

HEALTH CARE

AT A HISTORIC CROSSROAD



San Francisco, California
October 29 – November 1, 2017



THE ESTES PARK INSTITUTE
ESTESPARK.ORG

Health Care at a Historic Crossroad

Every hospital serves a COMMUNITY. Whether the hospital is large or small; rural or urban; independent or system affiliated, the leaders and staff of a hospital care for the health and well-being of the people in their community.

How you do this depends on you. The strength of a leadership team, the culture that is created, the relationships that are built, technology, quality and safety, health reform—these all impact your patients and the community.

This is in addition to simultaneously dealing with the operational side of running a hospital or health system.

This year, Estes Park Institute focuses on helping you meet the changes caused by both of these challenges while maintaining a strong bottom line.

Estes Park Institute

Conference Sessions



An Estes Park Institute conference is designed to be able to meet each individual health care organization and leader's educational goals. We offer a variety of session types and topics, including:

General Sessions

All conference participants come together to hear the latest information from the health care front and are inspired by experts that have been testing and implementing innovative strategies and finding solutions to solve complex problems and challenges affecting health care delivery as a whole.

Washington Insiders

Our Washington insiders debate from both sides of the aisle.

...And Other Major Health Care Topics

Featuring new guest presenters

Breakouts

Registrants self-divide for each of three sets of breakouts—by hospital size and type, by role, and by essential issue. This provides an opportunity to learn and share ideas with other hospitals that understand their particular challenges, exchange information and solutions with those who share their role, and explore the topics that concern them most.

...by Hospital

- Health Care Systems and Their Hospitals
- Independent Hospitals
- Rural Hospitals and Critical Access Hospitals

...by Role

- Board Members
- Physicians/Providers
- CEOs and Executive Team

...by Essential Issue

- Ambulatory Issues
- Medical Staff Future
- Finance and Payment
- Energizing the Workforce
- Quality, Safety, Patient Experience, and Excellence
- ACOs, Bundles, and MACRA

“Excellent presentation. I gained many takeaways to assist with building the right culture at my facility – need to improve on our respect and accountability.”

— Chief Operating Officer

Conference Sessions

(continued)

Workshops

In these small groups, the Estes Park Institute faculty and registrants “roll up their sleeves” and dive into the nuts and bolts of specific issues. Using case studies and success stories, the facilitator engages participants in discussion, enabling them to ask questions that relate to their own organization and leave with a plan to tackle the specific challenge of each workshop. A partial list follows:

- Update on Wellness and Nutrition
- Optimizing the Physician Office Network
- Gainsharing, Contracting, and Quality Improvement
- Government Audit of Hospital-Owned Facilities
- Bundled Payments – A Transition from Volume to Value
- How to Lobby at Home
- Applying EMTALA to On-Call Doctors
- CEO Roundtable
- CMO Roundtable
- Board Chair Roundtable
- Hospital Actions in the Opioid Crisis
- Seven Habits for Safety in Ambulatory Health Care
- Patient-Centered Care – Making the Invisible Visible
- Dealing with Physicians and Health Workers’ Burnout
- Can Exchanges Work? If Not, What Then?
- An ACO for Rural and Critical Access Hospitals
- Imposing Quality and Excellence While Lowering Costs

Fundamentals for New Board Members

Are you a new board member or just feel like you missed out on establishing a firm foundation for serving your hospital? Don't miss our new Board Member Fundamentals, a special session held before the conference opening that will bring you up to speed and prepare you to delve into more complex topics covered throughout the conference.

Fundamentals for New Physician Leaders

Your colleagues' respect led to your recruitment to leadership. Your clinical skills made you an attractive candidate. Your devotion to your patients and the hospital was the reason you agreed to serve. So, what's missing?

What is Leadership? What are new leaders supposed to know? To do? What are priorities? Is there a tool kit? Our Physician Leadership 1.0 is designed to orient you to your new job and the expectations it carries.



