
THE 12th ANNUAL WESTERN REGIONAL TRUSTEE SYMPOSIUM

Boise Centre on the Grove ❖ Boise, Idaho

June 4-6, 2008

FRAMEWORK

A for Accountable Healthcare Governance

Featuring Keynote Speakers:

Jamie Orlikoff ❖ Dr. Kathryn McDonagh ❖ Michael Pugh ❖ Clint Maun



A FRAMEWORK FOR ACCOUNTABLE HEALTHCARE GOVERNANCE

Dear Fellow Trustees and Healthcare Executives,



Margaret Soulen Hinson
Chair, 12th Annual
Western Regional
Trustee Symposium

This year's theme, "A Framework for Accountable Healthcare Governance," challenges us, as stewards of healthcare governance, to continue to learn new skills and build upon our current knowledge base.

On behalf of the Western Regional Trustee Symposium Planning Committee, I would like to personally welcome you to this crucial meeting, which for the past 11 years has provided outstanding educational networking opportunities with hospital/health system trustees from across the West. Whether a new trustee or a seasoned veteran, the 12th Annual Western Regional Trustee Symposium is sure to provide current and timely information and contacts that will assist you in balancing the many challenges we are faced with in healthcare today.

I am certain that you will enjoy "The City of Trees," the capital and largest city in the state of Idaho. Located along the Boise River and nestled along the foothills, the Boise area has it all – desert, rivers and mountains.

Among the many unique sites to visit while in Boise are the Basque Museum and Cultural Center, Morrison-Knudsen Nature Center, Idaho Anne Frank Human Rights Memorial, Idaho Black History Museum and the World Center Birds of Prey. Your visit to Boise is sure to be a memorable one.

Please take a few moments to review the program and what promises to be another quality seminar with top notch speakers on educational sessions addressing timely topics.

Thank you for joining us in building a framework for accountable healthcare governance.

Sincerely,

Margaret Soulen Hinson
Chair, 12th Annual Western Regional Trustee Symposium
Chair, Weiser Memorial Hospital Board of Directors, Weiser, Idaho
Trustee, Idaho Hospital Association Board of Directors



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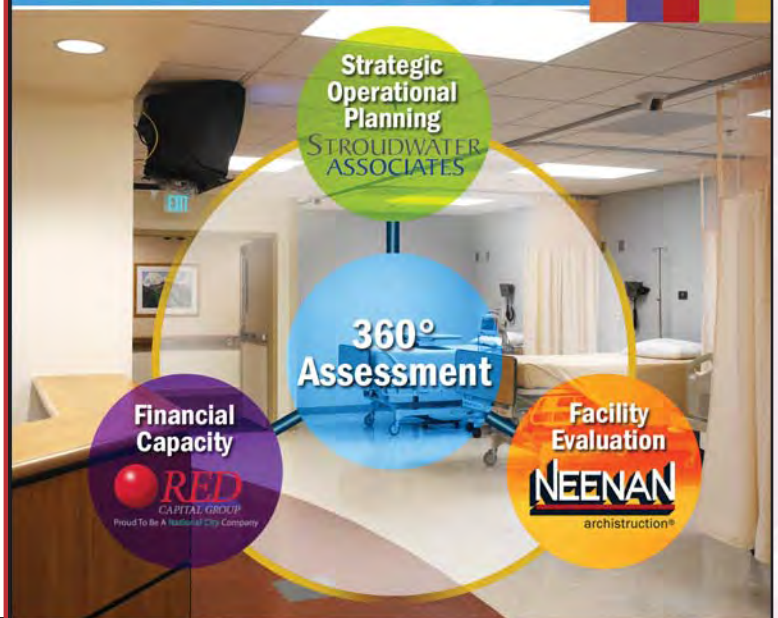


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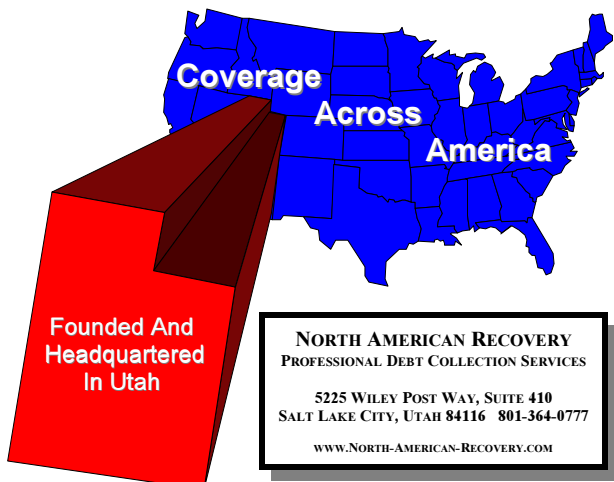
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WEDNESDAY, JUNE 4

10:00 a.m.

