30TH ANNUAL
Rural Health Care
LEADERSHIP CONFERENCE

WHO SHOULD ATTEND:
- Rural Hospital CEOs, Administrators, Senior Executives and System Leaders
- Governing Board Members
- Nursing and Physician Executives
- Public Health and Community Leaders
- Executives of Rural Health Care Associations, Networks and Clinics

STRATEGY SESSIONS TO HELP ATTENDEES:
- Gain practical tools for achieving peak operational, clinical and financial performance
- Understand the implications of the new MACRA Physician Payment System
- Revitalize your leadership and improve governance expertise and skills
- Strengthen the hospital’s capacity to deliver value-based care through strategic collaborations
- Recruit and retain top workforce talent through an enhanced organizational culture
- Explore emerging strategies and technologies for improving care coordination and clinical integration

FEBRUARY 5–8, 2017
ARIZONA GRAND RESORT & SPA
PHOENIX, AZ

RESERVE YOUR SPOT BY DECEMBER 15 FOR THE GREATEST SAVINGS WITH EARLY BIRD TUITION PRICING.
REGISTER THREE AND THE FOURTH ATTENDS FOR FREE.
Rural health care leaders are actively transforming their organizations for a new world of accountable care marked by changing payment and delivery models, and a greater need for collaboration. They understand the imperative to compete on the value derived from high quality and low cost care delivery. Many rural hospitals are already improving outcomes, creating strategic alliances, engaging consumers, and successfully managing the health of their populations.

The 2017 Rural Health Care Leadership Conference brings together top leaders to celebrate these achievements and share strategies for accelerating the shift to a more integrated and sustainable rural health system. We'll examine the most significant operational, financial and environmental challenges and present innovative approaches that will enable you to transform your organization’s care delivery model and business practices.

Plan to arrive early to enjoy Phoenix and join us on Sunday to dive deeper into individual and organizational performance improvement topics through two pre-conference workshops. These workshops afford substantial opportunities for interaction between participants and faculty, adding great value to your conference experience.

The Rural Health Care Leadership Conference offers a powerful focus on innovative ideas, thoughtful insights, and tested strategies for responding to an ever-changing world.
AGENDA

SUNDAY, FEBRUARY 5

12:00 — 5:00 pm
CONFERENCE REGISTRATION

2:00 — 4:00 pm
WORKSHOP #1
Reaching for the Stars: Excellence in Governance
Pamela Knecht, President, ACCORD LIMITED, Chicago, IL

Now, more than ever, boards of not-for-profit organizations feel compelled to up their game. Most have mastered the basics of governance, and they now want to use governance “best practices.” They study what stellar boards are doing, so they, too, can reach for (or become) governance stars. Join other trustees and executives in this highly interactive session that will include detailed examples, case studies and practical tools used by the highest-performing boards as they move toward five key governance practices: Visionary, Strategic and ‘System’-focused; Nimble, Streamlined and Clear; Intentional, Disciplined and Consistent; Competency-based, Informed and Evaluated; and Objective, Transparent and Accountable.

2:00 — 4:00 pm
WORKSHOP #2
Not Just the Next Shiny Object: How Digitally Enabled Innovation Can Transform Rural Health Care
Molly Coye, MD, Executive-in-Residence, AVIA, San Francisco, CA and Ariana Klitzner, VP, Provider Solutions, AVIA, Chicago, IL

Rural hospitals face unique challenges of access and resources that can be addressed by the use of innovative digital solutions. Telemedicine has been a familiar, increasingly important source of support, but broader digital innovations — those that use mobile technologies combined with remote monitoring or analytic platforms — can extend services and help rural hospitals meet community needs in novel ways. This workshop offers a deep dive into the range of digital innovations that have real potential to increase local capacity, efficiency and access. Using examples from behavioral health, access for complex patients, and patient billing, we will walk through the fundamentals of evaluating and implementing digital technologies. Participants will examine several specific technologies thoroughly, and test out the probable barriers and drivers they will encounter in implementation at scale. You’ll emerge with a good understanding of the most important categories of digital innovation and practical tools to drive feasibility and impact.

