

# Managing the Winds of Change

## THE 13<sup>th</sup> ANNUAL WESTERN REGIONAL TRUSTEE SYMPOSIUM

June 10-12, 2009

Embassy Suites

Albuquerque, New Mexico



*Featuring nationally-recognized speakers:*

**Joseph S. Bujak, MD, FACP • Mac McCrary • Keith T. Pryor**

# Managing the Winds of Change



**Larry Stroup**  
Chair, 13<sup>th</sup> Annual  
Western Regional Trustee  
Symposium

## Dear Fellow Trustees and Health Care Executives,

For the thirteenth year in a row, more than 200 hospital and health care system trustees and executives will convene at the Western Regional Trustee Symposium in Albuquerque, New Mexico.

This year's theme, "Managing the Winds of Change," challenges us, as stewards of health care governance, to continue to learn new skills and build upon our current knowledge base. The Symposium provides trustees and executives with an opportunity to gain valuable knowledge and use of the tools needed to manage the winds of change and respond to important issues facing health care today.

All trustees, whether new or a seasoned veteran, are offered the opportunity to strengthen their role as leaders and meet the challenges of improving patient care, focusing on quality, ensuring fiscal stability, and charting a course for tomorrow in what promises to be a bumpy economic ride.

Your communities expect and trust in you to make decisions for the greater good. We believe this year's program will help you to manage the winds of change by providing thought-provoking information and useful tools.

I would like to personally invite you to the "Land of Enchantment" to attend this outstanding meeting that has been planned by trustees, for trustees and has built its reputation on a blend of timely educational sessions, informational sharing opportunities and reasonable cost.

Please take a few minutes to review the brochure for what promises to be another quality program with top-notch speakers.

Sincerely,

A handwritten signature in black ink, appearing to read "Larry Stroup".

Larry Stroup  
Chair, 13<sup>th</sup> Annual Western Regional Trustee Symposium  
Chairman, Presbyterian Healthcare Services Board of Directors –  
Albuquerque, NM

## What Did 2008 Attendees Value Most?

- "Orlikoff, McDonough, immigration and transparent pricing—all programs I attended were excellent."
- "Trustee toolkit. I am a new board member so it was all valuable to me."
- "Interacting with other trustees and learning from their experiences."
- "The conference as a whole was most valuable—great speakers—lots of information."
- "Overall quality of the speakers and their knowledge of the subjects."
- "Interaction with trustees from other states—great food and accommodations."
- "I found it all valuable."





## Who Should Attend?

Trustees and executive staff from hospitals and health systems are encouraged to attend as a team, and 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?

Attendees at this Symposium 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 health care trustees:

- Recapturing Joy in Health Care
- Building Successful Physician Relationships That Last
- Board Survey: The Good, Bad and Ugly
- Conflicts of Interest on Boards
- Tacking Through the Turbulent Capital Markets
- Designing a Greener Hospital
- The Heart of Governance: Why Teamwork is Critical to Your Board's Performance
- Competency-Based Governance: Conclusions of the Blue Ribbon Panel on Trustee Core Competencies
- Effective Selection, Recruitment, Orientation and Education of Health Care Boards
- RAC Update: What Every Hospital Trustee Needs to Know
- Orientation to Health Care Payment Systems in 2009
- AHA Federal Update
- The Mission and the Margin: The Keys to Exceptional Trustee Performance

## Where Will It Be Held?

The Symposium will be held at the Embassy Suites in Albuquerque, New Mexico from June 10-12, 2009.

### Lodging Information:

Embassy Suites Albuquerque  
1000 Woodward Place NE  
Albuquerque, NM 87102  
(800) 362-2779

The Embassy Suites conference rate is \$159 (single/double occupancy) per night plus tax. Each additional guest is \$10.

### Reservations:

Contact the Embassy Suites reservation line at (505) 245-7100 or call toll free (800) 362-2779 before May 15, 2009. Mention that you are attending the Western Regional Trustee Symposium to receive the special room block rate. If you have any issues with arrangements, please contact Jo Bowman, New Mexico Hospital Association, at [jbowman@nmhsc.com](mailto:jbowman@nmhsc.com) or call (505) 343-0010.

