The Challenge

San Francisco
California

The Ritz-Carlton, San Francisco
November 4-7, 2018
After relative stability in the hospital field, what is happening now in some places—and sometimes quietly—could have far-reaching, lasting implications.

Some changes will not have any effect, some a small effect, and some may be monumental. Some expected changes may not ultimately occur—and some will be positive—but all, including those yet unknown, can affect stability and require planning, and most will increase the cost of care. THE CHALLENGE will be how to deal with these changes and more going forward ...

Prepare your leaders for THE CHALLENGE at 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:

**The New Challenges**
These Sunday afternoon sessions will start the conversation and set the tone for the conference:

**Challenges Facing Trustees:** The rapidly changing role of the board in the hospital and community.

**Challenges Facing Physician Leaders:** What happens to medical staffs that become part of a “system?”

**Challenges Facing CEOs (Invitational):** An opportunity to network, share information, and explore the issues.

**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.

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

...by Leadership Role
- Board Members
- Physicians
- CEOs and Executive Team

...by Essential Issue
- Post-Acute Care Coordination
- Leadership in Safety & Quality
- What Doctors Need to Know About Hospital Boards
- Value-Driven Growth

**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.

**Invitational Roundtables**
Our Invitational Roundtables are small, focused sessions that give participants the opportunity to brainstorm and share ideas with their peers from across the country. Roundtables are held for CEOs, board chairs, and CMOs/physician leaders. Each session is limited to 14 participants and facilitated by an Estes Park faculty member.
Time Schedule at a glance

San Francisco, California
The Ritz-Carlton, San Francisco
November 4-7, 2018

Sunday
1:00 PM - 5:00 PM............CONFERENCE REGISTRATION
3:00 PM - 5:00 PM............CHALLENGES FACING TRUSTEES
  CHALLENGES FACING PHYSICIAN LEADERS
  CHALLENGES FACING CEOS (invitational)
5:30 PM - 6:30 PM............OPENING GENERAL SESSION (all registrants together)
6:30 PM - 7:30 PM............CONFERENCE RECEPTION

Monday
6:30 AM - 8:00 AM............BREAKFAST
7:00 AM - 7:45 AM.............SPONSOR PRESENTATION BY BLUE ZONES PROJECT® (bring your breakfast)
8:00 AM - 9:15 AM............GENERAL SESSION (all registrants together)
9:15 AM - 9:30 AM............15-MINUTE BREAK
9:30 AM - 10:45 AM.........BREAKOUT BY HOSPITAL TYPE
10:45 AM - 11:00 AM.......15-MINUTE BREAK
11:00 AM - 12:15 PM .........BREAKOUT BY LEADERSHIP ROLE
12:30 PM - 2:00 PM ...........SPECIAL RURAL HEALTH LUNCH SESSION (invitational)

Tuesday
6:30 AM - 8:00 AM............BREAKFAST
8:00 AM - 9:15 AM............GENERAL SESSION (all registrants together)
9:15 AM - 9:30 AM............15-MINUTE BREAK
9:30 AM - 11:30 AM ...........BREAKOUT BY ESSENTIAL ISSUE
11:30 AM - 1:00 PM ..........LUNCH (on own)
1:00 PM - 4:30 PM............WORKSHOPS (Sessions 1-3)

Wednesday
6:30 AM - 8:00 AM............BREAKFAST
8:00 AM - 9:00 AM..........WORKSHOPS (Session 4)
9:00 AM - 9:10 AM..........10-MINUTE BREAK
9:10 AM - 11:00 AM........GENERAL SESSION (all registrants together)
11:00 AM ......................CONFERENCE ADJOURNS
THE CHALLENGE: From Better Health Care to Better Health

Sunday

3:00 pm to 5:00 pm  SPECIAL AFTERNOON SESSIONS

Challenges Facing Trustees | John Horty, LLB; Jennifer Bell; Joseph Scherger, MD & Fraser Seitel
For the past century, beginning after World War I, trustees have had responsibility for the growth of community hospitals (almost all were independent community hospitals) and of health care in hospitals. That responsibility is changing, and now, changing rapidly. Systems are replacing independent hospitals and the new responsibility of hospital trustees is rapidly increasing into the community. This requires looking at payment to the hospital for these increased responsibilities, and at the same time, cutting the cost of care with the financial risk that entails. For being part of a system does not automatically decrease financial risk to the community hospital. We will discuss the challenges and give ideas to meet them.

