entrance to Big Sky off Hwy. 191, elk and coyotes in the meadows of the Gallatin River headwaters in the northwest corner of Yellowstone Park, bison on the Madison River near West Yellowstone, moose and geese in the Big Sky Meadow Village, mountain goats in the high cliffs of Lone Peak and Beehive basin.

If you like fly fishing, choose from five blue-ribbon trout streams in Southwestern Montana, including Big Sky's Gallatin River. Other legendary rivers nearby are the Madison, Big Hole, Yellowstone and Missouri.



## CLOSING KEYNOTE ADDRESS: 8:00 a.m. – 10:00 a.m.



**Tim McDonald**

### Crossing the Patient Safety/Medical Liability Chasm

Timothy B. McDonald, MD, JD, University of Illinois Medical Center - Chicago, IL

Dr. Timothy B. McDonald will explain how organizations can link culture change and improvements in patient safety to decreased harm and decreased liability.

Dr. McDonald is a physician-attorney who has been involved in patient safety efforts at the University of Illinois Medical Center for the past decade. Until his recent promotion to chief safety and risk officer for the entire University of Illinois at Chicago, Dr. McDonald served as the program director for the pediatric anesthesiology residency program. His focus has been on the principled approach to patient harm with an emphasis on the robust reporting of patient safety events, near misses and unsafe conditions. He has helped pioneer the medical center's resident physician reporting process as a means of engaging resident physicians from all specialties in safety and quality education. The principled approach to patient harm also includes a commitment to communicate within the healthcare team and with patients and families throughout the therapeutic relationship. It also involves a promise to investigate and create systems improvement following harm or near miss events. Dr. McDonald's federally funded research has focused on all of these domains, including the establishment of teaching methodologies for all levels and professions in healthcare.

## AHA FEDERAL UPDATE: 10:15 a.m. – 11:15 a.m.



**Mike Rock**

Mike Rock, Senior Associate Director, Federal Relations, 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.

Mike Rock worked on Capitol Hill as staff assistant to U.S. 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, taxes, capital financing and health system reform issues.

## CLOSING REMARKS: 11:15 a.m. – 11:20 a.m.

Bina Eggensperger, Chair of the 16<sup>th</sup> Annual Western Regional Trustee Symposium, will offer comments to conclude the symposium.

# GENERAL INFORMATION

There are a number of 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 25, 2012**. (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)
Four or More Hospital Members*	\$450
Spouse/Guest**	\$125
Thursday Evening Dinner Event	\$75
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. The Thursday evening dinner event is not included in this fee.

**MAIL:** Peggy McCreary, Education Coordinator  
Colorado Hospital Association  
7335 East Orchard Road, Suite 100  
Greenwood Village, CO 80111

**FAX:** (720) 489-9400 (Credit card registrations only)

**ONLINE:** [www.trusteesymposium.org](http://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 25, 2012. However, alternates from the same hospital can be substituted. If a notice is received prior to May 25, 2012, refunds will be given, less a \$75 administrative processing fee.

## HOTEL CANCELLATION:

Hotel cutoff date is May 23. 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.

## CONTINUING EDUCATION CREDIT CATEGORY II (Non-ACHE Credit):

Attendees at this program can receive up to **10.25** hours of pre-approved Category II (non-ACHE) continuing education credits towards advancement or recertification with the American College of Healthcare Executives (ACHE). Participants in this program wishing to have the continuing hours applied towards Category II credit should list their attendance when applying for advancement, recertification or reappointment in ACHE.

## 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](mailto:peggy.mccreary@cha.com)

# REGISTRATION FORM



## Daring to Lead: Governance in Times of Change

Western Regional Trustee Symposium  
June 13-15, 2012  
Big Sky, Montana

Registration deadline: May 25, 2012.

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 email [peggy.mccreary@cha.com](mailto:peggy.mccreary@cha.com).