Interstates 25 and 40 are Albuquerque's major thoroughfares, intersecting in the middle of the city. Traffic delays are infrequent and the average inner-city drive is 15 minutes or less. Legendary Route 66 can still be traveled today—it is now Central Avenue, Albuquerque's "Main Street." For detailed attraction information, please visit the Albuquerque Convention and Visitors Bureau web site at [www.itsatrip.com](http://www.itsatrip.com).

**The cut-off date for securing lodging for WRTS is May 15, 2009.**

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### Attractions:

The true Southwest awaits you in Albuquerque, New Mexico. Immerse yourself in New Mexico's rich culture and heritage, rooted in centuries of history. Soak in the blue skies and sun that shines 310 days a year. Breathe in the high desert air scented with sage and pinon. Albuquerque was ranked #2 in mid-sized cities category by *American Style Magazine*, 2007. Whether you want to shop for authentic Native American jewelry, try hot air ballooning, explore living history museums, sample local cuisines or hit the golf course, Albuquerque has you covered. For business or pleasure, Albuquerque is a must-see destination in the American Southwest. It's a trip you'll never forget.

Albuquerque, a mecca of urban sophistication, is easy to get to. Direct and non-stop flights on major airlines serve Albuquerque daily. The city is also a destination for transcontinental Amtrak trains.

### Rental Cars & Shuttle Service:

Shuttle service is available through Sunport Shuttle. You may reserve a seat by calling (505) 883-4966 or visit their kiosk at the Southwest Airlines baggage claim area at the airport.

Rates are \$11.00 one way; \$20.00 round trip. The following car rental companies are also available on-site at the airport: Avis, Budget, Enterprise, Dollar, Hertz, National and Thrifty.

### Miscellaneous Information:

June 5 - 12 has an average temperature of 87 with a historical range of 66 to 97. You may want to have a sweater or light jacket in the evening.

# Wednesday, June 10



10:00 a.m.

Registration Opens

11:15 a.m. – 11:30 a.m.

Welcome and Introductions

Larry Stroup

Chair, 13<sup>th</sup> Annual Western Regional Trustee Symposium

Chairman, Presbyterian Healthcare Services Board of Directors – Albuquerque, NM

11:30 a.m. – 12:30 p.m.

Symposium Welcome Luncheon

The goal of this luncheon is to give attendees the opportunity to meet, welcome and talk with new and longtime colleagues.

## Keynote Address: 12:45 p.m. – 1:45 p.m.



Joseph S. Bujak, MD, FACP

### Recapturing the Joy in Health Care

Joseph S. Bujak, MD, FACP, Vice President, Medical Affairs, Kootenai Medical Center – Coeur d'Alene, ID

This keynote presentation will examine the factors that promote a sense of pride and fulfillment in the health care workplace. Why are they in short supply? What can leaders do to restore them?

Dr. Joseph Bujak currently serves as vice-president, medical affairs for Kootenai Medical Center, Coeur d'Alene, Idaho, where he has organizational responsibility for performance improvement and outcomes measurement. He is a frequently requested speaker, facilitator and consultant on issues related to health care organization-physician relationships, clinical quality and patient safety, and leading and managing transformational change.

Dr. Bujak graduated Phi Beta Kappa from Rutgers University. He received his medical degree from the University of Rochester where he was elected to Alpha Omega Alpha. He and Tom Atchison co-authored the book *Leading Transformational Change: The Physician-Executive Partnership*. His new book, *Inside the Physician Mind: Finding Common Ground with Doctors*, was published in July of 2008.

## Concurrent Sessions: 2:00 p.m. – 3:15 p.m.

### Session 1: Building Successful Physician Relationships That Last

Joseph S. Bujak, MD, FACP, Vice President, Medical Affairs, Kootenai Medical Center – Coeur d'Alene, ID

This session will look at the changing world of HCO-Physician relationships, examine the forces that are transforming the industry, describe how physicians are responding, and identify the avenue to building effective communication and trust—the two most important elements essential to building sustainable excellence.

### Session 2: Board Surveys: The Good, Bad and Ugly

Tracy E. Houston, Board Advisory Consultant, Board Resource Services – Denver, CO

How does a board know if they are doing a good job? Increasingly, the scope of a trustees' fiduciary obligations to the organization and its stakeholders is being redefined to require far more active participation and aggressive oversight of the management and overall direction of the organization. Boards that create extraordinary value design an environment that encourages rich dialog. A board survey—done correctly—provides critical feedback and sparks lively discussion. At the end of this session, the participant will be able to understand the components of a well-designed board survey process; understand how to create an environment of continuous improvement at the board level; and understand how to help the board step aside from a "code of civility" and move to greater effectiveness.