Challenges Facing Physician Leaders: What Happens to Medical Staffs That Become Part of a “System” | Linda Haddad, JD & Anthony Pinevich, MD, MBA
This session addresses the issues medical staff leaders face when their hospital becomes part of a system. Depending upon system size and proximity, many of the following issues must be addressed:

- Unified or separate medical staffs?
- “Standardized” bylaws/policies
- Centralized credentialing or hospital specific?
- “Portable” clinical privileges
- Sharing information
- Distribution of resources
- Demands on the larger entity to cover gaps in the smaller entity
- Assignment of service lines to exclusive hospitals (with potential impact on professional fees, hospital reputation)

Challenges Facing CEOs (Invitational) | Stuart Altman, PhD & Steven Tringale
An opportunity to network, share information, and explore the issues.

5:30 pm to 6:30 pm  OPENING GENERAL SESSION

KEYNOTE SPEECH — Addiction as a Public Health Crisis: Solutions from Medicine | Anna Lembke, MD
Last year, addiction expert Anna Lembke, MD, shined a light on the opioid epidemic. This year, the conversation continues as she digs deeper into the latest, most innovative solutions being developed to address addiction.
Dr. Lembke discusses technological innovations in the treatment of addiction, including telehealth services, biomedical remedies, and self-binding applications. She will also explore innovative ways that hospitals can respond to the opioid epidemic and addiction more broadly, including creation of inpatient addiction medicine consult services, deprescribing practices, and addiction medicine fellowships to create the workforce to target and treat addiction.

**Monday**

**6:30 am to 8:00 am**  
**BREAKFAST**

**7:00 am to 7:45 am**  
**SPONSOR PRESENTATION BY BLUE ZONES PROJECT®** *(bring your breakfast)*

**The Blueprint for Improved Well-Being**

Come discover Blue Zones Project’s® unique, systemic approach to improving well-being by focusing on the “life radius.” By optimizing the settings where we routinely spend our time—worksites, schools, restaurants, grocery stores, faith-based communities, and neighborhoods—we make healthy choices easier and naturally adopt healthier behaviors together as a community. We will be joined by one of our many innovative partners who will provide personal insight into how Blue Zones Project has worked with the sponsor organization and their community.

**8:00 am to 9:15 am**  
**GENERAL SESSION**

**Hospital Innovation Video**

**What is Happening in Washington and the States That Could Impact the Health System** | Stuart Altman, PhD & Jennifer Bell

Although there have been no major health legislative activities recently, CMS and other federal agencies have been hard at work changing a number of important provisions of the Affordable Care Act. So too have state governments, including possible adoption of the ACA Medicaid provisions in several new states. In this session we will explore these changes and discuss how they might impact the health system.

**9:15 am to 9:30 am**  
**BREAK**

**9:30 am to 10:45 am**  
**BREAKOUT BY HOSPITAL TYPE**

**Health Systems & Community Hospitals: Responding to Governmental, Employer and Competitive Challenges** | Stuart Altman, PhD & Steven Tringale

Hospital and health systems are confronted with a series of complex, and in some cases conflicting, demands as we look at the emerging trends in health care delivery for 2019. This session will catalog those challenges, as well as suggest strategic responses to these trends. The session will look at specific issues within an overriding backdrop of the pressure every hospital and health system is under to transition to a value-driven financing system, and take lead responsibility for improving the health status of its community.
**Rural Hospitals & Critical Access Hospitals** | Rob Mechanic, MBA & Michael Topchik

Although some rural and critical access hospitals are strong and financially stable, many are struggling. These hospitals often struggle to recruit physicians and they rely heavily on Medicare and Medicaid, which have constrained funding. Many serve communities struggling with poverty, addiction, and other social factors that adversely affect health. Rural hospitals are frequently economic anchors of their communities so that cost cutting may have broad impacts on local residents and businesses. In May 2018, CMS announced a new rural health strategy, but it has thus far offered little in the way of specific policy proposals. Regardless of future policy changes, rural hospitals need to develop concrete strategies to maintain fiscal stability while continuing to effectively serve their communities. This session will discuss the environment facing rural providers, potential future policy changes to support rural providers, elements of a strategy for fiscal stability, and case studies describing innovative approaches developed by successful rural hospitals and health systems that will help you prepare a path for the future.

**10:45 am to 11:00 am**  BREAK

**11:00 am to 12:15 pm**  BREAKOUT BY LEADERSHIP ROLE

**Future Governance by Trustees: Governance in a Disruptive Environment** | John Tiscornia, MBA, CPA & Gary Kaplan, MD

This session discusses the unique challenges boards face during this time of disruption in the health care industry. It will help to prepare trustees to deal with the ever changing health care environmental issues that impact their roles and responsibilities, such as leadership and communication within the community—health inside and outside of the four walls of the organization, staying on top of the ever changing and disruptive environment, helping the organization adapt to the new environment, and developing a culture to success in the future. There will be opportunities for discussion and planning around critical success factors and actions to consider.

