

**22<sup>ND</sup> ANNUAL WESTERN REGIONAL TRUSTEE SYMPOSIUM**

**JUNE  
6-8  
2018**

**OMAHA  
NEBRASKA**



*Covering the Bases*  
*on a*  
*New Playing Field*



*Welcome!*

Dear fellow trustees and healthcare executives,



Welcome to the Cornhusker State! On behalf of the planning committee, we are glad you can join us for the 22<sup>nd</sup> Annual Western Regional Trustee Symposium (WRTS). The hospital associations representing Midwestern, Rocky Mountain and Southwestern states in our great country, and especially those of us from beautiful Nebraska, are honored to serve as your hosts.

For more than two decades, this unique meeting has focused on the important and challenging work of community hospital trustees. This year's theme, "Covering the Bases on a New Playing Field," does more than remind us of Omaha's College World Series and Nebraska's love of baseball – it points to the rapidly shifting world of healthcare. As market disrupters, population shifts, and financial pressures change the game for our hospitals, we who serve on boards must keep our skills sharp and our eyes on the ball. With content experts and sessions covering topics from fiduciary duty to building strong organizational culture in a small, rural facility, WRTS offers excellent training.

We hope you'll also enjoy time with the team, getting to know Omaha. Walk to Old Market dining and shopping. Check out our landmarks like the Henry Doorly Zoo & Aquarium and the Joslyn Art Museum. Explore Omaha's diverse scenes in neighborhoods both historic and modern: parks and gardens, art galleries, craft cocktails, live music and vintage steakhouses await.

Sincere gratitude to our sponsors. Their support helps makes this conference possible, and among them you'll find healthcare expertise and an array of product and service solutions. Please stop to visit and ask questions.

Thanks to each of you for coming. Have a wonderful symposium.

Sincerely,

**Galen Wiser, Chair**

22<sup>nd</sup> Annual Western Regional Trustee Symposium  
Board Member, Providence Medical Center  
Wayne, NE



THIS IS AN ADVERTISEMENT

## HEALTH CARE FOCUSED FOR MORE THAN 50 YEARS.

Our team of national health care attorneys knows the industry and how to decipher its many complexities. It's what we do. When you need an outside legal perspective protected by attorney-client privilege, we'll be ready.

**HEALTH LAW IS OUR BUSINESS.**

Learn more at [hallrender.com](http://hallrender.com).