9:45 — 11:00 am
GENERAL SESSION
Ensuring Access to Health Care Services in Vulnerable Communities
Ray Montgomery, President and CEO, Unity Health White County Medical Center and Chair of the Rural Subcommittee of the AHA Task Force on Ensuring Access in Vulnerable Communities, Searcy AR and other members of the AHA Task Force on Ensuring Access in Vulnerable Communities. Moderated by Rick Pollack, President and CEO, American Hospital Association, Washington, DC

The AHA’s Task Force on Ensuring Access in Vulnerable Communities has been working to address challenges communities face to maintain access to health care services and examine ways in which hospitals can help ensure access to health care services in vulnerable rural and urban communities. Because there is no “one-size-fits-all” solution that works for all communities, the task force presents nine payment and delivery models in its December 2016 report. Session panelists will describe the work of the task force, the report’s findings, and next steps for the AHA as it addresses these challenges.

11:15 am — 12:30 pm
STRATEGY SESSIONS
#1 Hotel-Romeo-Oscar: The Critical Access Hospital’s Journey to Becoming a High Reliability Organization
Erin Rumelhart, Director of Nursing and Quality, Providence St. Joseph Medical Center, Polson, MT and Jennifer Kessel, AVP, Operations & Human Resources, Aultman Orville Hospital, Orville, OH

Based on the safety concepts of the airline and nuclear power industries, high reliability efforts focus on error-detection and prevention. Learn how these concepts were designed, implemented and gained momentum and sustainability in the critical access hospital environment. By adopting a common language around high reliability, the culture of safety now incorporates patient and employee safety, patient satisfaction, non-punitive reporting of errors, and a focus on process improvement. You’ll gain tools to build accountability with employees, leaders and medical staff, and understand how the high reliability concept of “doing things as intended, consistently, over time” has changed the culture of safety.

3
#2 Rural ACOs Can Work and Lead the Way

Pat Schou, Executive Director, ICAHN/Illinois Rural Community Care Organization, Princeton, IL; Larry Schulz, CEO, Lake Region Healthcare, Fergus Falls, MN; and Rachelle Schultz, President and CEO, Winona Health, Winona, MN

Rural ACOs are re-focusing hospitals and medical providers to collaborate for the transition from FFS models to value-based purchasing. Learn how the Medicare Demonstration ACO Investment Model and the Illinois Rural Community Care Organization identify opportunities to target care delivery processes in the practice and rural hospital setting for better outcomes and utilization of services, and understand how they align care coordination with post-acute and specialty services to strengthen rural primary care services. We'll explore strategies to change the practice culture to create buy-in in preparation for outcomes-driven population health and risk sharing contracts. Learn how participating providers use data and share overhead expenses, moving toward accomplishment of the Triple Aim.

#3 Engaging in Board and Community Conversations while Transitioning to New Payment and Delivery Models

Joann Anderson, CEO, Southeastern Health, Lumberton, NC and other members of the AHA Task Force on Ensuring Access in Vulnerable Communities. Moderated by Priya Bathija, Senior Associate Director, Policy, American Hospital Association, Washington, DC

In December, the AHA’s Task Force on Ensuring Access in Vulnerable Communities will release a report recommending integrated, comprehensive strategies to reform health care and delivery in vulnerable communities. As hospitals begin to evaluate the essential health care services they should strive to maintain locally, as well as with delivery system options that would allow them to do so, they will need to engage in challenging conversations related to transformation with hospital board members, community leaders, and the community as a whole. Members of AHA’s Task Force will share suggestions and strategies for obtaining community input, buy-in and acceptance as hospitals transition to these new strategies.