**Physician & Medical Staff Leadership: Tools of the Trade—Bylaws, Policies, and Techniques** | Linda Haddad, JD

This session will present clinical privileges case studies with possible resolutions to the issues, and policies that might have averted them in the first place. Medical technological advances could outpace Medical Staffs’ abilities to assess their appropriateness and acquire the skill set and experience required. We will discuss how to stay on the cutting edge while protecting patients. Participants will spot the risks of haste and the potential for conflicts at the earliest time and learn the policies/processes to deal with them while averting litigation.

**Financial Threats Confronting Executive Leadership** | Steven Tringale

This session is designed to be an interactive discussion on the specific financial challenges confronting participants’ hospitals and health systems. We will stimulate the discussion by outlining some of the trends in payment model evolution, by payer type, as well as changes in insurance products design, benefit structures, and provider networks. We will also summarize key federal and state initiatives regarding financing models. The session will also look at the cross-cutting issue of risk transfer from the traditional financing system to the delivery system, resulting in new vertical integration models.

**12:30 pm to 2:00 pm**  SPECIAL RURAL HEALTH LUNCH SESSION (Invitational)

**Ten Areas of Future Focus for Rural Health Care Leaders** | Robert Mechanic, MBA & Michael Topchik

This session will describe ten key forces that should drive the development of future strategic planning and operational change for rural health care leaders. These include the changing health care workforce, opportunities to expand access to care and broaden clinical services through virtual care, the growth of alternative payment
models in Medicare and Medicaid, and the increasing importance on addressing social determinants of health. After a brief introduction, this session will break out into small groups where you will engage with peers from across the country to discuss how common challenges are being addressed across a range of community contexts. We will then reconvene for a group discussion of future strategic options for financial stability and effectively addressing the needs of your communities.

**Tuesday**

6:30 am to 8:00 am  BREAKFAST

8:00 am to 9:15 am  GENERAL SESSION

**Keys to Improving Health While Remaining Solvent** | Jeff Thompson, MD

This session will help leaders build strategies and plans to take on the difficult work of addressing the life cycle and broad mitigating factors of chronic disease. We will look at what assets you have that are not being used, what partners you can call on to help carry this responsibility, and how you weave this into your already full body of work. Internal and external pressures will not decrease the urgency, but we will try to leave you with clear tools to work internally as well as a pathway to navigate the many external opportunities.

9:15 am to 9:30  BREAK

9:30 am to 11:30 am  BREAKOUT BY ESSENTIAL ISSUE

**Leadership Imperative: Taking Aim Beneath the Surface to Improve Patient Safety, Quality, and the Well-Being of Our Care Teams** | Della Lin, MD & Gary Kaplan, MD

We should not tolerate that “these things happen,” allowing the same mistakes to repeat. Although Patient Safety and Quality has been a mantra for over two decades, most improvement has been incremental. Transformative culture requires committed leadership, engaged governance, and steadfast role-modeling. We must focus beyond traditional external metrics and look beneath the surface for preventable harm—harm experienced by both our patients AND our staff/clinicians who care for patients. We must unsurface critical foundational behaviors as ALWAYS EVENTS, confronting our own blind spots and unrecognized biases. This session will offer new approaches to move organizations and communities towards zero harm.

**Post-Acute Care Coordination: The Essential Elements—A “How To” Mini Symposium** (continued in first session of workshops) | Barry Bittman, MD; John Horty, LLB; Anne Keene, RN; Penny Lehrman, RN; Jon Lehrman, MD & Jeff Pratt, MBA

In this challenging era of rapid health care transformation, with hospitals and health systems bearing both quality and financial responsibility for at-risk and chronically ill patients, the need for care coordination should not be underestimated. Faced with rising costs and progressively-limited outcomes-based reimbursement, hospitals are searching for cost-effective strategies that ensure a high quality continuum of care for the 5-10% of their patients who are associated with the majority of health care expenditures and financial penalties. Rather than presenting a general topic overview, this 3-hour interactive mini-symposium focuses on the heart of the matter—the “essential elements” required to achieve successful hospital-based community care coordination. This program is intended to provide a practical perspective for CEOs, CFOs, managers, and front line clinicians who are dedicated to building a robust care coordination strategy for their community.
What Boards Need to Know About Medical Staffs…and What Medical Staffs Need to Know About Boards | Linda Haddad, JD

Of course both seek excellent care of the community and their patients, but appreciation of each other’s perspectives, commitments, and dedication contributes greatly—both to success of the organization and to joy in the journey. “Walking a mile in another’s shoes” is a metaphor for developing empathy. Understanding the depth and breadth of the other’s expertise and caring may deepen respect as well as progress toward shared goals.