**HALL  
RENDER**  
KILLIAN HEATH & LYMAN



# Thank You Sponsors!



## Gold Sponsor



## Silver Sponsors

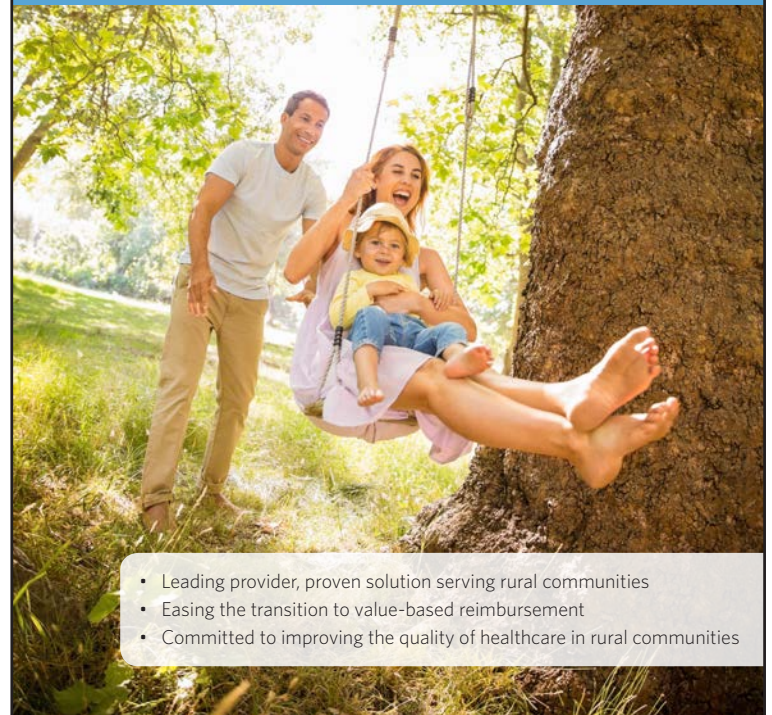


## Bronze Sponsors



**Evident**

PATIENT CENTERED. COMMUNITY FOCUSED.



- Leading provider, proven solution serving rural communities
- Easing the transition to value-based reimbursement
- Committed to improving the quality of healthcare in rural communities

Evident, a member of the CPSI family of companies **cpsi**



10:00 a.m.

Registration and Sponsor Showcase

11:00 – 11:30 a.m.

Opening Ceremony

Laura J. Redoutey, FACHE, President  
Nebraska Hospital Association - Lincoln, NE

Galen Wiser, Chair  
22<sup>nd</sup> Annual Western Regional Trustee Symposium  
Trustee, Providence Medical Center - Wayne, NE

11:30 a.m. – 12:15 p.m.

Symposium Welcome Luncheon

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

12:15 – 1:15 p.m.

## Keynote Address

### The Board's Role in Leading Through Uncertainty: Key Questions Trustees Should Ask in 2018

Karma Bass, MPH, FACHE, Principal, Via Healthcare Consulting  
Carlsbad, CA

As the healthcare industry enters a time of unprecedented transformation, hospital boards across the country are grappling with some of the biggest issues their organizations will ever face. Karma Bass draws on her experience working with boards across the country to share how top-performing boards are facing these challenges and offer tips for navigating them with your board.

Participants can expect to:

- Hear how successful leaders are dealing with an uncertain future.
- Understand the five critical questions boards should be asking.
- Learn the four real-world practices of top boards in navigating transformation.

1:30 – 4:30 p.m.

## The Trustee Toolkit Mini Workshop

*(This session is intended for new trustees)*

Thomas M. Donohoe, SCL Health - Broomfield, CO and Rene M. Larkin, Hall  
Render Killian Heath & Lyman - Denver, CO

A hospital board's responsibility is greater than ever. Hospital board members, both individually and collectively, must know their fiduciary duties and have an understanding of the environment in which their hospital must operate.

This popular session was created for trustees serving in their first term on a hospital board. The session will review the legal duties of a board member, the board building cycle and ways to engage the community in the hospital, and better meeting practices. Participants will leave with tools and ideas to take back to their boardrooms, as well as governance best practices and an overview of the current healthcare landscape.

2,100 closed transactions in excess of \$20 billion, \$6 billion in mortgage servicing, 30 years debt underwriting, dedicated M&A team, loan syndications and placements, bridge loan funding, taxable and tax-exempt bond financing, development and acquisition, HUD/LEAN lender, Fannie Mae Seniors Housing Program, approved USDA lender, trading desk with 80 years of experience, balance sheet lending, focused on seniors housing and care since 1988.

## Perspective Matters

We listen. We evaluate. We deliver.

Rob McAdams - Vice President  
lancasterpollard.com | (303) 328-2457

Lancaster Pollard is a subsidiary of ORIX USA, a division of leading international financial services group ORIX Corporation. Lancaster Pollard Mortgage Company is a Fannie Mae/GNMA/HUD-FHA/USDA approved lender. Lancaster Pollard & Co., LLC is a registered securities broker/dealer with the SEC and a member of FINRA, MSRB & SIPC.

LANCASTER  
POLLARD  
Financing Progress

1:30 – 2:45 p.m.

