A clear vision for the future benefits every organization—especially at a time when powerful changes continue to reshape our health care world.

While the past influences your decision-making and serves as a guide, new and innovative ideas are required to truly realize your vision. To solve problems, set goals, and guide your organization, you must clear an unimpeded path to the future. Today’s health care challenges require inventive, forward-thinking solutions.

Our conference program is designed to help you set clear goals for the future, addressing what you have told us are the most pressing issues your organization is facing. Over four days, the Estes Park Institute’s distinguished faculty and expert guest presenters will explore solutions to operational, financial, technological, and quality challenges and provide strategies and tactics to help your organization set and meet those goals.

We bring your health care leadership together in a supportive learning environment that provides an opportunity for growth and innovation. You’ll be inspired to look at problems in a new light and look for solutions that, up until now, may never have occurred to you. As your hospital’s leadership team learns together, you’ll strengthen the bonds of teamwork that will continue to benefit your hospital, your community, and your patients long after the conference ends.

At the Estes Park Institute, our goal is to help you create a clear vision for the future of your organization.

“I think the greatest advantage is the ability/opportunity to set the stage and discuss areas of opportunity within my organization.”
— President & Chief Executive Officer

Our MISSION

The Estes Park Institute believes health care must have a moral center, and that health care leaders and professionals have the highest duty and responsibility in our society. The mission of Estes Park Institute is to educate teams of health care executives, physicians, and trustees so that they can better serve their patients and all of the people in their local communities, and can exercise leadership in this field. We fulfill that mission by presenting up-to-the-minute information, analysis and insight into the problems and opportunities that shape health care in the United States.
The beauty and warmth of the Gulf of Mexico will surround you at The Ritz-Carlton, Naples. Experience the tropical atmosphere and white sand beaches of Naples and the impeccable service that only The Ritz-Carlton can provide. Indulge in a luxurious spa treatment, try a wide variety of water sports, or enjoy a round of championship golf at nearby Tiburón. Escape the winter weather at a long-time Estes Park favorite!

Coastal View: $439
Gulf View: $479
Gulf Front: $505
Beach Front: $555
**CONFERENCE SCHEDULE**

**SUNDAY**
- **Conference Registration**: 1:00 PM - 5:00 PM
- **Trustee Track**: 2:30 PM - 4:00 PM
- **Opening General Session**: 5:00 PM - 6:30 PM
- **Conference Reception**: 6:30 PM - 7:30 PM

**MONDAY**
- **Continental Breakfast**: 6:30 AM - 8:00 AM
- **Registration**: 7:00 AM - 8:00 AM
- **General Session**: 8:00 AM - 9:00 AM
- **Break**: 9:00 AM - 9:30 AM
- **Program Tracks**: 9:30 AM - 12:00 PM

**TUESDAY**
- **Continental Breakfast**: 6:30 AM - 8:00 AM
- **General Session**: 8:00 AM - 9:00 AM
- **Break**: 9:00 AM - 9:30 AM
- **Interactive Concurrent Sessions (Periods 1 & 2)**: 9:30 AM - 11:45 AM
  - **Lunch (on own)**: 11:45 AM - 1:15 PM
- **Interactive Concurrent Sessions (Periods 3 & 4)**: 1:15 PM - 3:30 PM

**WEDNESDAY**
- **Continental Breakfast**: 6:30 AM - 8:00 AM
- **General Session**: 8:00 AM - 11:00 AM
- **Conference Adjourns**: 11:00 AM

---

*“Would recommend this for everyone in health care leadership.”*  
— Board Member/Physician
An Estes Park Institute conference is designed to meet each individual health care leader’s education goals. Each member of your team will have the opportunity to experience Estes Park’s dynamic general sessions, delve deeper into a specific health care challenge with our focused tracks, then drill down with our interactive break-out sessions.

General Sessions

In an Estes Park Institute general session, executives, physicians and trustees come together to hear real solutions to a broad range of problems and challenges facing health care organizations today. Hearing the same message as a team stimulates discussion and provides a strong foundation for generating a take-home plan to implement new ideas and strategies.

Program Tracks

Change and uncertainty have become constants in 21st century health care. To help you cope with those new realities, we have designed focused Program Tracks—important drivers for continued success in your communities. These are vital learning experiences for you and your team to take back home, and the content of each Track continues in our Interactive Sessions.

Interactive Sessions

Our workshop-style interactive sessions provide team members with the opportunity to drill down by offering a choice of topics for each individual’s area of expertise. The Estes Park Institute faculty dives into the nuts and bolts of specific issues and includes extended discussion periods, enabling participants to ask questions that relate to their own organization.

Estes Park programs are by far the best in the industry.”
— Hospital VP/Administrator
“We cannot solve our problems with the same thinking we used when we created them.”

— Albert Einstein

SUNDAY

1:00 pm to 5:00 pm  REGISTRATION

2:30 pm to 4:00 pm  TRUSTEE TRACK — HEALTH CARE TRUSTEES: THE PRESENT

JOHN HORTY, LLB; LINDA HADDAD, JD; GARY KAPLAN, MD; JIM KOPF; AND JOHN TISCORNIA, MBA, CPA

A health care organization is very complex and governance provides unique challenges. Boards can benefit from discussion of what current practices are effective for health care organizations. There is an integral relationship between the medical staff and the health care organization. This relationship adds complexities that are unique to health care boards. The understanding of these complexities and nuances are critical to governance. This session will include specific case examples of governance practices and will demonstrate certain processes that have been effective. The delivery of health care is highly regulated. The board has a significant responsibility to ensure that the risks of regulatory violations are monitored both today and in the future. Participants will have an understanding of what can be done to have the current health care organization board operate as efficiently and effectively as possible in today’s environment.