Value-Driven Growth—An Overview | John Tiscornia, MBA, CPA & Steven Tringale

Margin pressure getting worse: Health systems are experiencing sustained and often unprecedented margin pressure which we think will likely get worse. While there are several reasons for it, two key drivers are the continued shift towards outpatient care models and a set of ominous disruptions of the inpatient care model.

Value-based care is a key strategic lever: Health systems recognize value-based care is coming, but we believe they are making two key mistakes. First, they underestimate how much risk they are already taking and continue to operate as if FFS is and will always dominate. Second, they overestimate their preparedness to take risk and win under value-driven care.

Increasing urgency and executive alignment: The best health systems are mobilizing to get their executive teams aligned on a financial model that demonstrates the true pace of shift in the market and dimensionalizes needed value-based investments and return. We believe the key is to develop a practical roadmap that lowers risk while you play ambidextrously in both FFS and value-driven care and that leverages best practices.

11:30 am to 1:00 pm LUNCH (on your own)

1:00 pm to 2:00 pm WORKSHOPS – FIRST SESSION (choose one)

Post-Acute Care Coordination: Making It Work (continued from Essential Issue breakout) | Barry Bittman, MD; Leanne Kaiser, Carlson, MSHA; Steven Tringale & John Horty, LLB

Addressing, Perchance to Save, the Problem Physician; Ay, There’s the Rub... | Linda Haddad, JD

A most excellent clinician, sometimes charming, but too often a terror to staff and colleagues, poses a painful dilemma to medical staff leadership. This workshop addresses policies and techniques to give this physician the best chance to modify behavior and so to be successful—but also provides guidance in terminating the relationship, without litigation, if that intervention fails. Qualifications for medical staff privileges include an ability to work well with others, respecting a culture of safety. Participants will learn the policies, the interventions, and the course of action to address this most unpleasant task of leadership.

Board Responsibility for Integrating Strategic and Financial Planning | John Tiscornia, MBA, CPA

In these challenging times of intense competition, increasing expenses, decreasing revenue, and changing medical technology, it is critical that the organization has a strategic plan and a financial plan. However, these two plans must be integrated in the organization to be successful. A strategic plan without the financial implementation will not be achievable. It is the board’s responsibility to ensure that these two plans are integrated. This workshop will provide the board with key questions and monitoring criteria to ensure that the strategic plan and financial plan are integrated.

A No Burnout & Thriving Physician Network | Joseph Scherger, MD

The quadruple aim includes better health, better care, lower cost, and a physician network that has work vitality. Physician burnout has become common as a result of repeated frustrations, lack of a sense of control over the...
work environment, and a disconnect between the nature of the work and patient needs. These factors cause an erosion of meaning for physicians in the care of patients. This workshop will cover methods for bringing vitality into the work of physicians so that they are thriving in their work and helping the hospital achieve its mission.

2:00 pm to 2:15 pm  BREAK

2:15 pm to 3:15 pm  WORKSHOPS – SECOND SESSION  (choose one)

**Happy Long-Lived Physicians: Let’s Make it Happen** | Leanne Kaiser Carlson, MSHA

Happy, long-lived physicians—let’s make it our priority in health systems. We can design for physicians to attain more meaning, vibrancy, and longevity than any other population. It’s not just an interesting idea; it’s an imperative. Healthy physicians talk to patients differently and are more able to coach patients about health behaviors. And they contribute more effectively professionally in other ways. In this workshop, we look at what we have going both for and against us. And we consider how to innovate ambitiously.

**Enhanced Recovery After Surgery (ERAS): More Than Hospital LOS** | Della Lin, MD

ERAS has been embraced in many hospitals across the country, with complementary efforts such as the “Perioperative Surgical Home” (American Society of Anesthesiologists), “Improving Surgical Care and Recovery” (American College of Surgeons and AHRQ), and even bundled payments. Hospitals and ACOs have enjoyed a ROI, primarily with lower lengths of stay, without an increase in complication rates. However, the true intent of ERAS does not begin and end with hospital LOS. It is centered with the patient. This workshop will look at ERAS through the lens of patients—with four patient stories.

**Regulation Guidance for the Total Health Care System** | Jim Kopf

The hospital was the all-encompassing center of the community’s health care universe. That health care universe is expanding. While hospitals still play a critical role, other ancillary services working in conjunction with the hospital have become an integral component of a total health care system. From preventative health clinics to post-acute care centers, the new health care system is a continuum from the hospital to the home. The new health care system identifies the correct setting—be it Skilled Nursing Facilities, Home Health Care, Adult Day Care, or physical therapy that is based on the patients need—in order to ascertain patient risk and reduce readmissions. The new health care system has also expanded hospital mergers and acquisitions to meet growing community needs and financial self-preservation. Whenever health care changes, oversight is soon to follow. It is important that, as a new community of caregivers emerge and integrate, the new health care system needs to ensure appropriate utilization, including thorough specialized analytics are in place to reduce possible fraud, waste, and abuse. This workshop will discuss new oversight initiatives and audits which are being utilized to meet the changing health care landscape. Topics for discussion: Hospital sponsored caregiver centers; home hospital; due diligence procedure; HIPAA and HER; preventative internal audits and oversight; adverse outcomes measurements.