San Francisco, California

The Ritz-Carlton, San Francisco | October 29 – November 1, 2017

Sunday

- 1:00 PM - 5:00 PM..... CONFERENCE REGISTRATION
- 3:00 PM - 5:00 PM..... FUNDAMENTALS FOR NEW BOARD MEMBERS
FUNDAMENTALS FOR NEW PHYSICIAN LEADERS
- 5:30 PM - 6:30 PM..... GENERAL SESSION (all registrants together)
- 6:30 PM - 7:30 PM..... CONFERENCE RECEPTION

Monday

- 6:30 AM - 8:00 AM CONTINENTAL BREAKFAST
- 8:00 AM - 9:00 AM GENERAL SESSION (all registrants together)
- 9:00 AM - 9:15 AM 15-MINUTE BREAK
- 9:15 AM - 10:30 AM..... BREAKOUTS BY HOSPITAL TYPE
- 10:30 AM - 10:45 AM 15-MINUTE BREAK
- 10:45 AM - 12:00 PM BREAKOUTS BY INDIVIDUAL LEADERSHIP ROLE

Tuesday

- 6:30 AM - 8:00 AM CONTINENTAL BREAKFAST
- 8:00 AM - 9:40 AM GENERAL SESSION (all registrants together)
- 9:40 AM - 10:00 AM..... 20-MINUTE BREAK
- 10:00 AM - 12:00 PM BREAKOUTS BY ESSENTIAL ISSUE
- 12:00 PM - 1:30 PM LUNCH (*on own*)
- 1:30 PM - 5:00 PM..... WORKSHOPS (Sessions 1-3)

Wednesday

- 6:30 AM - 8:00 AM CONTINENTAL BREAKFAST
- 8:00 AM - 10:15 AM..... WORKSHOPS (Sessions 4 & 5)
- 10:15 AM - 10:30 AM 15-MINUTE BREAK
- 10:30 AM - 11:15 AM..... GENERAL SESSION – “Where We Are Going”
- 11:15 AM CONFERENCE ADJOURNS

Schedule

Guest Presenters

An outstanding lineup of new guest speakers will join the Estes Park Institute faculty to present important and timely topics. These fresh voices represent the best in their individual fields and will share their expertise generously in our breakouts and workshops.

Lynn Barr, MPH

Lynn Barr, MPH, organizer of the National Rural Accountable Care Consortium, addresses the specific challenges facing our rural hospital and critical access hospital participants.

Ms. Barr is a recognized leader in the movement to transform and improve our nation's health care systems. While working at a rural hospital as Chief Information Officer, Lynn organized the National Rural Accountable Care Consortium to overcome barriers for rural health providers so they could participate in innovative payment models under health care reform. Ms. Barr currently serves as the Chief Executive Officer of Caravan Health.

Rishi Manchanda, MD, MPH

Rishi Manchanda, MD, MPH, a physician and public health innovator, presents his important "upstream medicine" message which aims to reinvigorate primary care by teaching doctors to think about—and treat—the social and environmental conditions that often underlie sickness.

Dr. Manchanda is a physician leader, health system innovator, and author. He is President of HealthBegins, a social enterprise that provides health care professionals with tools and support to improve care and the social factors that make people sick in the first place. His 2013 TEDbook, *The Upstream Doctors*, introduced a new model of the health care workforce that includes "upstreamists" who improve social determinants of health.

Stephen Swensen, MD, MMM, FACR

Stephen Swensen, MD, MMM, FACR, an expert in leadership and professional burnout, shares methods for developing thoughtful leaders who create joy for the colleagues they lead.

Dr. Swensen is dedicated to the development of thoughtful leaders and teams that have the capability to nurture camaraderie, purpose, wellbeing, and trust in order to create joy in work for the colleagues they lead. He is a recognized, well-published expert in leadership and professional burnout. Dr. Swensen serves as a Senior Fellow of the Institute for Healthcare Improvement and is the Medical Director for Professionalism and Peer Support at Intermountain Healthcare.

Robert Wachter, MD

Robert Wachter, MD, Chair, UCSF Department of Medicine, will share his expertise for moving physicians and technology forward to effectively advance patient care.

Dr. Wachter is a recognized thought leader in health care quality, safety, and organization of care. A practicing physician, he is intimately familiar with and involved in both the promises and challenges related to the computerization of health care. His latest book offers an unvarnished view of the early days of health care's transformation and an insightful and provocative exploration of what it will take, from all of us, to successfully shift from "disruption" to "disruptive innovation."



Guest Presenters

Returning guest presenters and Washington insiders, Jennifer Bell and Aryana Khalid, MHA, will debate the most current health care issues from both sides of the aisle.

Jennifer Bell

Jennifer Bell, founding partner of Chamber Hill Strategies, has a proven track record of success in Washington. Given her extensive experience and her deep business knowledge, she has worked effectively with companies, coalitions, and associations to create policy solutions and legislative opportunities, respond to investigations, and mitigate the effects of harmful legislation and regulations. Jennifer has nearly 20 years of experience working on and around Capitol Hill.