#4 The Rural Workforce of the Future: Challenges and Opportunities

Gail Finley, MHA, Vice President, Rural Health and Hospitals, Colorado Hospital Association, Greenwood Village, CO; Casey Blumenthal, DNP, MHSA, RN, CAE, Vice President, Montana Hospital Association, Helena, MT; and Bren Lowe, CEO, Livingston HealthCare, Livingston, MT

Rural communities across the country are facing unique challenges around education, recruitment and retention of a capable and skilled workforce. This session will explore the particular issues around rural workforce challenges and opportunities, highlighting the vital role of partnerships and coalitions that can support rural workforce planning and development. An overview of the 2017 AHA Committee on Performance Improvement final report on strategic workforce planning and development will be provided.

6:45 – 8:00 am

CONTRINENTAL BREAKFAST

7:00 – 8:00 am

SUNRISE SESSIONS

#1 Key Rural Hospital Policy Issues and Available Resources

George Pink, PhD, Deputy Director, North Carolina Rural Health Research Center, Chapel Hill, NC; Keith Mueller, PhD, Gerhard Hartman Professor, Head of the Health Policy and Management Department at the University of Iowa, Iowa City, IA; and Thomas Morris, Associate Administrator for Rural Health Policy, U.S. Department of Health and Human Services, Federal Office of Rural Health Policy, Rockville, MD

Participants will learn about the current financial status of rural hospitals both nationally, regionally and by provider type, and an assessment of future financial challenges facing rural hospitals. Participants also will hear about key lessons learned from new models of care such as ACOs and Value-Based Purchasing, and how those models are applicable to rural communities. Finally, participants will learn about how key Federal Office of Rural Health Policy grant programs and technical assistance can help rural hospitals and the communities they serve.

#2 Transitional Care in a Rural Setting: Redesigning Hospital Discharge to Enhance Patient Care

Jason Brand, MHA, Med, Administrative Director, Emergency Services, Granville Health System, Oxford, NC

Granville Health System’s Transitional Care Program is an innovative program that ensures patients are...
adequately prepared for the transition from hospital to home by encouraging patient participation in post-discharge care. This session will examine the criteria for a “high risk” patient and the cost savings to be realized by promptly reconnecting patients with their “medical home” post-discharge. Learn how the program has decreased readmissions and increased PCP reestablishment. We’ll also explore how EMS can support the Transitional Care team in sustaining the health of a rural community’s high-risk, low-income population while driving down the overall cost of delivering medical services to the community.

8:15 – 9:30 am
GENERAL SESSION
Ball of Confusion: Trends and Their Meaning for Leadership and Governance of Rural Hospitals
Jamie Orlikoff, President, Orlikoff and Associates, Inc., Chicago, IL
Things are getting curiouser and curiouser. Across the country state budget cuts are resulting in significant payment reductions to hospitals, while in several states hospital tax exempt status has been successfully challenged. Then there is MACRA, MIPS, CCJR and a whole host of other dizzying changes in the payment system. And, we will have a new president! Jamie Orlikoff examines the trends impacting rural hospitals and health systems and discusses the implications for leaders. He also will address the changing soul of governance and the increased time demands on volunteer board members to stay ahead and fulfill missions which seem under siege from all quarters.

9:45 – 11:00 am
GENERAL SESSION
The Rural Hospital Federal Update
Sarah Macchiara, Senior Associate Director, American Hospital Association, Washington, DC and Priya Bathija, Senior Associate Director, Policy, American Hospital Association, Washington, DC. Moderated by Maryjane Wurth, Executive Vice President, AHA and President & CEO, Health Forum, Chicago, IL
This session will provide a federal regulatory update on recent regulations impacting Critical Access Hospitals and rural PPS hospitals. Learn what policies Congress is considering and what it means for rural community hospitals.

11:15 am – 12:30 pm
STRATEGY SESSIONS
#1 Working Together to Face the Future – Forming a Rural Collaborative
Cassandra Beardsley, Executive Director, Wilderness Health, Two Harbors, MN
Wilderness Health, a collaborative of independent health care providers, is advancing patient and community health outcomes, improving the patient experience, and lowering costs. Learn how Wilderness developed a governance structure in which each provider has equal representation regardless of size, and what their plans are for maintaining independent high-quality facilities within their communities. Hear how claims data is used to identify gaps in care, spending trends and opportunities for care enhancement, and explore how they’re developing relationships with key community stakeholders to improve the continuum of care while designing their ACO with both commercial and government payers.