**Promoting Health: A Program to Prevent and Reverse Obesity and Type 2 Diabetes** | Joseph Scherger, MD

A new understanding of Obesity and Type 2 Diabetes has clarified these problems as diseases of excess insulin and insulin resistance. Programs have been started at hospitals to both prevent and reverse these conditions through lifestyle change. The key components of these programs include intermittent fasting with nutrition change toward low carbohydrates and healthy fats. Exercise is included but is not as necessary as previously thought. This presentation will go over the protocols for successfully preventing and reversing Obesity and Type 2 Diabetes so that you will be able to implement such a program at your hospital.

3:15 pm to 3:30 pm  BREAK
3:30 pm to 4:30 pm  WORKSHOPS – THIRD SESSION *(choose one)*

**Alliances, Affiliations & Joint Ventures** | Steven Tringale
The shift to value-based financing systems and the resultant transfer of risk to the delivery systems has hospitals and health systems of all sizes scrambling to find both actuarial and business scale, as well as the clinical and business expertise to succeed in this new environment. This session will focus on the numerous governance and contract based models that have emerged, as an alternative to an asset merger and loss of local governance control, to assist hospital leadership in successfully navigating the transition to value-based care.

**Glimpsing into Design Thinking in Health Care** | Della Lin, MD & Leanne Kaiser Carlson, MSHA
“Design Thinking” is a provocative and powerful tool that has been applied worldwide. The tool is often credited for inventions such as the computer mouse (IDEO). However, the process is not limited to tangible inventions and its application within health care has not reached its compelling potential. This workshop will provide a brief glimpse into why and how design thinking has been applied to health care.

**Promoting Health: A Program to Prevent and Reverse Cognitive Decline** | Joseph Scherger, MD
New research has shown that cognitive decline, such as with Alzheimer’s disease, can be prevented and even reversed through intensive lifestyle change. The interventions include healthy nutrition, regular exercise, quality sleep, stress reduction, and executive cognitive function. The evaluation of cognitive function includes laboratory testing, genetic testing, a volumetric MRI, and testing cognitive function. This presentation will show you the latest protocols for doing this work so that you could implement such a program at your hospital.

**How to Host a Congressional Visit** | Jennifer Bell
If you can believe it, less than half of Congress voted on the Affordable Care Act. That means your Member of Congress may be representing you with good intentions but not as much information as they should have. Hosting your Member of Congress or visiting them in their office is the best way to bring your priorities to their attention and develop a relationship you both need to be successful. This workshop is best suited for those who have little to no experience in hosting a Member of Congress at their facility and want to know the How Tos to pull it off.

**Board Chair Roundtable (Invitational)** | John Hory, LLB & Anthony Pinevich, MD, MBA

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**Wednesday**

6:30 am to 8:00 am  BREAKFAST

8:00 am to 9:00 am  WORKSHOPS – FOURTH SESSION *(choose one)*

**What to Do When a Crisis Strikes the Hospital** | Fraser Seitel
Every hospital, regardless of size or location, is susceptible to the occasional “crisis.” Hospital crises come in many forms, from surgical mishaps to workplace violence, from financial losses to “no confidence” votes. This workshop will equip you to deal with the internal and external pressures that crisis will surely bring. It will provide: An explanation of the difference between a “problem” and a “crisis”; typical crises with which administrators/trustees/doctors are faced; effective public relations philosophy to confront crisis; and, tactical “battlefield” steps to take in the crucible...in order to beat back the Philistines and live to fight another day.
Lobbying CMS and the Federal Agencies: You Can Do It Even If You’ve Never Done It | Jennifer Bell
Over 4,000 people work at the Centers for Medicare and Medicaid Services (CMS), and 75,000 more work at the Department of Health and Human Services. If you have a problem and want to change things, is there really anyone to talk to—do they care? The answer is YES. Lobbying CMS and the agencies isn’t like lobbying Congress, but armed with the insights and practice advice from this workshop, you can feel confident you can get things done with the seemingly faceless bureaucracy.

Busting Burnout and Leading Engagement... With a Smile | Della Lin, MD
The well-being of our care teams is paramount. Burnout has been described as a public health crisis by hospital CEOs. Focusing on engagement—physicians, staff, and our community partners—is foundational. This workshop will continue discussion from the Essential Issue session on Quality and Safety, with particular aim at these two critical issues.