5:00 pm to 6:30 pm  GENERAL SESSION — ONCE UPON A TIME IN A HOSPITAL MUCH LIKE YOURS

LEANNE KAISER CARLSON, MSHA WITH ESTES PARK INSTITUTE FELLOW STORYTELLERS

We begin with stories from the front lines of health care. Stories related by our faculty from the perspective of patients and clinicians and executives. Stories that convey great truths from those immersed in the struggles and breakthroughs of health care today.

CONFESSIONS OF A SPECIALIST

BARRY BITTMAN, MD

ALMOST IMPOSSIBLE MEANS IT’S POSSIBLE

LINDA HADDAD, JD, WITH STEVE KAMAJIAN, DO

THE FISHERMEN

STEVEN TRINGALE

THERE IS NO GREATER TRAGEDY

GARY KAPLAN, MD

A DOCTOR’S DILEMMA—THE PATIENT OR THE HOSPITAL?

JOE SCHERGER, MD

BEYOND FEAR

LEANNE KAISER CARLSON, MSHA

6:30 pm to 7:30 pm  CONFERENCE RECEPTION
MONDAY

6:30 am to 8:00 am  CONTINENTAL BREAKFAST

8:00 am to 9:00 am  GENERAL SESSION (with audience Q&A) — COMMUNITY HOSPITALS AT A CROSSROADS

JOHN HORTY, LLB; STUART ALTMAN, PHD; AND GARY KAPLAN, MD

Community hospitals are facing substantial challenges which threaten their continued existence. As pressure has increased to improve the quality of patient care and improve efficiencies, more care is being provided in less intensive outpatient settings, and hospitals are being required to invest sizeable sums in new information technology. At the same time, both governmental and private payers are changing the way they pay hospitals by emphasizing “value-based” payment systems that reward quality-based services rather than the number of procedures. Smaller, independent providers, particularly many community hospitals, are especially vulnerable to the potential negative financial impact. What has made this problem worse for many community hospitals is the loss of their bargaining power relative to big private payers and larger health systems. The negative effects of these factors has become particularly apparent in the state of Massachusetts as a number of community hospitals have been forced to close or merge with larger systems, forcing more patients to seek hospital care outside their community and often at much higher costs. This situation prompted the Massachusetts legislature to ask the state’s Health Policy Commission (HPC) to study the problem and offer suggestions on how to aid these vital community institutions. We will explore the results of the HPC study and discuss whether similar situations exist in other regions of the country.

9:00 am to 9:30 am  BREAK

9:30 am to 12:00 pm  FOUR CONCURRENT PROGRAM TRACKS

(Choose one to customize your learning experience. These sessions are followed by at least one additional concurrent session to address related issues in depth.)

HEALTH CARE TRUSTEES: THE FUTURE

JOHN HORTY, LLB; ANTHONY PINEVICH, MD, MBA; AARYANA KAHLID, MHA; LINDA HADDAD, JD; AND JOHN TISCORNIA, MBA, CPA

The very definition of health care is changing. It’s often easier for organizations to make a series of small decisions than to focus on the big issues, but addressing the substantial impact of changes in health care delivery can no longer be delayed. In the end, the hospital and its trustees will need to accept new responsibilities outside the hospital so that its community will get the latest and best care at a cost we can afford. In the end, the hospital and its trustees will decide its future, or others will. In this track, we will examine the new role of hospital trustees; examine changes in medicine and health care delivery that impact hospitals; and consider new governance strategies for hospitals and the changing relationship of physicians and hospitals.

SAFETY AND QUALITY: AN AFFAIR OF THE HEAD AND THE HEART

GARY KAPLAN, MD AND DELLA LIN, MD

In Dec 2015, The National Patient Safety Foundation (NPSF) issued a report stating that “Patient Safety is a public health issue that requires the full attention of the health care system. We have failed to make substantial, measureable, system-wide strides in improving patient safety. Other priorities have overshadowed the agenda of keeping patients safe from harm related to care.” Ross Baker, in his white paper “Beyond a Quick Fix” (November 2015), speaks of the challenges limiting progress in patient safety. “We haven’t built this into the souls of our profession.” This workshop-style conference track will utilize both cases from our own experiences and those of colleagues across the country to illustrate major themes surrounding patient safety and quality that require the full attention of our organizations and its leadership. This work must penetrate the soul of the organization. We will explore new models of care creating high reliability outcomes and market competitiveness as well as approaches to addressing and preventing unanticipated outcomes and medical error. We will examine how adaptive leadership...
and interdependencies and synergies between patient experience and staff experience impact optimal performance. Participants will leave with at least 3 critical questions to take back to their organizations for fuller attention.

**THE INNOVATORS: BUILDING AN EXEMPLARY COMMUNITY HEALTH CARE SYSTEM**
**LEANNE KAISER CARLSON, MSHA AND BARRY BITTMAN, MD WITH STEVE KAMAJOAN, DO AND OTHERS**

In this challenging era of risk-based contracting, shared saving and bundled payments, the challenges of building and sustaining an affordable high quality community-wide health care system must not be underestimated. The Estes Park Institute Innovations Track is pleased to introduce a new and exciting workshop featuring a unique discovery path for tearing down the silos and building a continuous care coordination network in your community. We call it "Non Trivial Pursuit"—an interactive quest to build an exemplary community health care system. With an emphasis on clinical/financial integration, we invite you to work with us collaboratively to build a Triple Aim-based capitated community health care system—a continuous care strategy that optimizes patient outcomes and care experiences while reducing overall costs. Through a series of enjoyable eye-opening exercises facilitated by our team of leading innovators, you will discover the essential elements of health care transformation that have great potential to extend your hospital beyond its walls. From identifying and working with community partners to developing disease-based pathways across the continuum, and integrating philanthropic support, you will learn how to begin effectively restructuring your community’s health care system.