#2 From RIE to Bright Ideas: Making Performance Improvement Work in a Small Hospital
Doug Faus, CEO, Ivinson Memorial Hospital, Laramie, WY and Garrett Bean, Chief Improvement Officer, Ivinson Memorial Hospital, Laramie, WY
Ivinson Memorial Hospital has been on a Lean journey successfully implementing a robust performance improvement model that fits the small organization. The journey has been marked by the infusion of new concepts without abandonment of old successes, discovery of the critical importance of having the right mission and vision to drive improvement, recognition that a slower pace for RIE’s is necessary in small organizations but it can be done effectively, and acknowledgement that a focus on creativity over capital will engage staff in making things better, without being more expensive. This session will demonstrate how to use Lean Thinking to engage staff, improve metrics and focus the organization on patient-centered care.

#3 The New MACRA Physician Payment System: What Hospitals and Their Physicians Need to Know
Akin Demehin, Director, Policy, American Hospital Association, Washington, DC
(This session is repeated from Monday afternoon.)

#4 Safety and Quality: The Governance Imperative
James E. Orlikoff, President, Orlikoff & Associates, Inc., Chicago, IL and Todd Linden, President and CEO, Grinnell Regional Medical Center, Grinnell, IA
The hospital board has a well-defined leadership responsibility. Since quality of care is central to the mission of every hospital and health system, there is an increasing demand for the board’s active role in inspiring even greater quality performance. Boards must ask the question, “How safe is our care?” This session will outline the latest thinking and best practices in board oversight and improvement of safety and quality.

12:30 – 1:30 pm
NETWORKING LUNCH

1:30 – 2:45 pm
STRATEGY SESSIONS #3 AND #4 REPEATED WITH NEW SESSIONS #3 AND #4

#3 Creating a One-Stop Health Care Shop
Richard Bearman, Clinic Director, Lower Shore Clinic, Inc., Salisbury, MD and Tuesday Trott, Clinic Administrator, Lower Shore Clinic, Salisbury, MD
People with serious mental illness often experience barriers to appropriate care, including a lack of access to primary care services. This session will explore the significant benefits of an integrated care practice versus a collaborative care model. By broadening the reach of a mental health clinic to include primary care, women’s health care, and pharmacy, clients receive preventive care in a setting in which trust relationships are already established without additional transportation and access issues. Learn about the challenges of incorporating an additional modality of care for consumers with serious and persistent mental illness, as well as the successes experienced. Gain insights on management and organizational cultural change tips to ensure a smooth transition from collaboration to integration.

#4 Building Board Engagement through Generative Governance
Dottie Schindlinger, Governance Technology Evangelist, BoardEffect, Philadelphia, PA
Generative governance is the practice of boards serving in the role of “sense-makers,” in which they decide what to pay attention to, what their organizations should look like, and what the impact of the changing services landscape might be. Generative governance provides strategies to help deepen the quality of your board’s
Leveraging a CAH — Health System Affiliation to Modernize Rural Health Care

Alisa Coleman, President and CEO, Ferrell Hospital, Eldorado, IL; Jared Florence, Vice President, Deaconess Health System, Evansville, IN; and Alan P. Richman, President & CEO, Innovative Capital LLC, Springfield, PA

In need of a strategic partner to invest in its financial and clinical assets, provide executive, board and operational resources, and build a consensus to finance a viable modernization project, Ferrell Hospital looked across state lines to Deaconess Health System for the answers. This session reviews the protocols the affiliation team followed and goals each party sought to achieve in executing their strategic project financing. The best business practices both parties are following to align the expectations of their organizations with realizable achievements to ensure the delivery of modern health care in this small rural community will be highlighted.

3:30 pm and on

OPTIONAL RECREATIONAL ACTIVITIES

Stretch your legs with a hike across the desert or explore the best of the Southwest through art, food and shopping.