Registration Opens (Cottonwoods N.)

11:15 a.m. – 11:30 a.m.

Welcome and Introductions (The Falcons)

Margaret Soulen Hinson

Chair, 12th Annual Western Regional Trustee Symposium

Chair, Weiser Memorial Hospital Board of Directors, Weiser, Idaho

Trustee, Idaho Hospital Association Board of Directors

11:30 a.m. – 12:30 p.m.

Opening Remarks and Luncheon (The Falcons)

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

Keynote Address: 12:45 p.m. – 1:45 p.m. (The Falcons)



Jamie Orlikoff

Disruptive Governance: The Board's Role in Leading Change

Jamie Orlikoff, President, Orlikoff & Associates, Inc., Chicago, IL

In the post-Sarbanes-Oxley environment of increased governance scrutiny and accountability, many boards are becoming compliant custodians, focusing on monitoring the past and on proper process. By doing so, many boards are neglecting their crucial role of strategic leadership. In periods of revolutionary change, the job of boards must transcend a focus on one of maintaining stability to one of driving change. Effective boards help create the future for their organizations by defining a new reality. This presentation will outline practical approaches and tools for boards to practice disruptive governance and to lead strategically.

Jamie Orlikoff is President of Orlikoff & Associates, Inc., a consulting firm specializing in healthcare governance and leadership, strategy, quality, organizational development and risk management. He is the Senior Consultant to the Center for Healthcare Governance, and is the National Advisor on governance and leadership to the American Hospital Association and Health Forum. Orlikoff was named one of the 100 most powerful people in healthcare in the inaugural list by *Modern Healthcare* magazine.

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

Session 1: Pricing Transparency – The Mercy Medical Center/CHI Pilot Project (Willows)

Staci Meredith, Regional Director of Revenue Cycle Management, Catholic Health Initiatives, Nampa, ID

Research conducted for Catholic Health Initiatives (CHI) and other studies by both the Robert Wood Johnson Foundation and Kaiser Permanente clearly indicate that pricing and quality transparency are among the most important healthcare issues for consumers. CHI is responding to this concern by taking a proactive approach to make meaningful information available to consumers about the costs of their hospital care. CHI recently launched one of the first Web-based services to provide individuals with MBO-specific average charge data for the most frequent inpatient and outpatient services. Meredith and her staff at Mercy Medical Center in Nampa, Idaho were a pilot site for this service.

Staci Meredith is the Regional Director of Revenue Cycle Management for Catholic Health Initiatives. She works with eight hospitals in the western region that are serviced by the Nampa, Idaho Central Business Office. Meredith's focus is on patient access, financial services, financial counseling, and other intake functions, to reduce variation in people, process, and technology, which lead to revenue "leakage." Prior to this role, she was the Director of Patient Financial Services at Mercy Medical Center in Nampa, ID.

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

Session 2: Interactive Governance Clinic (Ponderosa Pines)

Jamie Orlikoff, President, Orlikoff & Associates, Inc., Chicago, IL

Bring your governance questions, challenges, problems, and innovative solutions to this interactive breakout session. Governance expert Jamie Orlikoff will facilitate a discussion among participants to address your specific governance issues with practical suggestions and solutions that apply to all boards. Specific questions and situations are encouraged, so some prepared to participate. Learn from your peers, as well as from Orlikoff.

Session 3: Raise the Bar! Baldrige-Winning Insights for Hospital Trustees (Douglas Firs)

Bo Snyder, Owner, Bo Snyder Consulting, Kalamazoo, MI

This session will introduce the Baldrige questions of most interest to hospital trustees – questions that focus on governance. It will also provide practical, useful insights and how-to's from the Baldrige winners.

A champion for improvement in the healthcare industry, Bo Snyder helps organizations achieve “next level” performance by using lessons from the Baldrige winners. He speaks from first-hand experience. Prior to opening his consulting practice, Snyder was a key leader in Bronson Methodist Hospital's receipt of the Malcolm Baldrige National Quality Award in 2005.