**THE LONG-TERM OUTLOOK FOR MEDICARE AND PRIVATE PAYMENT REFORM: WHAT DOES IT MEAN FOR HOSPITALS AND PHYSICIANS?**
**STUART ALTMAN, PhD; ROB MECHANIC, MBA; AND STEVEN TRINGALE**

Perhaps no other aspect of health care is changing more radically than the way that government and private insurers pay for medical services. Most of these new payment systems are designed to modify or eliminate fee-for-service and reward or penalize providers based on how well they manage populations of patients. Recent payment changes led by Medicare have tried to respond to past criticisms by incorporating new features. To protect patients, the new models tie payment to quality and give Medicare beneficiaries free choice of providers. To protect providers most programs are voluntary and do not require providers to take on substantial risk. While these changes make the new programs more politically acceptable, they limit the ability of providers to truly manage specific patient populations and reduce the potential for government savings. Policy is now shifting towards mandatory payment reform demonstration projects and an expansion of provider risk in voluntary initiatives. Still uncertain is whether these payment shifts will drive a broad transformation of payment and care delivery or will create another backlash due to new administrative burdens, program complexity, and financial penalties for poor performers. This track explores new payment models now being promoted by Medicare and commercial payers, how they came about, how they are being implemented, and what providers can expect in the future. We will discuss the pros and cons of major approaches like ACOs, bundled payments, and physician payment reforms created by MACRA and the opportunities and risks for community providers.
TUESDAY

6:30 am to 8:00 am  CONTINENTAL BREAKFAST

8:00 am to 9:00 am  GENERAL SESSION (with audience Q&A) — POPULATION HEALTH: THE PATH TO SURVIVAL UNDER RISK-BASED AND CAPITATED PAYMENT SYSTEMS

BARRY BITTMAN, MD AND STEVEN TRINGALE

Time is running out and the stakes are rising! As the responsibility for managing total medical expenditures for our patients is shifted to us, the need for a radically different health care delivery strategy that extends beyond our walls must not be underestimated. Join us for an intriguing strategic planning session.

9:00 am to 9:30 am  BREAK

9:30 am to 10:30 am  INTERACTIVE CONCURRENT SESSIONS PERIOD ONE

REWILD—LIVE AND LEAD BEYOND TAME
LEANNE KAISER CARLSON, MSHA

We live and lead in a world that is super-controlled—managed and de-risked as far as possible. But the boundaries that make us safe also keep us from the great possibilities. We hunger for wildness. Not recklessness, but coming into relationship with that which is large, emergent, and unknown. It is in the wild where we come most alive. In this conversation we explore what it means to live and lead beyond what’s tame.

COMPLIANCE 2.0: YOU’RE NOT PARANOID—THEY REALLY ARE AFTER YOU
THE GOVERNMENT’S FOCUS ON INDIVIDUAL LIABILITY
JIM KOPF AND DAN MULHOLLAND, JD

The Department of Justice wants to send you to jail. That is, it could try to do so if your organization doesn’t treat compliance seriously, and if serious violations of the myriad of laws and regulation governing health care occur. A recent memo from DoJ says that prosecutors should actively be on the lookout for situations where directors and officers of corporations can be held personally liable—both civilly and criminally—for violations of law by their companies. The memo went on to say that you won’t receive any credit for simply having a corporate compliance program. You are expected to actively look for problems and take appropriate action (including cooperating with the Government in identifying individuals responsible for corporate wrongdoing). All this suggests that it is time for hospital and health system boards and senior managers to not only take ownership over the compliance program, but also take it to the next level. This session will review recent government pronouncements about personal liability for regulatory violations, talk about key areas of focus, and discuss the implications for your organization.

NEXT STEPS IN HEALTH CARE DELIVERY
ANTHONY PINEVICH, MD, MBA AND JOHN HORTY, LLB

The current method of health delivery clearly will not work in the future. The future is now and it will be revolutionary and constant. Major changes will affect health care organizations of different size, scope, and location. An individualized approach will be the key to effectiveness. In this session, participants will have the opportunity to discuss future scenarios and begin preparations for change.

A WELLNESS PROGRAM THAT MAKES YOUR EMPLOYEES AND POPULATION HEALTHIER
JOSEPH SCHERGER, MD

Wellness is a high priority for employees and the population being served by a hospital. Rather than wait for health problems to occur, hospitals should go “upstream” toward improving health, the first item of the Triple Aim. This session will go over the major components of Wellness and discuss methods of improving health by addressing
issues such as substance abuse (including tobacco), physical activity, healthy nutrition, stress management, restful sleep, and social vitality.

**HEALTH INFORMATION TECHNOLOGY: THE THREE MOST IMPORTANT QUESTIONS TO ASK**

**ROBIN SETTLE, MBA**

Health IT concerns and opportunities, for years at a steady simmer, have now reached a rolling boil. The rash of cybersecurity breaches, shifting patient-as-consumer demands, new telehealth engagement opportunities, health IT interoperability, and the transportability of health insurance have woven health IT through every clinical, financial, and operational aspect of a health care organization. Join Robin Settle, a health care IT expert, to discuss three of the most pressing questions facing hospital leaders and for an open Q&A on other top-of-mind information technology issues. After attending this session, participants will be able to better answer:

- How can we share data most effectively with our partners and affiliates? Why is interoperability so hard? What are my options?
- What are the biggest changes in Meaningful Use that I need to worry about?
- I still have physicians who are struggling with the EHR. What are some techniques I can use?