WEDNESDAY, FEBRUARY 8

9:00 – 10:15 am

STRATEGY SESSIONS

#1 Community Care Partnership of Maine — An ACO Partnership between Eight Community Health Centers and Three Community Hospitals

Mary Prybylo, RN, MSN, FACHE, President & CEO, St. Joseph Healthcare, Bangor, ME and Kenneth Schmidt, MPA, CEO, Penobscot Community Health Care, Bangor, ME

The Community Care Partnership of Maine — an Accountable Care Organization (CCPM ACO) model is based on robust joint ownership and control among community hospitals and federally qualified health centers. While working collaboratively with major health systems, all partners are committed to remain independent and focused on the needs of their own communities. CCPM ACO strives to transform the delivery of health care through meaningful sharing and accountability. Learn how collaboration has extended coverage across the state, providing access to primary care through the CCPM ACO. We’ll address the legal, governance, and staffing structure of CCPM, examine the financing of CCPM and the leveraging of shared savings, and review its strategies to improve the health of the communities it serves.

#2 The Cyber Threat Landscape and Risk Mitigation Strategies for Hospitals

John Riggi, Managing Director, Cybersecurity and Financial Crimes, BDO, Washington, DC

This session on the current cyber threats facing hospitals will include a description of the threat actors, their motivations and the techniques they use to penetrate hospital networks to steal valuable data or insert ransomware. Based upon his experience at the FBI and at BDO, Mr. Riggi will discuss what hospitals can do to assess their cybersecurity risks and how to employ practical and effective risk mitigation strategies.

#3 Tiered and True... Communication Strategies for Rural Health Care

Lisa Radtke, MS, LICSW, Chief Administrative Officer, Winneshiek Medical Center, Decorah, IA; Susan Heitman, RN, DNP, Chief Nursing Officer, Winneshiek Medical Center, Decorah, IA, and David Rooney, MSPT, MBA, Administrator-Operations, Winneshiek Medical Center, Decorah, IA

In an ever changing environment, leaders are challenged to find efficient ways to understand and impact the daily operations of an organization. Winneshiek Medical Center’s journey through tiered communication has improved patient care, efficiencies and staff satisfaction. Daily “huddles” offer a way to understand the business of the organization, respond quickly to identified risks, and intervene at the level where resource or guidance is needed. The tiered communication system airs quality and safety concerns, which leads to in-the-moment problem solving, as well as opportunities to celebrate or console when needed. Learn how tiered leadership structure supports communication, strategy deployment, and managing daily improvement from the front line to senior leadership.

#4 Interactive Governance Clinic

James E. Orlikoff, President, Orlikoff & Associates, Inc., Chicago, IL

Bring your toughest governance issues to one of the nation’s preeminent health care governance experts. You’ll gain practical solutions and proactive ideas for improving governance performance. This session will be very interactive and no issue is off the table, so come prepared to talk, to question and be challenged!
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HOW TO REGISTER

Mail: Health Forum
75 Remittance Drive, Suite 6876
Chicago, IL 60675-6876

Online: www.healthforum-edu.com/rural

FOR INFORMATION

Phone: (312) 893-6897
Email: registration@healthforum.com

Please print or type participant information exactly as you would like it to appear on your badge.

Name (include credentials if desired) ________________________________

Nickname for badge _____________________________________________

Title __________________________________________________________

Organization ____________________________________________________

Address _________________________________________________________

City, State, ZIP _________________________________________________

E-mail __________________________________________________________

REGISTRATION RATES

<table>
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<tr>
<th>Early Bird by December 15</th>
<th>Regular Rate after December 15</th>
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<tbody>
<tr>
<td>American Hospital Association institutional members</td>
<td>$625</td>
</tr>
<tr>
<td>Nonmembers</td>
<td>$750</td>
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Fourth Team Member — FREE

☐ Send three people from your organization and the fourth attends FREE. To qualify, a form is needed for each registrant. Forms must be submitted at the same time.

