

# Conference Agenda

## ► Check-In

Please plan to checkin with us during one of the times below:

**Saturday 10:00 a.m. – 5:00 p.m.**

**Sunday 10:00 a.m. – 6:00 p.m.**

Partner: 

## Lincoln Executive Bookshop

**Monday 7:00 a.m. – 3:30 p.m.**

**Tuesday 7:00 a.m. – 1:00 p.m.**

## Spouse Program

See page 15 for Spouse Program Details.

### SATURDAY, OCTOBER 2

**5:30 – 7:00 p.m.**

#### Welcome Reception & Toast

We'll toast our inaugural event during this casual reception with light hors d'oeuvres. Dinner is on your own this evening.

Partner: 

### SUNDAY, OCTOBER 3

**9:00 a.m. – 5:30 p.m.**

#### Recreation *(see page 14 for recreation details)*

**9:00 – 11:30 a.m.**

Williamsburg Tour & Art Show

Partner: 

**12:30 – 5:30 p.m.**

Golf Tournament

Partner: 

**12:45 – 4:30 p.m.**

Tour of Jamestown Settlement

Partner: 

**12:45 – 4:30 p.m.**

Canoeing

Partner: 

**11:30 a.m. – 12:30 p.m.**

#### BBQ Lunch


Partner: 

**6:30 – 9:00 p.m.**

#### Colonial Reception & Dinner



Experience the tradition of the 1700s as we officially kick off Community Hospital 100 with a colonial affair.

Reception Partner: 

Dinner Partner: 

### MONDAY, OCTOBER 4

**7:00 – 8:00 a.m.**

#### Breakfast

Partner: 

**7:15 – 7:45 a.m.**

#### RTLS Seminar

Partner: 

**8:00 – 9:00 a.m.**

#### General Session

##### Future of the Community Hospital

Reform is here at last and community hospitals can formulate their big-picture strategies with a clearer understanding of what's coming. What's also clear is that hospitals will be asked to take on added responsibility for delivering high-value healthcare to their communities. With the ante raised, how can community hospitals be not just viable but vibrant in the future? Among the questions this panel will discuss:

- What are the major strategic implications of reform for community hospitals?
- What are the implications of concepts such as ACOs and Medical Home?
- What should community hospitals be thinking related to adding tertiary/subspecialty services?
- Has reform changed the independent vs. hospital system discussion in any way?
- Should community hospitals eliminate certain mission-driven services for the sake of viability?
- What does the opportunity to align with Academic Centers look like?
- Are there opportunities to develop small and satellite hospitals?
- What kinds of opportunities exist to expand into and/or partner with post-acute?



Presenters (from l to r):

John Thomas (Moderator), EVP, Health Care REIT

Tim Browne, CEO, Loris Healthcare System

Ken DeFurio, CEO, Butler Health System

Brian Gragnolati, President, Suburban Hospital

Luke Peterson, Principal, Kurt Salmon Associates

Bonnie Washington, Vice President, Avalere Health

**9:00 – 9:30 a.m.**  
**Break**



**9:30 – 10:30 a.m.**  
**Concurrent Sessions**

**Maximizing Employed Physician Performance**

The most successful physician employment models move beyond traditional techniques to more interactive models that promote physician engagement. New programs such as “meaningful use” and performance-based payments require the credible and timely use of data that link financial, productivity, patient satisfaction and quality metrics. Performance frameworks must also take into account the impact of the specific employment and compensation models on physician expectations and use data to effect change within their practices. With this in mind, the presenters will show what data is important, how to maximize its utility and impact, what results can be achieved, models for implementation, and practical lessons learned about what works.



Presenters (from l to r):  
**Tom Ferkovic**, Managing Director, SS&G Healthcare Services  
**Brad Rauh**, COO, Regional Hospitals, Cleveland Clinic Health System

**Core No More? How to Add \$1 Million to Your Bottom Line**

Regardless of how reform plays out, we know that the payers of the future will pay less and expect better outcomes, coordination and patient satisfaction. This relentless downward pressure on revenues and upward pressure on results challenge the very notion of what core capabilities should be and necessitate the consideration of new partnerships. Reduced margins and credit also dictate a complete re-examination of responsibilities. In particular, community hospitals are aligning with core service line specialists that enable them to reduce subsidies and infrastructure costs and raise their overall levels of service, profitability and value. Two specific core services – radiology and rehabilitation – will be examined for their potential to contribute major cost savings and service delivery improvements in their respective areas.