Session 4: How Deep is Your Hospital's Leadership Bench? (Salmon River)

Kyle Dooley Kinder, ME, Founder, Heart and Head Leadership, Kalamazoo, MI

Hospital boards look to top leadership to execute strategic initiatives; forge relationships; provide information to guide decision-making; and achieve clinical, business and customer goals. Developing current and future leaders is not only essential for organizational performance, but a necessary strategy to address the leadership gap anticipated as Baby Boomers retire in the next decade. How prepared is your hospital for this departure of top talent? Through discussion and best practice examination, participants will learn about the compelling reasons for developing future leaders; have an increased understanding of essential healthcare leadership competencies; and a process for developing a competency model. Participants will leave with a list of questions and issues designed to facilitate a meaningful board discussion about “building their leadership bench.”

Kyle Dooley Kinder entered the healthcare arena 25 years ago with an intense curiosity about organizational and individual behavior. For 17 years, she was the Vice President of Educational Services at the Arizona Hospital and Healthcare Association. After two decades of observing healthcare leaders at all levels, she believes leadership development is a critical strategy to address the industry's many challenges.

Session 5: Crucial Conversations/Crucial Confrontations Case Study (Snake River)

David Watson, Chief of Staff, Banner Churchill Community Hospital, Fallon, NV

This session will present tools and skill sets for staying in a conversation when there are high stakes, strong emotions and differing opinions. Dr. Watson will address different ways of handling missed commitments, broken promises and bad behavior. Dr. Watson will discuss obtaining the best information on which to make the best decision. Most importantly, there will be discussion on the tools that will turn decisions into desired results.

Dr. Watson is a Board Certified Anesthesiologist currently working at Banner Churchill Community Hospital (BCCH) in Fallon, Nevada, and he has been in private practice for nearly 30 years. In 2007, when Dr. Watson became the Chief of Staff, the BCCH Chief Executive Officer asked him to make better staff communications one of his projects during his term. Soon after, he became aware of two courses that focus on better communications: crucial conversations and crucial confrontations. Dr. Watson has now become a trainer for both of these courses.

3:30 p.m. – 4:45 p.m. **Concurrent Sessions Repeat**

5:00 p.m. – 6:00 p.m. **Welcome Reception (The Falcons)**

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 5

7:30 a.m. – 8:45 a.m.

Breakfast Table Topics (The Falcons)

Come and enjoy a morning blend of breakfast, networking and education. Tables will be labeled with topics of interest and you can pick the one that interests you most.

Keynote Address: 9:00 a.m. – 10:15 a.m. (The Summit)



Dr. Kathryn McDonagh

Do Better Boards Have Better Hospitals? Emerging Theories About Governance Effectiveness

Dr. Kathryn McDonagh, Ph.D., Atlanta, GA

Do governing boards really make a difference? What impact do governing boards have on hospital outcomes? These are questions healthcare leaders are asking as governance processes become more complex and important. Dr. McDonagh will discuss findings from her research study that examined hospital boards using a board self-assessment tool and compared the board competency with the hospital performance. Research findings will be discussed along with board practices that can lead your hospital to new levels of performance improvement.

Dr. Kathryn McDonagh is a known leader of high performance leadership teams with outstanding results. Dr. McDonagh has recognized expertise in achieving nursing clinical excellence, improvements in patient care and increased patient and physician satisfaction with nursing care. She is also an expert on shared governance, shared decision making models and leadership preparation for the Nursing Magnet program. Dr. McDonagh has leading edge competency in governing board leadership and effective practices for excellence in governance. Dr. McDonagh's research and presentations address the linkage between governing board expertise and hospital performance.

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

Trustee Toolkit Experience (For Trustees with Three Years or Less Experience) (Willows)

Kim Stanger, Attorney, Hawley Troxell Ennis & Hawley, LLP, Boise, ID

This session is designed to give new and experienced trustees the understanding and practical tools they need to successfully fulfill their fiduciary duties to the hospital and serve as effective board members. The session will discuss laws and standards governing hospital board members, including the duties of care, loyalty and obedience. Stanger will also provide an overview of some of the key federal laws affecting hospital operations which board members are expected to know, including Stark, the Anti-Kickback Statute, tax issues, EMTALA and HIPAA. Following lunch, Stanger will address practical suggestions for helping boards fulfill their core responsibilities, including strategic planning, credentialing and privileging, quality patient care, medical staff relations, financial stability and regulatory compliance. The session will conclude with an overview of federal and state immunities and protections applicable to board members who fulfill their duties in good faith.