Pre-Conference Workshops, Sunday, February 5, 2:00 – 4:00 pm

Check below if you would like to register for one of the complimentary workshops.

☐ Workshop #1 — Reaching for the Stars: Excellence in Governance
☐ Workshop #2 — Not Just the Next Shiny Object: How Digitally Enabled Innovation Can Transform Rural Health Care

Recreational Activities, Tuesday, February 7

Check below if you would like to register for one of the recreational activities. Attendees may also register one guest to participate.

☐ Desert Nature Hike, 3:30 – 6:00 pm
☐ One Desert Nature Hike Guest Registration
☐ Scottsdale Shopping Excursion, 3:30 – 7:00 pm
☐ One Shopping Excursion Guest Registration

Complimentary $10 each

TOTAL $ _ $ 

PAYMENT METHODS (registration form must accompany payment)

Check: Payable to Health Forum; please mail check with this form or a copy of your online registration invoice.

Credit Card: To pay with a credit card, please register online at www.healthforum-edu.com/rural

Use of Registration Information: Your registration information will be used to send you conference updates and included on the attendee roster. It may also be used to deliver information to you about other relevant health care management conferences or products and services offered by the AHA, Health Forum and our corporate partners.

☐ Check here if you would rather not receive this information.

Visit www.healthforum-edu.com/rural for additional information on the conference and for easy, online registration.

SCHOLARSHIPS

A limited number of partial tuition scholarships is available. Please e-mail Laura Woodburn at lwoodburn@aha.org for more information on how to apply.

HOTEL ACCOMMODATIONS

Arizona Grand Resort & Spa is an AAA Four Diamond all-suite resort ideally situated on the doorstep of 17,000 acres of South Mountain Preserve, featuring a challenging 18-hole golf course, expansive athletic club, luxury spa and salon, and six unique dining venues, creating the complete resort experience.

Arizona Grand Resort & Spa
8000 S. Arizona Grand Parkway
Phoenix, AZ 85044

www.arizonagrandresort.com

The special conference attendee rate is $209 for a single/double and includes complimentary daily in-room internet.

TO MAKE A RESERVATION

Online: Visit www.healthforum-edu.com/rural for a link to online reservations at the conference rate.

By phone: Call (877) 800-4888 — let them know that you are attending the Rural Health Care Leadership Conference to receive the discounted rate.

The cut-off date to receive this rate is January 6, 2017. We recommend reserving your room early to ensure availability. Please note that a percentage of the room rate underwrites a portion of the conference.

TRANSPORTATION

Airline and Rental Car Discounts: For information on travel discounts, visit www.healthforum-edu.com/rural.

Ground Transportation: The Arizona Grand Resort & Spa is located approximately 6 miles from the Phoenix Sky Harbor International Airport. For information on ground transportation options, visit www.healthforum-edu.com/rural.

SPECIAL ACCOMMODATIONS

In need of any of the auxiliary aids and services identified in the Americans with Disabilities Act, contact Connie Lang at clang@healthforum.com with a written description of your needs.

SUBSTITUTIONS/CANCELLATIONS

If you cannot attend the conference you can send a substitute, even at the last minute. If you must cancel entirely, your request for a refund — minus a $250 processing fee — must be made in writing to registration@healthforum.com no later than January 16, 2017. Refunds will be processed within two weeks of the request. Cancellations made after January 16 are not eligible for a refund. In the unlikely event of a cancellation of the program, Health Forum is not responsible for non-refundable items.

CONTINUING EDUCATION CREDIT

American College of Healthcare Executives: Health Forum is authorized to award 18 hours of pre-approved ACHE Qualification 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 Qualification Education credit should indicate their attendance when submitting an application to the American College of Healthcare Executives for advancement or recertification.

California Board of Registered Nursing: Health Forum is provider approved by the California Board of Registered Nursing, Provider Number 12650 for 18 contact hours. Check with your state provider for reciprocity.

Nursing Home Administrators: This conference may satisfy continuing education requirements for nursing home administrators, which vary from state to state. Check with your state agency to determine eligibility.
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