## Concurrent Sessions 1-3

### Session 1: Finance for the Community Trustee

Paul Traczek, CPA, Wipfli, LLP - Eau Claire, WI

This popular presentation includes an overview of basic financial reporting for healthcare organizations, an introduction to healthcare reimbursement, an introduction to financial analysis for a Critical Access Hospital and sample key financial indicators. Following this session, attendees will have a basic understanding of financial reporting for healthcare organizations. They will recognize the factors that affect reporting, as well as the balance sheet, statement of operations, statement of cash flows and footnotes to the financial statements.

### Session 2: The Intersection Between Governance and Consumer Loyalty

Keith Wysocki, Strategic Advisor, The Governance Institute  
Lincoln, NE

Healthcare consumers have more options and more information than ever. So, how do we break through the noise and ensure our consumers stay loyal to us? And what does this have to do with the board? Research suggests that governance practices, patient experience and consumer loyalty don't exist in separate spheres. They are all related, and making a change in any of those areas hinges on the board.

### Session 3: How to Create Curiosity on Your Board

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

Asking strategic questions is one of the most powerful tools a board can wield. Yet, far too often board members focus on operational details, thus missing the chance for generative dialogue. Developing a mindset of curiosity among board leaders increases their ability to take a strategic view. Curious leaders are more likely to view challenges and uncertain times as novel opportunities to develop innovative solutions.

Karma Bass will explain how curiosity – when deployed well – can foster better relationships among board, management and physician leaders, and enable more effective governance. She will provide ideas for fostering curiosity on your board and examples of boards who have done this well.

2:45 – 3:15 p.m.

Break and Sponsor Showcase

3:15 – 4:30 p.m.

Concurrent Sessions Repeat

5:00 – 6:00 p.m.

Welcome Reception

Whether you are a seasoned veteran of the symposium or a new attendee, this informal reception is the perfect conclusion to a full day of activities.



**"The Love Funding hospital finance team helped us take advantage of this low-rate environment to generate significant savings and further our mission of providing exceptional healthcare for our communities."**

Wisconsin Critical Access Hospital  
\$25.9 Million Refinance Loan

**LEADERS IN HOSPITAL FINANCE**

STEVE HUNT 678.595.8238 shunt@lovetesting.com





8:00 – 8:45 a.m.

### Breakfast & Table Topic Discussions

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

Hotel guests will receive complimentary breakfast at the hotel. A light continental breakfast for non-hotel guests will be offered.

9:00 – 10:15 a.m.

## Keynote Address

### An Ethical Case for Excellence in Healthcare Delivery

Benjamin Anderson, MBA, MHCDS, CEO, Kearny County Hospital Lakin, KS

As the U.S. grapples with the implementation of legislation that could afford all citizens access to healthcare coverage, rural communities face additional challenges. First, insurers are still paying generously through the Critical Access Hospital program for high-cost inpatient and emergency services with very little focus on incentivizing population health. To make matters more difficult, rural healthcare delivery systems often lack the basic primary care and community-based infrastructure to properly manage the health of their populations. Put simply, even if insurers incentivized interventions that would lead to better overall outcomes for people, those services are not available in many rural communities. In this presentation, Benjamin Anderson tells the story of the rapid growth and transformation of Kearny County Hospital, a frontier healthcare delivery system in one of the United States' most culturally diverse and medically underserved areas. He addresses the fatalism that has become common in rural communities, while referencing the Four Principles of Biomedical Ethics to make a compelling case for essential steps to effective, sustainable reform.

# National governance experts with Texas-sized hospitality!

**Gaylord Texan Resort**

Grapevine, Tx

Dallas-Fort Worth Area

July 26-28, 2018

— TEXAS HEALTHCARE TRUSTEES —

# HGC2018

HEALTHCARE GOVERNANCE CONFERENCE

Register now at [www.tht.org/hgc](http://www.tht.org/hgc)



*your hospitalist partner in achieving medical excellence*

## RPG's Performance Driven Hospitalists: CONSISTENTLY GET RESULTS

MEASURE	PRIOR TO RPG	WITH RPG*
Daily Census	5-7	12-17
CMI/Acuity	1.0	1.32
Transfers out of ED	57%	5%
Admits from ED	5%	15%
Core Measure/CHF	87.5%	100%
HCAHPS	65th Percentile	90th Percentile

\*Individual hospital partner results vary

Partner Hospitals in TOP 100 CAH: 2011-2018

303-390-1933 · [RuralPhysiciansGroup.com](http://RuralPhysiciansGroup.com)



10:30 – 11:45 a.m.