The Trump Changes to Medicare Alternative Payment Models—Should You Get In or Get Out? | Robert Mechanic, MBA
The Trump administration’s new advanced bundled payment program (BPCI-A) starts in October, and hospitals have only have one more chance to apply in spring 2019. BPCI-A is much more complex than the original program with new opportunities and challenges. The administration has also released its new Medicare Shared Savings Program rule that puts ACOs, and hospital-based ACOs in particular, on a much faster path to downside risk. This workshop will deliver the details and help you evaluate whether to play or stay on the sidelines.

9:00 am to 9:10 am  BREAK

9:10 am to 11:00 am  GENERAL SESSION

Seeking Perfection: Reflections on the Journey | Gary Kaplan, MD
We will explore how the power of a new strategic vision focused on moving from a physician driven organization to a patient driven organization can catalyze change and engage physicians, staff, patients, and families with common purpose and passion for improvement. Attendees will understand the applicability of a new management system to health systems, community hospitals, physicians, and all team members to improve quality, safety, and patient experience, while empowering those closest to the work to improve the work, yielding higher quality, lower costs, and a sustainable business model.

The Beginning of a Beautiful Friendship | Jim Kopf
We will discuss putting what we learned into action through alliances, partnerships, and collaborations—creating a total health care system.

11:00 am  CONFERENCE ADJOURNS

Conference program and presenters are subject to change. Conference registrants will receive an updated program with final session order and times.
Take-Home — Build Your Own Post-Acute Care Coordination Program

Post-Acute Care Coordination: The Essential Elements
A “How To” Mini Symposium

In this challenging era of rapid health care transformation, with hospitals and health systems bearing both quality and financial responsibility for at-risk and chronically ill patients, the need for exemplary care coordination should not be underestimated. Faced with rising costs and progressively-limited outcomes-based reimbursement, hospitals are searching for cost-effective strategies that ensure a high quality continuum of care for the 5-10% of their patients who are associated with the majority of health care expenditures and financial penalties. Rather than presenting a general topic overview, this 3-hour, in-depth, interactive mini-symposium led by a dedicated interdisciplinary team, focuses on the heart of the matter—the “essential elements” required to achieve successful hospital-based community care coordination. This program is intended to provide a practical multidimensional perspective for CEOs, CFOs, managers, and front line clinicians who are dedicated to designing, building, or optimizing a robust care coordination strategy for their community. The discussion will include:

- Rationale and the WHY: How to best support your providers
- Historical Considerations: A focus on what actually works
- Financial Applicability: Risk-based contracts, ACOs, Bundled Payments, and Capitation
- Initial Investment and Economic Impact: How not to break the bank with a focus on improving the bottom line
- Redeployment Rather than Recruitment: Assembling your care coordination team from within
- The Care Coordination Team: Staff selection, roles, and responsibilities
- Operational Principles: Never losing sight of your objectives
- Engaging and Caring for Challenging Patients: Successful strategies that drive outcomes
- Enlisting Additional Resources: A community-based approach
- Appropriate Patient Selection: A novel data-driven strategy for the care coordination team
- Working With and Training Volunteer Health Coaches: Intergenerational impact in a “no discharge” environment
- Philanthropy: Beyond the confines of bricks and mortar
- Tracking Meaningful Outcomes: Fostering positive relationships with payors
Estes Park Guest Faculty

San Francisco Keynote Presenter
Anna Lembke, MD ■ Leading Expert on Addiction
Renowned addiction expert, Anna Lembke, MD, focuses on treating patients addicted to prescription drugs. Her real-world experience on the front lines of this historic epidemic has made her a preeminent expert in understanding its cause and its effects.

At the Estes Park Institute San Francisco conference, Dr. Lembke discusses technological innovations in the treatment of addiction and describes innovative ways that hospitals can respond to this crisis.

Jennifer Bell ■ Washington Insider, Policy Specialist
A true Washington power player, Ms. Bell is ranked as a “Top Lobbyist” for her work influencing health policy and legislation. If you want to know what’s coming next from Washington, there’s no more informed source than Ms. Bell. At the Estes Park Institute conference, Ms. Bell shares the latest news from the corridors of power, including insights into the minds of policymakers.

AnnElise Keene, RN ■ Specialist in Nursing & Coordinated Care
Ms. Keene’s 21 years of bedside experience includes medical-surgical, pediatrics, oncology, and case management. She helped develop the ACCN care coordination strategy—which has reduced ER visits, admissions, and PMPM, while increasing patient healthy day measures. At the Estes Park Institute conference, Ms. Keene enlightens hospital leadership on best practices in care coordination.

Jonathan Lehrman, MD ■ Public & Private Health Care Strategist
Dr. Lehrman is a nationally recognized expert in coordinating public and private health care agencies. While providing primary care and obstetrics in the Sierra foothills, Dr. Lehrman led a collaborative effort to improve vulnerable populations’ access to quality care. At the Estes Park Institute conference, Dr. Lehrman joins the impactful post-acute care conversation.