**CEO ROUNDTABLE (INVITATIONAL)**

**JOHN TISCORNIA, MBA, CPA AND STEVEN TRINGALE**

10:45 am to 11:45 am INTERACTIVE CONCURRENT SESSIONS PERIOD TWO

**COMMUNITIES THAT HEAL THEMSELVES AND EACH OTHER**

**LINDA HADDAD, JD AND STEVE KAMAJIAN, DO**

The Westminster Free Clinic helps bridge gaps in the health care system by offering critical services and support to individuals who cannot afford and/or do not have access to basic health care. The clinic improves community health and instills a passion in local high school teenagers to serve underprivileged populations and pursue careers in health care. This presentation is an in-depth look into the 99% volunteer-based program and how Dr. Steve Kamajian inspires health care professionals to recruit and inspire others to improve community health. Dr. Kamajian outlines the steps, components, and commitment of “the village” so others can achieve the same outrageous goals.

**PHILANTHROPIC SUPERABUNDANCE: HOW TO INNOVATE**

**LEANNE KAISER CARLSON, MSHA**

Imagine your foundation as the most vibrant place in your organization—the place where resources and innovation merge and remarkable people create together. Think about approaches that unleash more heart power, strategies that are soulful rather than mechanical. Understand what it looks like when generosity becomes the organizing energy of the patient experience. We can attract more. But big leaps require us to reach, to be bold, and to inhabit the edges.

**COMPLIANCE 2.0: TAKING YOUR COMPLIANCE PROGRAM TO THE NEXT LEVEL—YOUR GET OUT OF JAIL FREE CARD**

**JIM KOPF AND DAN MULHOLLAND, JD**

The Government will no longer give you extra credit for having a compliance program, because you’re expected to have one. What every hospital and health system board should do now is review your compliance program, make sure it is functioning, and then be proactive in continually improving it. The OIG, the American Health Lawyers Association, and other organizations have recently issued new compliance and regulatory guidance for boards. Communication and collaboration of the functional components of compliance, legal, HR, audits, and quality were emphasized. The underlying theme is applying risk management throughout all components and making sure the board takes ownership over the compliance process. What does that mean for the board? What is the new government standard for board oversight and fiduciary responsibility? This session will suggest concrete actions your board should take now to evaluate the effectiveness of your compliance program and make sure it is ready to deal with the brave new regulatory world. It will describe the Government audits and investigations aimed at
hospital operations; discuss how to integrate the components of regulatory compliance; and outline the real responsibilities of the board Compliance Committee.

**THE FUTURE OF HEALTH CARE: COMING SOON TO YOUR HOME**

**ROB MECHANIC, MBA**

As baby boomers retire, there will be growing demand for clinical models that allow older Americans with complex chronic conditions and physical impairments to receive care in their homes. Health care providers are deploying a range of initiatives that provide primary care, emergency care, and even hospital-level care in patients’ homes in order to reduce potentially avoidable hospitalizations and emergency department visits. These models have not been financially viable in fee-for-services but they are likely to be a cornerstone of population health management under alternative payment models. In this session, we will review a diverse range of home-based health care initiatives and technologies that are reducing total health care spending while generating high patient satisfaction. And we will discuss how hospitals should participate in this emerging sector.

**GETTING THE MAXIMUM RETURN ON YOUR HEALTH INFORMATION TECHNOLOGY**

**ROBIN SETTLE, MBA**

You have implemented your Electronic Health Record system and spent millions in valuable capital to keep up. Your goal was to close gaps and drive efficiencies, but it seems as if your best health IT efforts only generate more challenges. Physicians are still unhappy with the system; there are ever-changing data security requirements; and you’re battling to manage the expenses in light of other strategic priorities. Join Robin Settle, a health care IT expert, for a discussion on how to develop and maintain a health IT strategy, as well as tips for ensuring maximum return on related investments. After attending this session, participants will be able to:

- Understand the drivers of demand for health IT and how to reconcile (and prioritize) various departmental needs
- Develop strategies for achieving physician and stakeholder health IT buy-in, including training and on-boarding recommendations
- Identify key success indicators and how to benchmark performance

**BOARD CHAIR ROUNDTABLE (INVITATIONAL)**

**JOHN HORTY, LLB**

11:45 am to 1:15 pm

LUNCH BREAK (on own)

1:15 pm to 2:15 pm  INTERACTIVE CONCURRENT SESSIONS PERIOD THREE

**RISK-BASED CONTRACTING: ADVANCING BEYOND SURVIVAL MODE WITH EMPLOYED AND INDEPENDENT PROVIDERS**

**BARRY BITTMAN, MD**

Health care’s financial landscape has changed dramatically. HHS set an aggressive goal of tying 85 percent of all traditional Medicare payments to quality or value by 2016, and 90 percent by 2018. Fee-for-service contracts are quickly fading. With the balance of health care rapidly shifting to outpatient services, the survival of community health care depends on the immediate and deliberate steps we take now that must engage and support our employed and independent physicians in ways we never considered previously. Join Dr. Bittman and discover what you need to do now!