## Concurrent Sessions 4-7

### Session 4: Post-Acute Transitional Care Utilizing the Swing Bed Program: Understanding the Quality and Financial Impact to Your Critical Access Hospital

Mark Lindsay, MD, Assistant Professor, Mayo Clinic College of Medicine Rochester, MN

Rural residents across the country have access to fewer healthcare services, lower economic and insurance status, fewer physicians per capita and higher chronic disease rates than their urban peers. More rural hospitals have closed recently than in the prior 15 years combined (*Morgan, 2014*). Maintaining long-term viability of Critical Access Hospitals will be essential for rural healthcare delivery. Furthermore, 20 percent of Medicare patients are hospitalized each year and almost half require care after being discharged from the hospital to assist them in their recovery from serious illnesses.

In this session, participants will be able to understand the value of developing high quality post-acute transitional care in CAHs in response to a growing patient population, and demands and challenges in acute care hospitals.

### Session 5: Reimbursement Models of the Future: A Look at Proposed Models and Their Potential Impacts on the Rural Provider

Ralph J. Llewellyn, CPA, CHFP, Partner, Eide Bailly - Fargo, ND

What is going to happen with Critical Access Hospital reimbursement? Will it change? How will it change? In this session, we will look at proposed alternative reimbursement models for rural facilities and how they might impact your facility and community. If these models come into play, what strategy/solution is best for your community? We will discuss the benefits of these proposed models, along with any unforeseen challenges.

### Session 6: Population Health: Measuring and Improving Outcomes with a Diverse Population

Benjamin Anderson, MBA, MHCDS, CEO, Kearny County Hospital - Lakin, KS

In the summer of 2016, Kearny County Hospital partnered with the University of Kansas School of Medicine and students from Baylor University to successfully survey 85 percent of the households in the racially diverse cities of Deerfield and Lakin, Kansas. Through community-based participatory research methods, the survey sought to understand the community members' definition of health and wellness, as well as their awareness of and desire for services. Most notably, there were clear and measurable differences in the way various races, genders and social classes answered the same questions. Through telling the story of Kearny County Hospital's quest to care for southwest Kansas people originating from over 30 countries, Benjamin Anderson introduces tools and makes a strong case for pursuing measurable and equitable health outcomes for all people.

### Session 7: Addressing Addiction: Moab Regional Hospital's Addiction Medicine Program

Jennifer Sadoff, CEO, Moab Regional Hospital - Moab, UT

In 2015, Moab Regional Hospital (MRH) in Moab, Utah worked with several other area healthcare providers to identify capacity building needs to address substance use disorders in their remote region. The following year Moab Regional partnered with Blue Mountain Hospital, San Juan Hospital and Utah Navajo Health Systems to bring a visiting addiction medicine specialist from the University of Utah to assist in developing an Addiction Medicine Program for the region. MRH started their own Addiction Medicine Program in 2017.

This session will discuss the process the hospital took to coordinate the partnership, the key elements of the Addiction Medicine Program, as well as efforts to stem future addiction through screening and the development of a prevention coalition in their community.

12:00 – 1:00 p.m.

Networking Luncheon

1:00 – 1:30 p.m.

Sponsor Showcase

1:30 – 2:45 p.m.

Concurrent Sessions Repeat

Thursday June 7

3:00 – 4:30 p.m.