Penny Lehrman, BSRN ■ Health Promotion & Low-Income Care Expert
Ms. Lehrman is a champion for health care services for low-income children and families, most recently serving as Clinical Director and Manager of Health Promotions for MMC’s Community Care Network. At the Estes Park Institute conference, Ms. Lehrman will share practical insights for creating a robust care coordination strategy.

Anthony Pinevich, MD, MBA, FACP ■ Medical Affairs Advisor
An award-winning VPMA, Dr. Pinevich is an expert on both the medical and business sides of the hospital. He highlights the critical role that all physician leaders must play in assuring hospital success. At the Estes Park Institute conference, Dr. Pinevich engages with medical staff leaders to use new developments to the advantage of the hospital, its medical staff, and most importantly, its patients.
Jeff Pratt, MBA ▪ Software Innovator
Mr. Pratt is the President and Chief Executive Officer of SpeedTrack, Inc., a California based Software Company that delivers innovative solutions for the health care, law enforcement, and automotive industries based on its patented Guided Information Access (GIA) software. At the Estes Park Institute conference, Mr. Pratt participates in our post-acute care coordination mini symposium.

Jeffrey Thompson, MD ▪ Influential Physician Leader and Innovator
Dr. Thompson’s long leadership tenure at Gundersen has been lauded as a period of profound innovation. As a White House Champion of Change, Dr. Thompson led Gundersen’s nationally recognized initiatives for patient care, quality improvement, and sustainability. At the Estes Park Institute conference, Dr. Thompson will share his keys to improving patient health while remaining financially solvent.

Michael Topchik ▪ Rural Health Performance Leader
Mr. Topchik is a rural health network consultant and visionary. He has developed new funding streams through partnerships with private payers, grant writing, and building a rural-focused response to the CMMI Innovation Challenge Grant. At the Estes Park Institute, Mr. Topchik will guide rural hospitals in developing a plan for long-term fiscal stability.

Additional guest presenters are being confirmed.
Watch EstesPark.org for updates.
Estes Park Faculty

Stuart Altman, PhD ■ National Economist, Clinton and Obama Health Policy Advisor
Dr. Altman has spent five decades driving the nation’s health care policy narrative—including advising both Presidents Clinton and Obama. He is recognized as the preeminent expert on the evolution of the American health care system. At the Estes Park Institute conference, Dr. Altman advises hospitals and systems on the best way to adapt care for an aging population.

Barry Bittman, MD ■ Neurologist, Inventor
Dr. Bittman is a voice of creativity and innovation in the industry. As evidence of his expertise in population health management, he established a first-of-its-kind community care network that blends multiple disciplines to coordinate care. At the Estes Park Institute conference, Dr. Bittman sheds light on the latest best practices in population health, risk-based contracting, and care coordination throughout the industry.

Linda Haddad, JD ■ Health Law Expert
Her groundbreaking work in governance and medical staff issues led to Ms. Haddad’s recognition as one of the “Best Lawyers in America.” But it’s her counsel to hospital executives and physician leaders on combating tough issues, credentialing, and system integration that makes her truly indispensable. At the Estes Park Institute conference, Ms. Haddad presents must-have fundamentals for new physician leaders and shares a vision of the medical staff of the future.

John Horthy, LLB ■ Preeminent Health Policy & Governance Leader
He founded the nation’s first firm dedicated to hospital law. But for Mr. Horthy, that was just a start. Throughout his career, he has chaired several hospital boards and advised presidents and members of Congress on health policy matters—including guiding several recent health reform policies into law. At the Estes Park Institute conference, Mr. Horthy leads hospital trustees toward understanding their critical role in pursuing the transformation of the hospital’s long-term future. He serves as Board Chair of Estes Park Institute.

Leanne Kaiser Carlson, MSHA ■ Health Futurist
Ms. Kaiser Carlson transforms how we think, inspiring us to reach for what’s possible and attract philanthropic partners to make it so. She is all about shaping the future. She’s done it in hundreds of health systems—developing more than 50 tools to implement essential innovations. She also encourages us to live an innovative life and change ourselves so we can change our organizations. At the Estes Park Institute conference, Ms. Kaiser Carlson presents on generosity, medical staff futures, trustee leadership, and personal growth.

Gary Kaplan, MD, FACP, FACMPE, FACPE ■ Influential Physician Executive
Recognized by Modern Healthcare as one of the “50 Most Influential Physician Executives,” Dr. Kaplan’s skills as an innovator have literally established a new industry standard. He’s led the charge with the kind of out-of-the-box thinking that includes adapting Toyota’s production process for the healthcare industry. At the Estes Park Institute conference, Dr. Kaplan helps physicians prepare for leadership roles and discusses how everyone can make patient safety a core value.