**HIGH PERFORMANCE TEAMS: CATCH MY DRIFT**

**DELLA LIN, MD**

The importance of teams, team training, and high reliability are no longer simply a health care adaptation from other industries. What are components of a high performing team? How do teams mitigate “drift,” error, and harm? This session will explore examples of the evolution of high performing teams into a cultural intervention that fosters engagement, reliability, pride, and results.
PHYSICIAN CONTRACTING UNDER VALUE-BASED PAYMENT
DAN MULHOLLAND, JD
Physician reimbursement is changing radically. MACRA, ACOs, bundled payment arrangements, and other alternative payment models will affect not only how physicians are reimbursed but also how they relate to hospitals and health systems that employ them. Unfortunately, many physician compensation models do not take so-called “value-based” reimbursement schemes into account. This can not only cause financial losses but also provide disincentives to care coordination and integration. This session will suggest a process to analyze where you are now and what you need to do to take value-based payments into account for your physician compensation arrangements.

BOARD LEADERSHIP: ACHIEVING CRITICAL SUCCESS FACTORS THROUGH STRATEGY & FINANCIAL PLANNING
JOHN TISCORNIA, MBA, CPA
Boards face numerous challenges and decisions as the pace of change in the health care industry continues to accelerate. A key approach for boards is to determine the critical success factors for their organization. Then, board and management need to strategize to achieve those critical success factors and determine the financial impact. Management needs to implement strategies to achieve those success factors, and the board needs to have significant input in developing these strategies and monitoring their accomplishment. This session will provide participants with the process and tools to define critical success factors; to learn how these need to be integrated into the strategic and financial plan; and to discuss the key metrics for measuring results.

CMO ROUNDTABLE (INVITATIONAL)
LINDA HADDAD, JD
2:30 pm to 3:30 pm INTERACTIVE CONCURRENT SESSIONS PERIOD FOUR

PALLIATIVE CARE: OPTIMIZING QUALITY OF LIFE FROM A HUMANISTIC PERSPECTIVE
BARRY BITTMAN, MD
America’s population is rapidly aging. Patients with serious illnesses are living longer with diminished quality of life. Often these patients endure pain unnecessarily or resort to calling 911 for symptom management. Hospitalization is expensive and carries significant risks. There is a better way. Join Dr. Bittman for an in-depth exploration of reestablishing patient choice and improving overall outcomes.

PHYSICIAN LEADERSHIP CHALLENGES
LINDA HADDAD, JD
As the shape shifting medical staff absorbs changes in patient expectations, payment models, and moves toward alternative sites of care, leaders must still make sure that physicians are available to provide ED call, that the workplace is respectful and fosters the culture of safety, and that members are capable, by fitness for duty and skill set, to provide services the community deserves. This session will provide physician leaders the tools to set high standards, intervene timely when they are not met, and give each member the best chance to be successful.

CYBERSECURITY, HIPAA AUDITS, AND PROTECTING ELECTRONIC HEALTH RECORDS
JIM KOPF
Much has been written and discussed about cybersecurity and protecting electronic health records (EHR). Breaches and ransomware are a daily occurrence. The government has scheduled more on-site and desk audits. Is the hospital’s EHR safe? Are hospitals ready for a government audit? Is the hospital taking the correct procedures to ensure its Protected Health Information (PHI)? In this session we will consider PHI safeguards and the Board’s role; learn how to prepare for a government audit; and learn how to understand a Corrective Action Plan and why you should have one.
BURNOUT: ACTION BEFORE FLAMEOUT
Della Lin, MD
Mitigating burnout is one of the top concerns in health care today... and with good reason. Higher levels of burnout are correlated with more medical errors, poorer patient adherence, poorer patient satisfaction, and more organizational turnover. Recent surveys report physician burnout at 54%. This session will use a unique exercise to find actions to address burnout—at both the individual and system levels.

PHYSICIAN PAYMENT UNDER MACRA: HOW WILL IT CHANGE THE MARKET?
Rob Mechanic, MBA
Medicare’s new approach to physician payment is onerous, complex, and has the medical profession scared. Beginning in 2019, physicians will be subject to financial penalties for scoring poorly on new CMS performance metrics. They can only bypass this system by enrolling in alternative payment models. The new system will begin based on physicians’ 2017 performance. Will this be the beginning of the end for independent physician practices? If not, what is the pathway to success? Session attendees will develop an understanding of new CMS rules for implementing Medicare physician payment reforms. We will discuss how hospitals can best support their employed physicians and medical staffs.

HEALTHY NUTRITION: FEEDING YOUR PATIENTS RIGHT
Joseph Scherger, MD
Our understanding of healthy nutrition has changed dramatically this decade with improved nutrition science and a better understanding of human biology. Gone is the low-fat diet with healthy whole grains (complex carbohydrates). Humans are healthier when they avoid processed foods, carbohydrates with grains, sugar and high fructose corn syrup—the drivers of overweight and obesity. Much disease is caused by the inflammatory proteins in grains and cow’s milk causing “leaky gut.” The role of the gut microbiome in human health is becoming understood and “dysbiosis” is the basis of many common health problems. This session will explain the advances in nutrition science and recommend that your hospital serve more healthy food to patients and employees—a change as potentially important as making hospitals smoke-free.

WEDNESDAY

6:30 am to 8:00 am  CONTINENTAL BREAKFAST

8:00 am to 11:00 am  GENERAL SESSION

FROM VISION TO REALITY
A series of short (20-minute) presentations on visioning, goal-setting, success stories, best practices, and how leadership brings a vision to life.