Kim Stanger is the Chairman of HTEH's Health Law Group and a Partner in the Litigation and Business and Finance Groups. Stanger guides healthcare clients through the complex world of healthcare laws, regulations, and transactions, including contracts, practice formation and business transactions. He advises and defends institutional and individual healthcare providers and administrators in judicial and regulatory actions, including licensing, credentialing and peer review; medical malpractice; and administrative actions such as those involving Medicare, Medicaid and EMTALA. Stanger is the Past President of the Idaho State Bar Health Law Section, the Past President of the Idaho Association of Health Care Risk Managers, a member of American Health Lawyers Association, the Association for Health Care Compliance Professionals and the Health Law Section of the American Bar Association.

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

Session 6: Anticipate Your Evolution – How to Prepare for Debt Financing (Ponderosa Pines)

Thomas Green, Chief Executive Officer, Lancaster Pollard, Columbus, OH

As the cost and complexity of healthcare delivery rises, the missions of rural healthcare providers will depend on anticipating and preparing for change. Understanding the steps in accessing the capital markets and considerations such as financial ratios and credit enhancement options will help rural hospitals move toward their long-term goals more smoothly and efficiently. Participants will come away with a better understanding of how their credit profiles affect their borrowing ability and how decisions they make can affect financial ratios within their profiles. It aims to help the rural hospital situation, in general, by providing leaders the knowledge they need to become more comfortable and savvy when taking on change.

Thomas Green is the Chief Executive Officer of Lancaster Pollard, an investment banking, mortgage banking, financial advisory and investment advisory firm serving the healthcare, senior living and affordable housing sectors. Green has more than 25 years of senior management experience in corporate finance, banking and healthcare.

Session 7: Are You Ready for Consumer-Driven Healthcare? (Douglas Firs)

Michael Heard, Vice President, QHR Strategy Group, Brentwood, TN

The world of healthcare is changing; new dynamics are in play. This presentation will help you to understand how consumer-driven healthcare is affecting your business; share examples of how other organizations are taking action and identify the nine strategies that providers need to address right now.

Michael Heard is the practice leader for QHR's Strategic Planning and Medical Staff Development consulting practice. With more than 25 years of experience assisting hospitals and health systems successfully address strategic challenges, Heard's ability to see the big picture and assess the subcomponent dynamics allow him to successfully guide clients to the best strategic path.

Session 8: The Challenge of Hospital Performance Improvement – The Board's Piece of the Puzzle (Salmon River)

Dr. Kathryn McDonagh, Ph.D., Atlanta, GA

Dr. McDonagh will be discussing findings from a qualitative research study that explored how hospital chief executive officers and board leaders approach performance improvement. Clues to the puzzle of consistent performance improvement are revealed through the in-depth interviews that were conducted. Stories from the field explore the integral role of the board in improving hospital quality and financial performance.

Session 9: Immigration and Compliance Issues with Foreign Workers (Snake River)

Christopher L. Thomas, Partner, and William H. Fischer, Counsel, Holland & Hart, LLP, Denver, CO

Immigration law has become an increasingly hot topic for the healthcare industry. Many employers have discovered the value of being able to transfer, hire and retain foreign workers. The global economy offers unique challenges to both large and small employers. This may mean that the individual who has the technical knowledge needed is a citizen of another country. This presentation will explore immigration options for foreign-born workers and outline the manner in which to hire and retain such workers. This session will also explore recent developments in I-9 enforcement and methods by which to prepare for possible government audits or raids. In addition, this session will touch on the relationship between immigration compliance or noncompliance and other federal regulations such as Stark II, Phase III and the Federal False Claims Act.

Thomas has extensive experience in employment-based immigration law and manages Holland & Hart's immigration practice. He advises and represents companies in the preparation of employment-based nonimmigrant petitions, labor certification applications, immigrant petitions, and adjustment of status and consular processing applications. Thomas guides corporate clients through I-9 verification procedures and helps them in anticipation of DHS and DOL audits and criminal investigations.

William Fischer's practice focuses on the general corporate and transactional representation of healthcare providers and high tech and biotech businesses. He has significant experience in business formation, mergers, acquisitions, joint ventures, capital formation, securities regulation and healthcare regulation.

12:00 noon – 1:15 p.m. Networking Luncheon (The Falcons)

This symposium provides ample time for attendees to benefit from the knowledge and experience of one another. Join this luncheon and enjoy networking with your colleagues before returning to the “classroom.”