Tracy Houston focuses on leadership, strategy and risk management. She consults primarily with directors, presidents and senior officers providing input on high level, sensitive and complex issues. Houston was one of the nation's youngest women to sit on a board in the electric utility sector where she provided leadership during a period of industry change driven by deregulation, privatization, technology and globalization forces. She has provided strategic counsel at the congressional, state and local levels.

## Concurrent Sessions: 2:00 p.m. – 3:15 p.m.

### Session 3: Conflicts of Interest on Boards

Pamela Knecht, President, ACCORD LIMITED – Chicago, IL

The heightened scrutiny of hospitals and their boards by the Senate Finance Committee, state attorneys general and the Internal Revenue Service (IRS), among others, has caused board members to pay much closer attention to the issues of independence and conflicts of interest. In particular, the revised instructions for filing the IRS Form 990 have provided new definitions of “independent” board members and underscored the IRS’ deep concern about conflict of interest management. This presentation will help board members understand the issues surrounding conflicts of interest and provides specific ideas for ensuring that boards’ practices in this area are beyond reproach. Special attention will be paid to the complicated issue of physician board members.

Pam Knecht specializes in health care governance effectiveness, strategic planning, organizational development and hospital-physician alignment. She was named a Governance Advisor for The Governance Institute in 2007, and is a frequent speaker and facilitator at board retreats and health care conferences across the country. Knecht has authored numerous articles and white papers for the AHA’s *Trustee Magazine*, The Governance Institute’s *BoardRoom Press*, SHSMD’s *Spectrum Journal*, and ACHE’s *Healthcare Executive*.

### Session 4: Tacking Through the Turbulent Capital Markets

Alan Spidel, Regional Vice President, and Matt Lindsay, Vice President, Lancaster Pollard – Columbus, OH

In sailing, tacking is the use of zig-zag movement to go forward against the wind. It requires careful maneuvering and adapting to constant change—coasting doesn’t work—and hospitals need to learn how to do it to successfully navigate in the current capital market. Endowments have experienced nightmarish losses, borrowing interest rates have skyrocketed, and covenants have significantly tightened.

This session will review the current market situation, help attendees evaluate the impact of economic changes on their investment portfolios and existing/future debt, and set out best practices for integrating strategic and capital plans in turbulent markets.

Alan Spidel and Matt Lindsay specialize in providing capital funding and financial advisory services to the senior living, health care, affordable housing and private education sectors. Spidel is a Healthcare Financial Management Association Follmer Bronze Merit Award recipient. He has published financial articles in the HFMA publications *hfm* and *Big Business for Not-So-Big Hospitals* and has been quoted in *HealthLeaders Media* and various state-level association newsletters. Lindsay is the senior banker responsible for the Northwest states and is responsible for all details involved in the underwriting and closing processes. He is focused on community health care and senior living, and has structured a range of bond transactions and mortgage loans for expansion, new construction and refinance projects.

### Session 5: Designing a Greener Hospital

Kenner Kingston, AIA, LEED, AP, Architectural Nexus – Salt Lake City, UT; and Cary Smith, CGD CEM, Sound Geothermal Corporation – Sandy, UT

The language of sustainable design is now an entrenched concept in health care design and construction, yet many organizations and their facilities have only had the opportunity to address green design, construction and stewardship in a modest manner. These limitations are primarily the result of the complexity associated with health care projects, the complexity of the organizations that initiate them, as well as the complexity of the topic itself. Despite this, reasonable solutions are available to both existing and new facilities.

This presentation will provide an overview of sustainable design focusing on practical solutions for hospitals and will include a discussion of the similarities, differences and synergies between applicable rating systems. This overview will be followed by a case study at Uintah Basin Medical Center in Roosevelt, Utah for a high performance earth coupled heating and cooling system including a campus-wide energy sharing strategy.

Kenner Kingston was the first LEED accredited professional at Architectural Nexus—and one of the first architects in Utah to receive this accreditation. LEED is the highest rating standard for sustainable building projects administered by the United States Green Building Council. He constructed and led the “Green Team” at Architectural Nexus.