CONTRACTING, CAPITATION, CAUTION
Barry Bittman, MD
Join Dr. Bittman for an exploration of a new form of health care economics—specifically assuming financial responsibility for the overall continuum of care. This illuminating presentation is intended for both hospitals and providers who are facing the challenges of at-risk payments for services that extend beyond the confines of their four walls. Through comparisons with other fields, Dr. Bittman presents the risks and the potential rewards, as well as the preparation required to venture into this challenging arena, which few, if any, can avoid. Discover the importance of the post-acute space where obstacles and opportunities abound. And develop a realistic framework for optimizing outcomes while reducing overall expenditures.
WHEN IT COMES TO VALUE-BASED HEALTH CARE, FOCUS ON YOUR COMMUNITY

STEVEN TRINGALE

There will be many great examples presented at the conference of how hospitals and health systems have responded to the challenges of moving into a value-based health care system. You will be provided with valuable insights into the legislative, regulatory, clinical, and business trends that are driving and will continue to drive change in health care delivery. Which innovations are most important to your organization? The answers lie in your community. In fact, your community is relying on you to be the thought leader on what a high-value, performance-based health care system should look like. Embrace the challenge.

GETTING THE DESIRED RESULT

JIM KOPF

Hospital leadership faces daily challenges: cyber security, regulatory changes, audits, and HR concerns to name a few. Each has its unique set of problems. This session will discuss a problem-solving approach to get the desired results for the hospital.

YET

DELLA LIN, MD

What don’t we do... yet? Our role as hospitals, physicians, and nurses continues to change with health care transformation. As leaders, how do we encourage learning, a growing mindset, and a willingness to explore what our roles might be in the future?

TOWN HALL MEETING: CONVERSATIONS WITH THE AUDIENCE

ALL FACULTY

Guided by our faculty, this session will be an opportunity for all attendees to consider the topics presented and to ask questions, present ideas, and voice opinions.

CLOSING

11:00 am

CONFERENCE ADJOURNS

Conference program and presenters are subject to change.
At the Estes Park Institute, our faculty hails from a wide range of disciplines, allowing them to provide realistic solutions, innovative tools, and inspiration to improve health care in your community. Don’t miss the opportunity to meet and talk with them at the conference. They welcome your questions and comments and are eager to help you apply what you are learning to your own organization.

STUART ALTMAN, PHD ■ HEALTH FINANCING & POLICY
Dr. Stuart Altman, Sol C. Chaikin Professor of National Health Policy at The Heller School for Social Policy and Management, Brandeis University, is an economist with five decades of experience working closely with issues of federal and state health policy within government, the private sector, and academia. He has served on numerous government advisory boards on both the federal and state levels, is a published author of many books and journal articles, and is recognized as a leader in the health care field.

BARRY BITTMAN, MD ■ HEALTH CARE INNOVATIONS & MANAGEMENT
Barry Bittman, MD, is a neurologist, author, international speaker, inventor, and researcher. As CEO of the Institute for Innovative Healthcare, he serves as a consultant for health systems, hospitals, and physician organizations engaged in transforming health care delivery. Based upon his commitment to shaping the future of health care, Dr. Bittman focuses on population health management, risk-based contracting, shared savings, care coordination across the continuum, and physician alignment.

LINDA HADDAD, JD ■ HEALTH LAW & PHYSICIAN-HOSPITAL RELATIONSHIPS
Linda Haddad is a Senior Partner in the law firm of Horty, Springer & Mattern in Pittsburgh, Pennsylvania and a Fellow in the Allegheny County Bar Foundation. She has served as an Adjunct Instructor at the Heinz College at Carnegie Mellon University Masters of Medical Management Program and has presented in hundreds of educational conferences, including programs conducted by the American Health Lawyers Association, medical societies, hospital associations, and hospital and health care systems.

JOHN HORTY, LLB ■ HEALTH POLICY & GOVERNANCE
John Horty serves as Chair of the Estes Park Institute and is managing partner of the law firm Horty, Springer & Mattern, PC. Mr. Horty has educated board and medical staff leaders for decades, and his reputation for promoting leadership and supporting community hospitals is well established in the health care industry. He is an Honorary Fellow of the American College of Healthcare Executives, a recipient of the Award of Honor of the American Hospital Association, and holds an Honorary Life Membership in the American Hospital Association.

LEANNE KAISER CARLSON, MSHA ■ HEALTH FUTURES, INNOVATION & WISDOM CULTURES
Leanne Kaiser Carlson is a futurist and organizational alchemist. Through the Kaiser Institute, Leanne enables CEOs to transmute what is limited or undesirable in themselves and their organization. Leanne also brings unique insight around the power of generosity to shape the future of health systems. She believes generosity heals and creates tools and curriculums for health care, unleashing immense new resources and enabling hospital foundations to grow.
GARY KAPLAN, MD, FACP, FACMPE, FACPE ■ INNOVATION MEDICINE
Dr. Gary Kaplan has served as chairman and CEO of the Virginia Mason Health System in Seattle, Washington since 2000, where he is also a practicing internal medicine physician. Dr. Kaplan is widely recognized as one of the most influential physician executives in health care and has been honored nationally for his leadership. He is a founding member of Health CEOs for Health Reform and has held leadership positions with numerous organizations.

JAMES KOPF ■ HEALTH CARE REGULATIONS, INTEGRITY & COMPLIANCE
Jim Kopf is an executive health care consultant and an expert on health care fraud and compliance. His prior experience includes 26 years as a federal law enforcement officer with the Office of Inspector General, U.S. Department of Health and Human Services, and the Federal Bureau of Investigation. Mr. Kopf co-authored and was the director of Operation Restore Trust, a presidential initiative which set the current standard for health care fraud investigations.