1:30 p.m. – 2:45 p.m. Concurrent Sessions Repeat

**6:30 p.m. – 8:30 p.m.
Basque Block Dinner and Entertainment**

(The Basque Center)

Join your fellow WRTS attendees for this special event featuring ethnic food and entertainment on Boise’s “Basque Block.” This optional event is priced at \$45 per person and includes dinner, cash bar services, and entertainment by the Oinkari Basque Dancers. Through the art of traditional Basque dance, the Oinkari Basque Dancers will share their culture. Oinkari dancers are not professional performers, but their innate respect for their culture and heritage makes the Oinkari performances a whirl of flying feet, snapping fingers, ancient music, and shouts of exhortation

Experience the Basque culture as you enjoy an evening of networking with colleagues, great ethnic food and entertainment on Boise’s “Basque Block.” For more information on the Basque Block, visit www.boisebasques.com.

The Basque Museum & Cultural Center provides a look into the heritage of the Basque communities of Idaho and surrounding areas. It provides a look into the Basque heritage by exhibits and collections. Plan to visit the Basque Museum and Cultural Center before dinner to see the current exhibit, “Basque Whaling: Danger and Daring on a Distant Shore.” The museum is located at 611 Grove Street. For more information, visit www.basquemuseum.com. Admission: Adults - \$4; Seniors (65+) - \$3; Children 6-12 - \$2; Children 5 and under - Free.

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Making a Difference for Patients:
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- Putting quality first and the role of leadership
- What’s right, what’s wrong and who decides—the challenge for the ethical trustee
- Emerging health care trends affecting governing boards
- Updates from Washington on the eve of the election
- Why great leaders don’t take YES for an answer
- Governance culture and its impact on hospital performance improvement
- Creating constructive hospital-physician relationships
- Strategic resource allocation and picking among winning ideas
- How to assess when organizational performance is slipping

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FRIDAY, JUNE 6

7:00 a.m. – 8:30 a.m. Breakfast Buffet (The Falcons)

AHA’s Healthcare Reform Framework: 7:45 a.m. – 8:45 a.m. (The Falcons)

Edwin Dahlberg, President & Chief Executive Officer, St. Luke’s Health System, Boise, ID

The AHA has undertaken significant energy to assist in rethinking the American healthcare system. This effort is called “Healthcare Reform Framework.” This effort hopes to engage all stakeholders in an approach to redesign where we are. This presentation will bring us up-to-date on the process.

Edwin Dahlberg joined St. Luke’s Regional Medical Center in 1985 as Executive Vice President and was appointed President and CEO in 1988. In 2006, he was appointed the President and CEO of the St. Luke’s Health System, the first Idaho-based healthcare system comprising ownership of four and management of several other regional hospitals.

FRIDAY, JUNE 6 (cont.)

Keynote Address: 9:00 a.m. – 10:00 a.m. (The Summit)



Michael Pugh

Boards on Board

Michael Pugh, President & Chief Executive Officer, Verisma Systems, Inc., Pueblo, CO

One of the six “planks” of the current Institute for Healthcare Improvement’s 5 Million Lives Campaign is to get “boards on board.” Hospital boards play a critical role in setting organizational expectations for patient safety and desired quality outcomes. Pugh will discuss the questions that boards should be asking about patient safety and clinical quality in their organizations and offer suggestions on how to improve the governance process for monitoring quality results.

Michael Pugh has over 25 years of CEO experience in hospitals, healthcare systems, managed care organizations, consulting, and healthcare services companies. As the founding partner of Pugh, Ettinger, McCarthy Associates, LLC, Mr. Pugh has become a nationally known consultant to healthcare organizations, payer organizations and government agencies. Pugh works with senior leaders and boards on issues of quality, performance, strategy and governance. He works closely with IHI senior leadership on national improvement issues and efforts, including the IHI/RWJF Pursuing Perfection Project. In addition to his consulting work, Pugh is the President and Chief Executive Officer of Verisma Systems, Inc – a healthcare technology and service firm that helps customers comply with HIPAA regulations in the release and transfer of patient records.