Please print clearly

Name \_\_\_\_\_

Title \_\_\_\_\_

Organization \_\_\_\_\_

Address \_\_\_\_\_

City, State, Zip \_\_\_\_\_

Phone \_\_\_\_\_ Fax \_\_\_\_\_

E-mail \_\_\_\_\_

**YES! Please sign me up for the new WRTS e-newsletter.**

Name and phone of person completing this form:  
\_\_\_\_\_

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

### WEDNESDAY, JUNE 13

#### Creating a High Performing Board in a Post Reform World - Maureen Swan

Attending  Not attending

**Mini-Workshop** - 1:30-4:30 p.m.  Trustee Toolkit Experience

**Concurrent Sessions** - Select session you will be attending.  
(Select one for each time slot)

- |  |   |   |
|--|---|---|
| 1. Health Reform and Private Practice  | <input type="checkbox"/> 1:30-2:45 p.m. | <input type="checkbox"/> 3:15-4:30 p.m. |
| 2. Creating Exceptional Pt. Experience | <input type="checkbox"/> 1:30-2:45 p.m. | <input type="checkbox"/> 3:15-4:30 p.m. |
| 3. Quality and Performance             | <input type="checkbox"/> 1:30-2:45 p.m. | <input type="checkbox"/> 3:15-4:30 p.m. |
| 4. Affiliations: Is It Right for Us?   | <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 14

#### Quantifying the Impact Leadership and Culture Have on Organizational Performance Outcomes - Tom Olivo

Attending  Not attending

**Concurrent Sessions** - Select session you will be attending.  
(Select one for each time slot)

- |                                       |   |   |
|---------------------------------------|---|---|
| 5. Talent Management, Continuity      | <input type="checkbox"/> 10:30-11:45 a.m. | <input type="checkbox"/> 1:30-2:45 p.m. |
| 6. Access to Capital in Era of Reform | <input type="checkbox"/> 10:30-11:45 a.m. | <input type="checkbox"/> 1:30-2:45 p.m. |
| 7. Making the Most of Your Board      | <input type="checkbox"/> 10:30-11:45 a.m. | <input type="checkbox"/> 1:30-2:45 p.m. |
| 8. Intentional Governance             | <input type="checkbox"/> 10:30-11:45 a.m. | <input type="checkbox"/> 1:30-2:45 p.m. |
| 9. Elected Boards and the Challenges  | <input type="checkbox"/> 10:30-11:45 a.m. | <input type="checkbox"/> 1:30-2:45 p.m. |

### FRIDAY, JUNE 15

#### Crossing the Patient Safety/Medical Liability Chasm - Dr. Tim McDonald

Attending  Not attending

#### AHA Federal Update - Mike Rock

Attending  Not attending

#### SYMPOSIUM REGISTRATION FEE:

(includes Wednesday, Thursday and Friday sessions)

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, and Thursday and Friday breakfast and lunch. This does not include the Thursday evening dinner.)

Spouse/Guest Name: \_\_\_\_\_

Welcome Reception (Included in spouse registration fee)

Spouse attending  Spouse not attending

#### THURSDAY EVENING DINNER EVENT:

\$75 per person

TOTAL: \$ \_\_\_\_\_

Spouse/Guest Name: \_\_\_\_\_

#### MISCELLANEOUS:

Late/On-site Fee: \$55 per person

TOTAL: \$ \_\_\_\_\_

(Registrations after May 25, 2012)

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 list \_\_\_\_\_

#### THREE WAYS TO REGISTER:

1. Mail registration form and check payment to:  
Peggy McCreary, Education Coordinator  
Colorado Hospital Association, 7335 East Orchard Rd., Ste 100,  
Greenwood Village, CO 80111
2. Fax form with credit card information to: (720) 489-9400
3. Online at [www.trusteesymposium.org](http://www.trusteesymposium.org)

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Comments:

## Mark Your Calendar!

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June 19-21, 2013  
The Canyons  
Park City, Utah

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