DAVID LAWRENCE, MD, MPH ■ ADVANCED INTEGRATION STRATEGIES
Dr. Lawrence served as CEO and Chairman of Kaiser Foundation Health Plan and Hospitals until his retirement in 2002. He currently pursues interests in new business development, teaching, public policy, and writing and consults with selected health care systems that pursue advanced integration strategies. Dr. Lawrence is a member of the boards of McKesson Corporation, Proteus Digital Health, Aditazz, and CellWorks and serves as an advisor on several others.

“Very informative, fantastic interaction and exchange of ideas.”
— President, Medical Staff

DELLA LIN, MD ■ PATIENT SAFETY LEADERSHIP
As a physician with leadership experience for over 25 years, Dr. Lin brings clarity, inspiration, and provocative challenges to her audiences by integrating practical clinical experience with systems thinking around organizational resilience, leadership, culture, and new thinking in the patient safety and quality landscape. She is an author focused on successful patient safety strategies and culture and also works with organizations and hospitals in their board, MEC, joint leadership, and patient safety seminars.

ROBERT MECHANIC, MBA ■ PUBLIC POLICY, STRATEGY & HEALTH CARE FINANCE
Robert Mechanic is senior fellow at the Heller School of Social Policy and Management at Brandeis University and Executive Director of the Health Industry Forum, a program devoted to improving the quality and effectiveness of the U.S. health care system. His research focuses on health care payment systems and the adaptation of organizations to new payment models. He is an expert in episode-based payment systems.

DAN MULHOLLAND, JD ■ HEALTH, LEGAL & REGULATORY AFFAIRS
Dan Mulholland is a senior partner in the law firm of Horty, Springer & Mattern, PC. He has spoken and written extensively concerning a wide variety of health law topics. Mr. Mulholland regularly advises clients on hospital medical staff, corporate tax fraud and abuse, and compliance matters and frequently provides strategic counseling to hospital and health system boards. He is also editor of a number of HortySpringer publications, including Health Law Express.
Estes Park Institute Faculty

JOSEPH SCHERGER, MD, MPH  ■  INFORMATION TECHNOLOGY & QUALITY IMPROVEMENT
Joseph Scherger, MD, MPH, is Vice President for Primary Care at Eisenhower Medical Center in Rancho Mirage, California. He is Clinical Professor of Family Medicine at the Keck School of Medicine at the University of Southern California (USC). Dr. Scherger’s main focus is on the redesign of office practice using the tools of information technology and quality improvement. He has served in an editorial capacity and as a medical expert for several publications and has authored over 400 medical publications.

JOHN TISCORNIA, MBA, CPA  ■  HEALTH CARE FINANCIAL PLANNING & GOVERNANCE
John Tiscornia is Managing Director at Huron Healthcare. He is the past chairperson of the finance committee of a major health care system and a former partner and director of Arthur Andersen’s National Health Care Practice. Mr. Tiscornia is a clinical professor in the Graduate School of Public Health and Community Medicine at the University of Washington. Throughout his career, he has been involved in strategic, financial, business, and regulatory challenges of the health care industry and has had extensive experience with governance.

STEVEN TRINGALE  ■  STRATEGIC PLANNING, PUBLIC POLICY & HEALTH CARE REFORM
Steven Tringale is President and CEO of Tringale Health Strategies LLC (THS), a Boston-based consultancy that delivers strategic planning, network and contract development, product development, and hospital/physician alignment strategies to clients in the health care industry. He has held a number of senior executive positions in large health care companies, presented to numerous groups, and testified in front of many state legislatures and congressional committees.

Most faculty members will present at each conference. In addition to the Estes Park Institute faculty, guest presenters with specific expertise may be invited to present at various conference locations.
STEVEN KAMAJIAN, DO, FACOFP

As a board-certified family practice specialist, Steven Kamajian, DO, FACOFP, has spent over 30 years on the front lines of health care serving patients, both old and young. He founded the Westminster Free Clinic in Thousand Oaks, California, where he employed the medical home model decades before health care reform and “accountable care” came into play, giving the hard-to-reach, low-income patient population access to a wide range of health care professionals and more.

ARYANA KHALID, MHA

Aryana Khalid joined America’s Health Insurance Plans (AHIP) in 2015 as an Executive Vice President. Previously, she served as Chief of Staff to the Administrator for the Centers for Medicare & Medicaid Services, where she focused on the day-to-day operations of CMS, project management for the Affordable Care Act, and working with the Secretary’s Office and the White House on CMS policy and operational decisions. Prior to this role, she was Senior Advisor to the Principal Deputy Administrator and COO at CMS.

ANTHONY PINEVICH, MD, MBA, FACP

Dr. Anthony Pinevich serves at UPMC Mercy in Pittsburgh, Pennsylvania, as Vice President of Medical Affairs, Chief of Nephrology, Director of Apheresis, and Director of the Internal Medicine residency. His hospital/health system oversight areas have included hospitalist services, risk management, infection control, medical staff services, case management, utilization review, social services, and safety/quality, including pay-for-performance activities.

ROBIN SETTLE, MBA

As a principal with ECG Management Consultants, Robin Settle has over 25 years of experience working within the health care information technology and provider sectors. She has directed significant client engagements in information technology planning, vendor selection, and operational impact assessments. She also has a deep background in planning connected communities, working to strengthen ties between hospitals and other providers across the continuum of care.

---

Guest presenters may change. Not all guests will present at each location.
TARGET AUDIENCE
The Estes Park Institute conference experience is for the entire leadership team—executives, physicians and trustees. With the future of the community hospital so dependent on cooperation among governance, administration and physician leaders—especially employed physicians—the Estes Park Institute is committed to the development of these teams.

CONFERENCE OBJECTIVE
The objective of an Estes Park Institute conference is for health care leaders to learn and explore—with our health care experts—the current trends, innovations and solutions to help navigate the challenges presented by health reform and a rapidly changing health care environment.

“Excellent overview of health care. Precisely the type of presentation I was eager to hear.”
— Board Vice Chair

CONTINUING EDUCATION CREDITS
CME/ACCME: This activity has been planned and implemented in accordance with the Essential Areas and Policies of the Accreditation Council for Continuing Medical Education (ACCME) through the joint sponsorship of the University of Pittsburgh School of Medicine and the Estes Park Institute. The University of Pittsburgh School of Medicine is accredited by the ACCME to provide continuing medical education for physicians.

ACHE: The Estes Park Institute is authorized to award approximately 16 hours of pre-approved ACHE Qualified Education credit (non-ACHE) for this program toward advancement or recertification in the American College of Healthcare Executives. Participants in this program wishing to have the continuing education hours applied toward ACHE Qualified Education credit should indicate their attendance when submitting application to the American College of Healthcare Executives for advancement or recertification.

NAMSS: This program has been approved by the National Association of Medical Staff Services for approximately 16 hours of continuing education units. Medical staff services and credentialing professionals are responsible for verifying attendance at continuing education activities relative to their recertification. For your convenience, we will provide a certificate as proof of attendance.
Conference Registration

EACH REGISTRATION INCLUDES:

■ Attendance at one Estes Park Institute conference and complimentary attendance for spouse/community member
■ Continental breakfast each morning for registrants and guests
■ Opportunities to network with the Estes Park Institute Fellows and Registrants
■ Online access to all presentation, reference and resource materials
■ CME/ACCME, ACHE and NAMSS credit

TUITION

$6,700 (each team of four)
$1,895 (single)

Upon registration, you will be sent accommodation information. Tuition for a physician, health care executive, or board member includes attendance at one Estes Park Institute conference and complimentary admittance for his/her spouse or a community representative who is not directly affiliated with the health care organization, but who may be involved in community health initiatives.

FACULTY DISCLOSURE

In accordance with the Accreditation Council for Continuing Medical Education requirements on disclosure, information about relationships of presenters with commercial interests (if any) will be included in materials distributed at the time of the conference.

AMERICANS WITH DISABILITIES ACT STATEMENT

We encourage participation by all individuals. If you have a disability, advance notification of any special needs will help us to better serve you. Please notify us of your needs at least two weeks in advance of the program.

THANK YOU TO OUR SPONSORS:

Blue Zones Project®
by Healthways

Health Dimensions Group

The Hardenbergh Group

The Estes Park Institute
estespark.org
Conference Registration

Select Conference:

<table>
<thead>
<tr>
<th>Conference Location</th>
<th>Venue</th>
<th>Dates</th>
</tr>
</thead>
<tbody>
<tr>
<td>Naples, FL</td>
<td>The Ritz-Carlton, Naples</td>
<td>January 22-25, 2017</td>
</tr>
<tr>
<td>Maui, HI*</td>
<td>Grand Wailea</td>
<td>February 12-17, 2017</td>
</tr>
<tr>
<td>Phoenix, AZ</td>
<td>Arizona Biltmore</td>
<td>March 12-15, 2017</td>
</tr>
<tr>
<td>Chicago, IL</td>
<td>JW Marriott Chicago</td>
<td>April 23-26, 2017</td>
</tr>
<tr>
<td>San Francisco, CA</td>
<td>The Ritz-Carlton, San Francisco</td>
<td>October 29 - November 1, 2017</td>
</tr>
</tbody>
</table>

Contact Information

<table>
<thead>
<tr>
<th>Contact Name</th>
<th>Contact Title</th>
<th>Contact Email</th>
<th>Contact Phone</th>
<th>Fax</th>
<th>Health Care Organization</th>
<th>Number of Beds</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Method of Payment

- [ ] Bill hospital/health system
- [ ] Check enclosed (payable to: Estes Park Institute)

Total Paid Registrants:

- $6,700 (each team of four)
- $1,895 (single)

Total Amount Due: $

Tuition for a physician, health care executive, or board member includes attendance at one Estes Park Institute conference and complimentary admittance for his/her spouse or a community representative who is not directly affiliated with the health care organization, but who may be involved in community health initiatives.

Cancellation Policy

All cancellations must be confirmed in writing. Written cancellations received by the Estes Park Institute 30 or more days prior to the opening of the conference are eligible to receive a refund, less a processing fee of $150 per person. Cancellations received within 15–29 days of the opening of the conference are not eligible for a refund, but money will be held on account up to 12 months for transfer to another Estes Park Institute conference. Cancellations within 14 days of the opening of the conference and “no show” registrants are not eligible for refund or transfer.

Registrant Names

(Space may be reserved and names submitted at a later date. Additional names may be attached on a separate sheet.)

<table>
<thead>
<tr>
<th>Registrant Name</th>
<th>Registrant Name</th>
<th>Registrant Name</th>
<th>Registrant Name</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Registrant Title</th>
<th>Registrant Title</th>
<th>Registrant Title</th>
<th>Registrant Title</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Registrant Email</th>
<th>Registrant Email</th>
<th>Registrant Email</th>
<th>Registrant Email</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Spouse / Community Representative</th>
<th>Spouse / Community Representative</th>
<th>Spouse / Community Representative</th>
<th>Spouse / Community Representative</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

*At the Hawaii conference, Wednesday is an open day for hospital group activities. An additional day of sessions will take place on Thursday, and Wednesday sessions will take place on Friday.