Jim Kopf ■ Health Care Fraud & Compliance Specialist
His experience at both the FBI and OIG at Health and Human Services make Mr. Kopf the top authority on regulatory and compliance issues in health care. Keeping his finger on the pulse of new federal directives, he’s built an unparalleled reputation for guiding hospitals through compliance programs that actually work. At the Estes Park Institute conference, Mr. Kopf goes inside the minds of today’s regulators to show hospital leaders how to ensure compliance program success.
Estes Park Faculty

Della Lin, MD ■ Patient Safety Trailblazer
A nationally acclaimed anesthesiologist, Dr. Lin has promoted new thinking on patient safety and quality issues. Her experience and her uncanny ability to inspire leaders to take bold action have cemented her reputation as a go-to patient safety expert. At the Estes Park Institute conference, Dr. Lin explores important safety science principles and critical habits for success—even beyond the walls of the traditional hospital.

Robert Mechanic, MBA ■ Hospital Finance Advisor
Mr. Mechanic is an expert in the design and evaluation of new payment models. He advises hospitals and integrated delivery networks on preparing for episode-based payment and accountable care models. His insights help hospitals thrive in the move to value-based payment. At the Estes Park Institute conference, Mr. Mechanic provides assessment of the risks and opportunities of participating in alternative payment models and offers key strategies developed by successful organizations.

Dan Mulholland, JD ■ Health Care Attorney
Mr. Mulholland routinely advises hospitals and health systems and represents them in litigation involving a wide variety of matters including medical staff issues, joint ventures, mergers and acquisitions, antitrust fraud and abuse, and compliance. At the Estes Park Institute conference, Mr. Mulholland combines his legal expertise with 40 years of experience in the industry to help boards and executives navigate today's treacherous legal and regulatory environment.

Joseph Scherger, MD, MPH ■ Nutrition & Wellness and Practice Redesign Expert
Dr. Scherger has recently focused his considerable talents on reimagining the office practice using information technology, data, and quality improvement tools. He also has a major interest and experience with wellness and healthy nutrition. A gifted instructor, he’s been recognized as a “Top Doc” and an outstanding clinical instructor. At the Estes Park Institute conference, Dr. Scherger helps physician leaders grasp the essential elements for success in delivering primary and specialty care.

Fraser Seitel ■ Authority on Health Care Communications
Mr. Seitel has counseled hundreds of senior executives on how to better communicate with audiences, stakeholders, and the news media. PR Week even listed him as one of the “100 Most Distinguished Public Relations Professionals.” At the Estes Park Institute conference, Mr. Seitel moderates the program and shares insights to improve communication and team building.

John Tiscornia, MBA, CPA ■ Financial Planning Authority
A governance guru, Mr. Tiscornia has built a career on governance, strategy, operations, and financial successes in the health care industry. He’s known for his valuable insights, as well as for leading national health care consulting practices. At the Estes Park Institute conference, Mr. Tiscornia offers a cutting-edge strategy to help trustees and executives prepare for industry disruption.

Steven Tringale ■ Hospital/Physician Alignment Strategist
Mr. Tringale brings a unique blend of experience to Estes Park based on his work as a senior officer of a large health insurer, as a state regulator, and as a senior strategic advisor to hospitals, health systems, and hospital associations for over 20 years. At the Estes Park Institute conference, Mr. Tringale speaks about the strategies and tactics being employed by health systems to facilitate the transition from volume to value, and how health systems are using this work to position themselves as market leaders.

Most faculty members will present at each conference.
San Francisco, California
The Ritz-Carlton, San Francisco
November 4-7, 2018

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.

Room Rate: $460
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 16 hours of pre-approved ACHE Qualified Education credit for this program toward advancement, or recertification, in the American College of Healthcare Executives. Participants in this program who wish to have the continuing education hours applied toward ACHE Qualified Education credit must self-report their participation. To self-report, participants must log into their MyACHE account and select “My Education Credit” to log hours earned.

NAMSS: This program has been approved by the National Association of Medical Staff Services for 7 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:

Blue Zones Project®

Health Dimensions Group

“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

$1,895/person
$6,700/each team of four

Upon registration, instructions for making hotel reservations will be provided. 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.
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.

Special pricing has been extended for San Francisco and Naples. Register now to get the discounted rate.

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<td>Bill hospital/health system</td>
<td>More than 90 days before conference start date: $1,895/person or $6,700/each team of four</td>
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<td>Check enclosed</td>
<td>Less than 90 days before conference start date: $2,275/person or $8,040/each team of four</td>
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Total Number of Registrants: ____

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.)

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