Closing Keynote Address: 10:00 a.m. – 12:00 noon (The Summit)



Clint Maun

Responsibility For the Future: Leadership Commitment to Success

Clint Maun, CSP, Senior Partner, Maun-Lemke, Omaha, NE

This invigorating session will focus on board and executive responsibility in shaping the organizational culture required for strategic growth, effectiveness and efficiency. The strategies in this session will include a focus on what it takes to employ the new workforce, how to structure organizational commitment for success, and role clarification for board involvement. In addition, the specific leadership techniques required to operate health systems of the future will be detailed. This session promises to be uplifting, motivational and action packed with information and ideas for success. The principles, techniques and ideas will come from years of experience from a proven healthcare strategist and leader.

Clint Maun is nationally recognized for his innovative leadership in healthcare consulting, speaking and research. As co-founder of Maun-Lemke, Maun has over 38 years’ experience in healthcare management, leadership, quality enhancement and self-development programs. His acclaimed leadership process, “Smooth Operations,” has been successfully implemented in small and multi-facility businesses nationwide. His visions, ideas, techniques and concepts are currently at work in thousands of organizations throughout the country.

Closing Comments: 12:00 noon – 12:15 p.m. (The Summit)

Margaret Soulen Hinson, Chair, 12th Annual Western Regional Trustee Symposium; Chair, Weiser Memorial Hospital Board of Directors, Weiser, Idaho; Trustee, Idaho Hospital Association Board of Directors.

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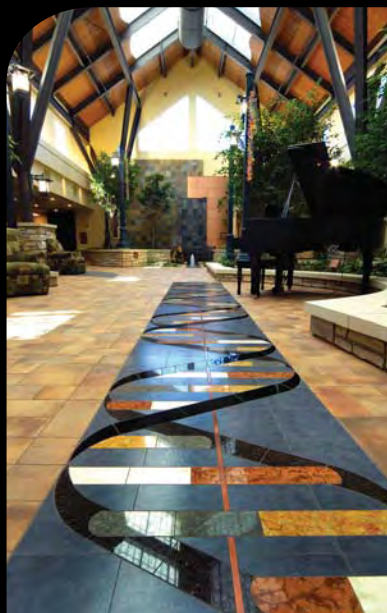


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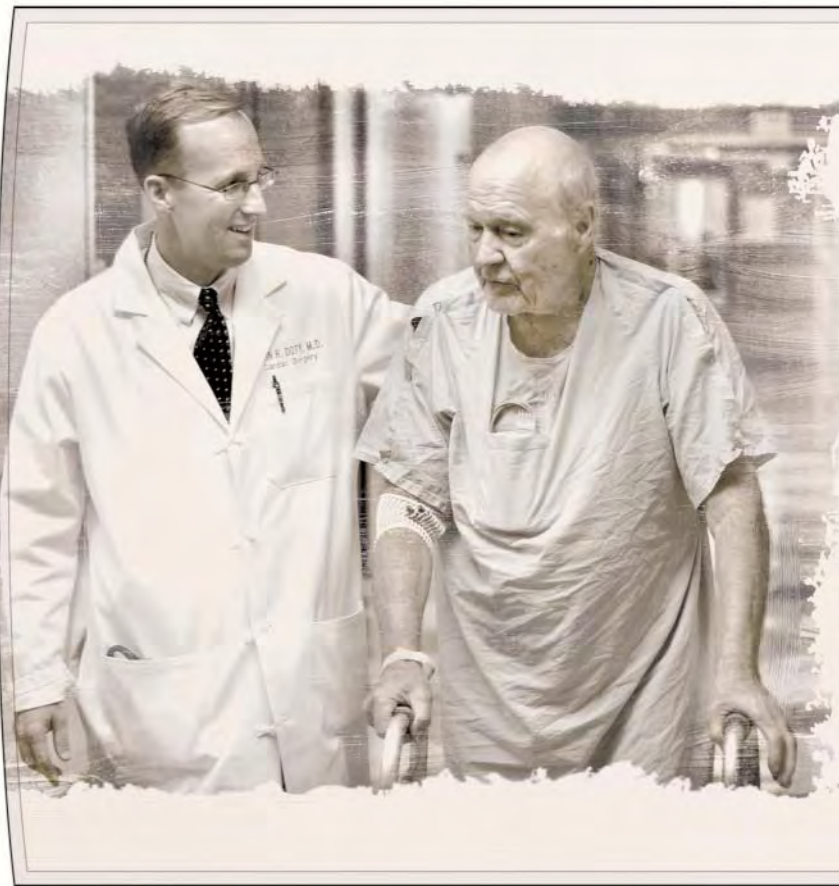


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