Cary Smith is a founding partner and CEO of Sound Geothermal Corporation. He has over 35 years of experience in the fields of energy consulting, exploration and development, and energy systems design. Smith is responsible for the majority of the large commercial and school designs in SGT’s portfolio and has designed several successful health care applications.

3:30 p.m. – 4:45 p.m.

Concurrent Sessions Repeat

5:00 p.m. – 6:00 p.m.

Welcome Reception

Welcome reception for symposium registrants and guests. Interested in networking with fellow trustees or meeting new ones? Then join us at this informal reception.



# Thursday, June 11



**Keynote Address: 9:00 a.m. – 10:15 a.m.**



Mac McCrary

## The Heart of Governance: Why Teamwork is Critical to Your Board's Performance

Mac McCrary, President, The McCrary Company – Morganton, NC

We have entered an era of increased accountability for boards of non-profit organizations. Against the background of continuing governance meltdowns in the publicly traded sector community-owned health care boards are being asked tough, pointed questions about such complex issues as executive compensation, clinical outcomes and collection practices for uncompensated care. But as smart boards consider how to assess and improve their performance in this hostile environment, they struggle with questions: What board development process should we adopt? What resources do we need? What should we do first? How long will it take? How do we overcome the obstacles we will inevitably confront?

Join us for a logical, practical discussion that will help your board leaders go beyond just knowing about the issues they will face in the future. This session will help your board begin to make sense of these concepts and understand how to use them to provide more value to the organization they serve. You'll leave this session with a solid understanding of what it takes to implement the technologies required to improve the contribution your board makes and to improve the satisfaction you get from being a member of an effective governing team.

Mac McCrary is an experienced hospital trustee. Over the years, he has held a number of board leadership positions such as chairman, treasurer and chair of numerous committees and task forces in hospitals and other health care related organizations. He has hands-on experience with organizations that were experiencing rapid growth, confronting financial difficulties, going through affiliations, changing CEOs, reorganizing their governance structure and facing many other issues.

**Mini-Workshop: 10:30 a.m. – 11:45 a.m. and continues from  
1:30 p.m. – 2:45 p.m.**

## Competency-Based Governance: Conclusions of the Blue Ribbon Panel on Trustee Core Competencies

John R. Combes, MD, President and Chief Operating Officer, Center for Healthcare Governance – Chicago, IL

Both for-profit and non-profit organization failures have stimulated calls for greater governing board performance and accountability. However, boards need practical guidance to help achieve this goal. The Hospital Research and Education Trust (HRET) and the Center for Healthcare Governance, with funding from Hospira, Inc., convened a Blue Ribbon Panel on Trustee Core Competencies to examine the nature of competencies and how they can be developed and applied to improve health care governance. In this session, you will learn about the panel's work and recommendations, including:

- What competencies really are, and how they differ from the way competencies are viewed and applied in health care governance today.
- Sample governance core competencies and how they might be applied to the work of health care boards, as well as suggestions to further strengthen the link between competencies and board and organizational performance.

John R. Combes, MD, is the President and COO of the Center for Healthcare Governance (CHG), an American Hospital Association (AHA) affiliate organization. CHG is a dynamic community of board members, executives and thought leaders dedicated to advancing excellence, innovation and accountability in health care governance through education, tool development and research. Dr. Combes also serves as Senior Fellow at HRET. In that role, he focuses on quality and leadership issues in patient safety, end of life care and clinical performance improvement.

## Concurrent Sessions: 10:30 a.m. – 11:45 a.m.

### Session 6: The Heart of Governance: An Implementation Guide

Mac McCrary, President, The McCrary Company – Morganton, NC

Fortunately, the practices required to build and maintain effective boards are widely available and easily understood. Unfortunately, implementing those practices can be challenging. This session is intended to be a common sense “how to” guide for using the concepts learned here.

This session will provide you with a solid understanding of what it takes to implement the technologies required to improve the contribution your board makes and to improve the satisfaction you get from being a member of an effective governing team.

### Session 7: Effective Selection, Recruitment, Orientation and Education of Health Care Boards

Luanne R. Armstrong, Vice President, Governance, Texas Health Resources (THR) – Arlington, TX

Selecting and recruiting board members in today’s challenging environment is no easy task. Recruiting based on “who you know” in the community may no longer be feasible or desirable, and may not provide the depth of competencies and skills needed by the board. Recruiting in the post-corporate governance scandal environment is also challenging, as potential board members may not wish to expose themselves or their assets to risk. Once they agree to serve on the board, how do you orient them and provide ongoing education regarding health care and your organization? This presentation will focus on successful strategies for the recruitment and selection of board members, as well as their orientation, ongoing education and communication in order to prepare them to effectively govern the organization.

Luanne Armstrong has over 25 years of experience in health care governance and health and corporate law. Working with the THR executive team, Armstrong designs and implements a multi-year system governance strategy addressing competency-based board relationships, education, orientation, communication, committee structure and self-assessments, as well as linking the strategy between THR and its subsidiary corporations. She administers and coordinates all aspects of governance/board operations for 27 boards.

### Session 8: RAC Update — What Every Hospital Trustee Needs to Know

Glenn Krauss, BBA, RHIA, CCS, CCS-P, CPUR, FCS, PCS, C-DIS, QHR, Senior Coding and Chargemaster Consultant, QHR – Brentwood, TN

The RAC program will soon have not only a financial but an operational impact on most health care institutions nationwide. In this session, you will learn which risk areas RACs are expected to target nationwide; how to assess your hospital’s risk; how to determine if your hospital is prepared for a RAC audit; why physicians are a key player in protecting your hospital from False Claims Act actions based on the lack of medical necessity; the 5-step appeal process; and how to protect your organization and reduce your risk exposure moving forward.

Glenn Krauss has more than 15 years of experience in the health care industry as a consultant and has held various staff positions in numerous health care systems. His business background in and experience as a practicing coder and as a consultant in DRGs, ICD-9-CM, Chargemaster, billing, APCs and CPT-4 coding enable him to effectively combine a working knowledge of hospital management with the importance of a functioning and effective health information management department.

### Session 9: Orientation to Health Care Payment Systems in 2009

Gregg Redfield, CMA, Vice President, Finance, Minnesota Hospital Association – St. Paul, MN

Consumer-driven health care, new accounts receivable concerns, Medicare Advantage plans, transparency, pre-authorizations, bad debts and high-deductible plans in the United States have created a number of issues as traditional reimbursement is changing across the country. This session will focus on the basic sources and types of payment, knowing your payer mix, and key payment issues and concerns for 2009—for both health care facilities and their patients. These changes include new payment methodologies, patient access concerns, health plan options, and potential cash flow problems for both large and small facilities. You will learn what these changes are and how they may impact significant portions of your reimbursement.

Gregg Redfield has over 19 years of auditing, financial and operational experience in the health care industry and has presented at both regional and national education sessions for a variety of organizations. He works with Minnesota member hospitals and boards on all areas of reimbursement and finance, and provides research and policy analysis related to state and federal advocacy. Redfield’s background includes work in health care consulting for two large Minnesota hospital systems and a regional fiscal intermediary.

12:00 noon – 1:15 p.m.

#### Networking Luncheon/Table Topics

This symposium provides ample time for attendees to benefit from the knowledge and experience of one another. Enjoy a delicious lunch while networking with your colleagues before returning to your session. Tables will be labeled with topics of interest and you may pick the one that interests you most.

1:30 p.m. – 2:45 p.m.

#### Concurrent Sessions Repeat

6:30 p.m. – 8:30 p.m.

Dinner and Entertainment featuring "Syd Masters"

Syd Masters' timeless melody "Under New Mexico Skies" was given the honorable title of "Official Cowboy Song of the State of New Mexico" by the New Mexico State Legislature. The New Mexico Music Industry (NMMI) has presented him with awards for "Country Song of the Year," "Best Vocal Performance," and "Most Humorous Song." His 2007 NMMI award for "Vocalist of the Year" made him the only person to ever win it twice. Syd has been seen with the award on television commercials and billboards throughout the West as spokesman for the Powerball Lottery Campaign.

What is most notable about Syd Masters is how greatly he treasures what he does. The accolades are but an added bonus for an individual who is simply doing what he was put on this earth to do. His sincere approach to his music adds a blossoming quality to the genre he so highly respects.

*Syd Masters is presented to this evening's event by: Event & Entertainment Management Agency, Danette Lovato Pimentel Music Enterprises Inc.*



Friday, June 12



**AHA Federal Update: 8:00 a.m. – 9:00 a.m.**

John R. Combes, MD, President and Chief Operating Officer, Center for Healthcare Governance – Chicago, IL

This session will provide a comprehensive federal perspective on the state of health care 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 health care services to our communities.