## Plenary Session

### Developing and Maintaining Strong Organizational Cultures in Rural CAHs

Marty Fattig, CEO, Nemaha County Hospital - Auburn, NE  
James P. Ulrich, Jr., MHA, FHFMA, CEO, York General - York, NE

As CEOs of multiple rural Critical Access Hospitals over their careers, Marty Fattig and Jim Ulrich will share their experiences in developing and maintaining strong organizational cultures, and what they feel are key ingredients in this success.

As a result of this session, you will gain knowledge of real organizational examples of culture transition, development of organizational values, employee buy-in and the power of a strong culture in fostering successful organizations.

**There is no scheduled dinner event. Attendees will have the opportunity to explore the Omaha area on their own with a plethora of dining options for local cuisine.**

For a list of restaurants and things to do in the Old Market, visit <https://oldmarket.com/>



© 2018 Wipfli

## WE ASK THE RIGHT QUESTIONS AT THE RIGHT TIME

Changes in health care are certain to continue and achieving success in today's environment will be hard-won. Contact Wipfli today for unparalleled insights to help you achieve success tomorrow.

[wipfli.com/healthcare](http://wipfli.com/healthcare)

**WIPFLI**  
HEALTH CARE PRACTICE

## THE ROAD TO HIGHER CENSUS IS HERE.

Initial inquiries:

Jordan Tenenbaum  
VICE PRESIDENT

phone // 314 302 5373  
[jtenenbaum@allevant.com](mailto:jtenenbaum@allevant.com)

Expand patient care, boost satisfaction scores, and improve financial stability with Transitional Care programs for Critical Access Hospitals.

**allevant** | Post-Acute Care Solutions

For more information visit [ALLEVANT.COM](http://ALLEVANT.COM)

Developed by Mayo Clinic and Select Medical





## 7:00 – 7:45 a.m. Breakfast

Hotel guests will receive complimentary breakfast at the hotel. A light continental breakfast for non-hotel guests will be offered.

## 7:30 – 8:30 a.m.

### General Session

#### Healthcare Year in Review

Vickie Brady Ahlers, Partner and Michael W. Chase, Partner  
Baird Holm LLP - Omaha, NE

Vickie Ahlers and Michael Chase bring the important headlines to you in this fast-paced review of the major healthcare regulatory updates, case law developments, and other state and federal actions that shape new policies and deal-making for hospitals of all sizes. This program will focus on applying the lessons of the past year to guide your efforts so that healthcare trustees and their teams can be informed, rather than surprised.

## 8:45 – 10:15 a.m.

### Keynote Session

#### Shots Fired: Experiences and Lessons Learned From Las Vegas

Christopher K. Lake, PhD, Executive Director of Community Resilience, Nevada Hospital Association - Reno, NV

Trustees have always contributed to the advancing of quality care and the hospital's mission. This governance must now include emergency preparedness, as well. On October 1, 2017, Las Vegas experienced the worst mass shooting in American history. This session will share the lessons learned by hospitals and providers who provided care to the 700 injured patients. While the scale may be different in rural communities, the impact and recovery efforts will remain the same.

At the end of this presentation, participants will be able to:

- Identify critical elements of hospital emergency and communications plans.
- Recognize the importance of emergency preparedness training and testing.
- Predict the community response and anticipate the needs for an organized recovery process.

## 10:15 – 10:30 a.m.

### Closing Remarks

Galen Wiser, chair of the 22<sup>nd</sup> Annual Western Regional Trustee Symposium Planning Committee, will offer comments to conclude the symposium. Prize drawing winners will also be announced.



## Don't get thrown a staffing curveball

Managing contingent labor can be tricky. The **Medefis Vendor-Neutral Managed Services Program** helps you stay ahead of the game. Combining a personalized, hands-on experience with streamlined vendor management system, you get a one-stop staffing solution that's simple so you can deliver the quality care your patients need faster.