Aryana Khalid, MHA

Aryana Khalid manages the health and wellness government affairs practice at The Glover Park Group (GPG). In this role, she provides strategic political and legislative counsel on a broad range of issues. Before joining GPG, Aryana was as an Executive Vice President at America's Health Insurance Plans. She also previously served as Chief of Staff at the Centers for Medicare & Medicaid Services (CMS) for CMS Administrator Marilyn Tavenner.

Additional guest presenters are being confirmed.

Watch EstesPark.org for updates.

Estes Park Faculty



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

Dr. Barry Bittman 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 Horthy, 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 Horthy, LLB ■ Health Policy & Governance

John Horthy serves as Chair of the Estes Park Institute and is managing partner of the law firm Horthy, Springer & Mattern, PC. Mr. Horthy 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.

Estes Park Faculty



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 Harty, 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 HartySpringer publications, including *Health Law Express*.

Anthony Pinevich, MD, MBA, FACP ■ Medical Staff Issues

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.

Joseph Scherger, MD, MPH ■ Information Technology & Quality Improvement

Dr. Joseph Scherger 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.



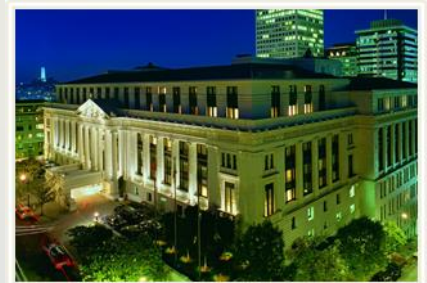
THE
ESTES
PARK
INSTITUTE

San Francisco, California



The Ritz-Carlton, San Francisco
October 29 – November 1, 2017

\$439 Deluxe Room



The Estes Park Institute begins a new conference year at a San Francisco historic landmark. Located in the heart of downtown, The Ritz-Carlton, San Francisco is one of the finest hotels to call Nob Hill home. This 1909 Neoclassical building has been transformed into a beautiful retreat of modern classic design. With commanding views of the city, timeless elegance, and impeccable service, this award-winning AAA Five-Diamond hotel is the perfect downtown location. And it's easy to explore the "City by the Bay's" spirited atmosphere and diverse cultural experiences as the historic cable car stops right outside the hotel doors.



THE
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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, changes, innovations, and solutions to help navigate the challenges presented by health reform and a rapidly changing health care environment.

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.

Community Representatives

Community involvement is another important aspect of health care. When you work together with community leaders and organizations to implement programs that promote health and well-being, everyone benefits.

Tackling the opioid crisis with your local police force, promoting health and wellness through the school district, engaging with government officials to impact legislation—initiatives like these require a more advanced level of understanding for all involved. **That's why, for each conference registrant, we offer complimentary registration for a community representative.**

Community representatives will learn more about the challenges you face as a health care leader and hear innovative ideas for improving public health. This insight and knowledge will lead to improved cooperation and spark ideas for additional collaborative efforts.

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, opportunities, and changes that shape health care in the United States.

Continuing Education

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.

Thank you to our sponsors:



"This conference session provided me with a much better understanding of MACRA... will be able to explain to others."

— Physician Leader

Registration Information

Each Registration Includes:

- Attendance at one Estes Park Institute conference and complimentary attendance for a community representative
- Continental breakfast each morning for registrants and guests
- Opportunities to network with the Estes Park Institute faculty 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 hotel reservation information. Tuition for a physician, health care executive, or board member includes attendance at one Estes Park Institute conference and complimentary admittance for 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.



"All relates to my current position as a medical staff leader. I will soon lead both employed and non-employed providers and must work to bridge the working relationship between providers and the hospital."

— Employed Physician Leader

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.

COMMUNITY REPRESENTATIVE

Tuition for a physician, health care executive, or board member includes attendance at one Estes Park Institute conference and complimentary admittance for 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.)

_____ Registrant Name	_____ Registrant Name
_____ Registrant Title	_____ Registrant Title
_____ Registrant Email	_____ Registrant Email
_____ Community Representative	_____ Community Representative
_____ Registrant Name	_____ Registrant Name
_____ Registrant Title	_____ Registrant Title
_____ Registrant Email	_____ Registrant Email
_____ Community Representative	_____ Community Representative