Dr. Combes will share insight on what's impacting our nation's hospitals, which must be understood and embraced, in order to plan for the future of our health care delivery system. The goal of this presentation is to provide participants with the federal perspective that can be taken back to their communities, hospitals and fellow board members.

The 13th Annual Western Regional Trustee Symposium is brought to you by the following state hospital associations:



**Mark Your Calendar**

The 14<sup>th</sup> Annual Western Regional Trustee Symposium  
June 9-11, 2010  
The Hyatt Regency  
Denver, Colorado



## Closing Keynote Address: 9:00 a.m. – 11:00 a.m.



Keith T. Pryor, MBA

### The Mission and the Margin: The Keys to Exceptional Trustee Performance

Keith T. Pryor, Senior Advisor, Health Strategies & Solutions, Inc. – Philadelphia, PA

How can my board be as effective as possible? How can I be a better trustee? *The Mission and the Margin: Keys to Exceptional Trustee Performance* will help trustees answer these seminal questions. Building upon an appreciation of the legal and community expectations of trusteeship, the program will explore the unique and complex role of the trustee—relationships with the CEO, fellow trustees and others. This pragmatic, hands-on session teaches trustees how to enhance their own performance and contribution to the governing board and its goals.

In addition, best practices in board and committee design, leadership and oversight, as well as improving board operations will be covered. Trustees will leave with a renewed sense of purpose and clarity to improving their own experience and performance as a trustee, as well as their board as a whole.

Keith Pryor leads a boutique management consulting practice focused on helping health care and complex non-profit organizations and their leaders execute successfully to meet their goals. The firm provides select leadership oriented services, including specialized executive coaching, team building, governing board development, organizational design and facilitation of organizationally complex projects.

## Closing Comments: 11:00 a.m. – 11:15 a.m.

Larry Stroup, Chair, 13<sup>th</sup> Annual Western Regional Trustee Symposium and Chairman, Presbyterian Healthcare Services Board of Directors – Albuquerque, NM.

# Thank You Sponsors!

Platinum Sponsor



Silver Sponsors



# General Information



A registration form is included with this brochure. There are a number of ways to conveniently register for the symposium. A confirmation will be sent to you within 10 days of receipt of your paid registration.

**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.

The Western Regional Trustee Symposium is reasonably priced, and organizations are encouraged to send multiple attendees and benefit from the group discount.

## Registration Fees:

Registration deadline is May 15, 2009. (A \$35 processing fee will be added to registrations received after May 15, 2009 and for any on-site registrations.)

Individual Member	\$495 (Includes Wednesday, Thursday and Friday sessions.)
Four or More Members*	\$450
Individual Non-Member	\$750
Spouse/Guest**	\$85
Thursday Dinner Activity ***	\$50
On-site Registration	\$550

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

\*\* The spouse/guest fee includes the Welcome Reception, Wednesday and Thursday luncheons. It does not include the Thursday evening dinner.

\*\*\* Seating is limited. Children are welcome to attend this event. However, tickets must be purchased in advance. Please contact the Embassy Suites toll free at (800) 362-2779 to explore child care alternatives.

## Cancellation Policy:

Registration fees are non-refundable unless notice is received by May 22, 2009. However, alternates from the same organization can be substituted. If a notice is received prior to May 22, 2009, refunds will be given, less a \$75 administrative processing fee.

## Continuing Education Credit Category II (Non-ACHE Credit):

Attendees at this program can receive up to 12.25 hours of pre-approved Category II (non-ACHE) continuing education credits towards advancement or recertification with the American College of Healthcare Executives. 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?

Please contact Peggy McCreary at (720) 330-6034 or via e-mail at [peggy.mccreary@cha.com](mailto:peggy.mccreary@cha.com)



## "Managing the Winds of Change"

The 13<sup>th</sup> Annual Western Regional Trustee Symposium  
June 10-12, 2009  
Embassy Suites, Albuquerque, NM

### Registration Form – **Registration Deadline: May 15**

Please fill out a separate registration form for each person attending the meeting. If additional forms are needed, you may make photocopies. If you have any questions or need assistance, please contact Peggy McCreary at Colorado Hospital Association, (720) 330-6034 or by e-mail at [peggy.mccreary@cha.com](mailto:peggy.mccreary@cha.com).