To find out how you can stay ahead of the staffing game, call 866.711.6333 or visit [medefis.com](http://medefis.com)



[Locum Tenens](#) | [Advanced Practice](#) | [Nursing](#) | [Radiology](#) | [Laboratory](#) | [Therapy](#) | [Non-clinical](#)

Make  
your rehab  
department a  
**bright spot**  
in your facility.



[rehabvisions.com](http://rehabvisions.com)

A/R solutions for  
rural/CAH providers  
since **1904**.



- Self-Pay Early Out
- Bad Debt Collections
- Debt Purchasing



**BH** | BAIRDHOLM<sup>LLP</sup>  
ATTORNEYS AT LAW

CONNECTING OUR CLIENTS TO THE  
POSITIVE OUTCOMES THEY SEEK.



FOR MORE THAN 50 YEARS, CLIENTS  
HAVE TRUSTED BAIRD HOLM TO  
HELP THEM MANAGE THE LEGAL  
COMPLEXITIES FACED IN THE  
HEALTH CARE INDUSTRY.

1700 Farnam Street, Suite 1500 | Omaha, NE 68102

[www.bairdholm.com](http://www.bairdholm.com)

### About the Western Regional Trustee Symposium

The Western Regional Trustee Symposium (WRTS) offers quality health care governance programming at an affordable cost. Designed for hospital board members and executive leadership, the program broadens the participants' awareness of current health care trends that affect them, and how they serve their boards and communities. Best practices of successful health care governance are shared for practical application in the boardroom.

WRTS provides excellent networking opportunities for trustees and leaders from hospitals of varying size and scope, and aims to challenge conventional thinking with fresh approaches to standard health care governance concerns and business practices.

The ultimate goal of the symposium is to form and maintain health care governance excellence at each hospital in the western and midwestern United States.

# WRTS Planning Committee

## Arizona Hospital & Healthcare Association

Cathy Ott, Trustee  
Kingman Regional Medical Center  
Kingman, AZ

## Idaho Hospital Association

Mary Bateman, Trustee  
Bear Lake Memorial Hospital  
Montpelier, ID

Toni Pugmire  
Director of Education & Member Services  
Idaho Hospital Association  
Boise, ID

## Montana Hospital Association

Kirsten Kammerzell, Trustee  
Northern Montana Health Care  
Havre, MT

Jason Wood  
Education & Conference Coordinator  
Montana Hospital Association  
Helena, MT

## Nebraska Hospital Association

Galen Wiser, WRTS Chair/Trustee  
Providence Medical Center  
Wayne, NE

Jon Borton  
Vice President, NHA Services, Inc.  
Nebraska Hospital Association  
Lincoln, NE

Brian Noonan  
Sr. Director of Communications & Education  
Nebraska Hospital Association  
Lincoln, NE

Kim Larson  
Director of Marketing  
Nebraska Hospital Association  
Lincoln, NE

Heather Bullock  
Member Services & Events Manager  
Nebraska Hospital Association  
Lincoln, NE

## Nevada Hospital Association

Matthew Walker, CEO  
William Bee Ririe Hospital  
Ely, NV

Amy Shogren  
Director of Communications & Administration  
Nevada Hospital Association  
Reno, NV

## New Mexico Hospital Association

Norm Arnold, Trustee  
Gerald Champion Regional Medical Center  
Alamogordo, NM

Andrea Lohse  
Program Manager  
New Mexico Hospital Association  
Albuquerque, NM

## Utah Hospital Association

Ross Romero, Trustee  
Salt Lake Regional Medical Center  
Salt Lake City, UT

Jill Vicory  
Director, Member & Community Affairs  
Utah Hospital Association  
Salt Lake City, UT



## STAY CONNECTED with WRTS!



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



[Twitter.com/WRTS\\_symposium](https://twitter.com/WRTS_symposium)





[trusteesymposium.org](http://trusteesymposium.org)

The Western Regional Trustee Symposium is a collaboration between:

