



THE
ESTES
PARK
INSTITUTE

PHOENIX, ARIZONA

Arizona Biltmore
March 18-21, 2018



The Estes Park Institute



Estes Park Institute has been bringing leadership teams together since 1974 to provide continuing education for hospital executives, trustees, and medical staff leaders. Our conferences explore solutions to operational, financial, technological, and quality challenges and provide strategies and tactics to help your organization thrive in the future.

We have designed a program that isn't just built for you, it's built by you, 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 dig deep to unearth the answers to your specific problems. They'll present time-tested strategies and the latest innovations—providing the solutions you need for today, and for years to come.

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.

"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.



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Conference Program



The program for each conference is unique and timely, and the curriculum is constantly evolving to meet the changing needs of those in attendance. But what never changes is our commitment to equipping health care leaders with the tools they need to deliver a higher standard of care.

The program will encompass a variety of topics:

- What Do Patients Really Want?
- Patient Safety & Quality Improvement
- Hospital/Physician Coordination
- Leadership in Trying Times
- Collaborating and Integrating Lawfully
- Financial Stability and Fiduciary Responsibility
- Crisis Management
- Fraud and Abuse
- The Patient Experience
- Medicare ACOs
- Personal Transformation
- Coordination of Care and Bundled Payments
- Post-Acute Care Strategies
- Innovating in Philanthropy
- Generosity
- Physicians as Board Members
- Regulatory & Compliance Changes
- Challenges for Critical Access Hospitals
- The Science of Transformation
- Innovations
- Provider Owned Insurance Organizations
- Optimizing Palliative Care
- Effective Incentive Systems
- Antitrust Activities
- CMO Roundtable
- Getting Maximum Return on Your IT Investment
- Merger and Acquisition Alternatives
- Employed/Contracted Physicians
- The False Claims Act and Quality of Care
- Clinical Affiliation + Population Health Management
- Disruptive Employees
- Patient Information Security
- Recovery Auditor Guidelines
- Health Impact Bonds
- Developing a Change Management Culture

"I am a new board member. The conference and topics covered provided me an excellent broad-based orientation to issues in the industry."

— Board Member



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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*



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Conference Schedule

Arizona Biltmore
March 18-21, 2018
Phoenix, Arizona

SUNDAY

CONFERENCE REGISTRATION	1:00 PM - 5:00 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 (<i>on own</i>)	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*



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Estes Park Institute Faculty

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.



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Estes Park Institute Faculty

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 Horthy, 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 HorthySpringer publications, including *Health Law Express*.



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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.



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Arizona Biltmore

Discover this Arizona landmark hotel, recognized as one of the world's best. With its iconic architecture and rich, colorful history, the Arizona Biltmore retains its timeless quality while offering a modern, sophisticated experience. Take some time to explore this expansive property's 39 acres of pristine gardens. Enjoy two 18-hole championship golf courses, six cushioned tennis courts, sparkling pools, exceptional dining options, and soothing organic treatments at Spa Biltmore. Less than 20 minutes from Sky Harbor International Airport, this convenient location has it all!



THE ESTES PARK INSTITUTE

Additional Conference Information



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:



Conference Registration



THE ESTES PARK INSTITUTE

1 ONLINE:
EstesPark.org

2 CALL:
800-727-8225

3 FAX THIS FORM TO:
724-548-1383

4 MAIL THIS FORM TO:
Estes Park Institute
P.O. Box 400
Englewood, CO 80151

Select Conference:

_____ **San Francisco, CA**
The Ritz-Carlton, San Francisco
October 29 - November 1, 2017

_____ **Naples, FL**
The Ritz-Carlton, Naples
January 21-24, 2018

_____ **Maui, HI***
Grand Wailea
February 11-16, 2018

_____ **Phoenix, AZ**
Arizona Biltmore
March 18-21, 2018

_____ **San Antonio, TX**
Hilton Palacio del Rio
April 22-25, 2018

*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.

_____ Contact Name		_____ Contact Title	
_____ Contact Email		_____ Contact Phone	_____ Fax
_____ Health Care Organization			_____ Number of Beds
_____ Street Address			
_____ City		_____ State	_____ Zip
_____ CEO Name		_____ CEO Title	
_____ CEO Email		_____ Name of System (if applicable)	

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: \$ _____

Upon registration, you will be sent accommodation information.

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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.)

_____ Registrant Name	_____ Registrant Name
_____ Registrant Title	_____ Registrant Title
_____ Registrant Email	_____ Registrant Email
_____ Spouse / Community Representative	_____ Spouse / Community Representative
_____ Registrant Name	_____ Registrant Name
_____ Registrant Title	_____ Registrant Title
_____ Registrant Email	_____ Registrant Email
_____ Spouse / Community Representative	_____ Spouse / Community Representative