PLEASE PRINT

Name \_\_\_\_\_

Title \_\_\_\_\_

Facility \_\_\_\_\_

Address \_\_\_\_\_

City \_\_\_\_\_ State \_\_\_\_\_ ZIP \_\_\_\_\_

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

E-mail (of person attending) \_\_\_\_\_

Name & Phone of Person Completing this Form:  
\_\_\_\_\_

**Registrant Survey:** If you are a trustee, how many years have you served? \_\_\_\_\_

Facility Type: (Please circle all that apply)

Frontier, Rural, Urban, For-Profit, Not-for-Profit, Government

#### SYMPOSIUM REGISTRATION FEES

**Member of Hospital Association: \$495/person** \$

(Includes Wednesday, Thursday, Friday Sessions)

**Four or More Members\*: \$450/person**

(Includes Wednesday, Thursday, Friday Sessions)

**Non-Member: \$750/person**

(Includes Wednesday, Thursday, Friday Sessions)

#### WEDNESDAY, JUNE 10, 2009

**Concurrent Sessions** ~ Please select the concurrent session you will attend (*one for each time slot*)

1: Physician Relationships  2:00-3:15 p.m.  3:30-4:45 p.m.

2: Board Surveys  2:00-3:15 p.m.  3:30-4:45 p.m.

3: Conflicts of Interest  2:00-3:15 p.m.  3:30-4:45 p.m.

4: Turbulent Markets  2:00-3:15 p.m.  3:30-4:45 p.m.

5: Greener Hospitals  2:00-3:15 p.m.  3:30-4:45 p.m.

**Welcome Reception** (Included in your registration fee)

Attending  Not Attending

#### \*Multiple Registration Discount

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

For Association Use Only

Date Received: \_\_\_\_\_ Amount Received: \_\_\_\_\_

#### THURSDAY, JUNE 11, 2009

**Mini-Workshop** ~ 10:30-11:45 a.m. and continues from 1:30-2:45 p.m.

Competency-Based Governance: Conclusions of the Blue Ribbon Panel on Trustee Core Competencies

**Concurrent Sessions** ~ Please select the concurrent session you will attend (*one for each time slot, if not attending the Mini-workshop*)

6: Heart of Governance  10:30-11:45 a.m.  1:30-2:45 p.m.

7: Effective Selection  10:30-11:45 a.m.  1:30-2:45 p.m.

8: RAC Update  10:30-11:45 a.m.  1:30-2:45 p.m.

9: Health Care Payment  10:30-11:45 a.m.  1:30-2:45 p.m.

#### FRIDAY, JUNE 12, 2009

Please specify whether or not you will be attending each session

AHA Federal Update – 8:00-9:00 a.m.

Attending  Not Attending

The Mission and the Margin: The Keys to Exceptional Trustee Performance – 9:00-11:00 a.m.

Attending  Not Attending

#### SPOUSE/GUEST FEES

**Spouse/Guest: \$85/person**

(Includes Welcome Reception, Wednesday and Thursday luncheons). **Thursday Dinner/Entertainment is not included.**

\$

**Spouse/Guest Name:**

**Welcome Reception** (Included in spouse registration fee)

Attending  Not Attending

#### SPECIAL EVENT FEES

**Thursday Dinner/ Entertainment:**

**\$50/person**

Space is limited

# of Tickets

Amount Due

\$

#### MISCELLANEOUS

**Late/On-Site Fee: \$55/person**

(After May 15, 2009)

\$

**TOTAL AMOUNT DUE**

\$

#### Method of Payment

Check Enclosed (Payable to Colorado Hospital Association, due by May 15, 2009)

Visa  MasterCard

Card # \_\_\_\_\_

Expiration Date \_\_\_\_\_

Name as it appears on card \_\_\_\_\_

#### Special Needs

Please list any special needs:  
\_\_\_\_\_

#### Ways to Register

Mail with check to: CHA, 7335 East Orchard Road, Suite 100, Greenwood Village, CO 80111, Fax with Credit Card information to: (720) 489-9400 Attn: Peggy McCreary, or **register online at [www.trusteessymposium.org](http://www.trusteessymposium.org)**.

For Association Use Only

Check Number \_\_\_\_\_ Comments \_\_\_\_\_





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

**Log on to [www.trusteesymposium.org](http://www.trusteesymposium.org) for more information.**