Presenters (from l to r):  
**Stacie Bratcher**, VP Acute Care Group, Peoplefirst Rehabilitation  
**Bill Lawrence**, CEO, Central Michigan Community Hospital  
**Scott Seidelmann**, CEO, Radisphere National Radiology Group

**The Entrepreneurial Hospital:  
Innovation Leading the Way**

In today’s healthcare environment providers are going to need to think differently, act differently and truly create a culture of innovation and collaboration. One way to approach this conundrum is to look outside the healthcare world and begin to adapt and apply private industry techniques. Creating an entrepreneurial hospital is one way to begin this journey. This session will help you understand what it takes to change the way you think, behave and organize around physicians, patients and your team members for creating an atmosphere of true innovation – one that transcends what we know the inpatient environment to be. You will learn practical tools to apply in your organizations focused on sustainable improvements in service, outcome and cost.



Presenter:  
**John Couris**, COO & Administrator, Morton Plant North Bay Hospital, BayCare Health System

**If It Can Happen to Toyota:  
Leadership Lessons for Quality and Safety**

Lean processes, rapid improvement, and the Toyota production system - from the stuff of lore to yet another icon tripped up. If a process innovator such as Toyota can fail, why is your hospital any better equipped to succeed? Some questions covered will include: What are best practices for creating and maintaining a culture of quality? How do you ensure that everyone working and practicing in the hospital embraces the quality mandate? How can you select staff with a quality orientation? How do you get physicians to lead the quality charge? How do you develop even more champions and weed out the non-champions?



Presenters (from l to r):  
**Ann Scott Blouin**, RN, Ph.D., EVP, Division of Accreditation & Certification Operations, The Joint Commission  
**Shawn Bolouki**, CEO, Tulare Regional Medical Center  
Additional Presenters To Be Announced

**10:30 – 11:00 a.m.**  
**Break**



11:00 a.m. – 12:00 p.m.

### Concurrent Sessions

#### Physician Alignment: Building a Delivery System That Provides Flexibility to Respond

A complex confluence of factors have funneled toward a straightforward progression of thinking: healthcare needs to produce an overall higher level of value that requires better coordination, and coordination requires more innovative integration models. Presenters will provide a peek into the future integration envisioned by Washington, and discuss the models that can best position a community hospital to respond to public and private demands: co-management; physician employment; JV's; medical homes; and ACOs.

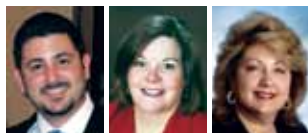


Presenters (from l to r):

- Jim Bickel, CEO, Columbus Regional Hospital
- Steve Eisenberg, Partner, Baker Hostetler
- Kevin Locke, Partner, Charis Healthcare
- David Zechman, CEO, Ozarks Medical Center

#### A Community EHR Roadmap: Meaningful Use to Achieve Meaningful Action

Reorganizing systems to deliver services with Meaningful Use of technology is now reality for community hospitals. This roadmap for Community EHR will focus on strategies that are practical, cost-effective, integrated - and designed to move beyond meaningful use criteria. In addition to documenting outcomes and capturing stimulus funding, a Community EHR template prepares your organization for new models of accountability. The discussion will take a cross-continuum view of integrating services for managing higher patient volumes.

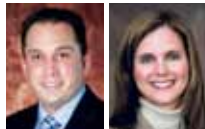


Presenters (from l to r):

- Kyle Silvestro, VP Corporate Strategy, NLP International
- Jeanine Tome, CCO, Allscripts Care Management
- Diane Yeates, COO, Terrebonne General Medical Center

#### Infusing Science into Planning, Marketing and Strategy

A growing number of providers are employing scientific approaches to solve planning and marketing questions. From potential practice acquisition and placement of services to determining which households to target, the goal is to remove the guesswork. Using one hospital as a case-study, this session will impart best practices for utilizing data and patient analytics, both for critical short-term decisions and for shaping long-term strategy.



Presenters (from l to r):

- Matt Montgomery, SVP, Healthcare Division, Buxton
- Dionne Viator, CFO, Baton Rouge General Medical Center

#### New Strategies for Managing Risk

This presentation will cover the latest techniques and considerations for liability and risk management issues in hospital settings, in particular:

- Alternative Risk Transfer mechanisms to provide liability protection including Risk Retention Groups, Purchasing Groups, Captives, and Self Insurance.
- Loss Portfolio Transfers, a new way that sponsors can realize their equity and provide affordable liability insurance.
- Legal issues relating to Alternative Risk Transfer mechanisms.
- Best practices for incidence reporting.



Presenters (from l to r):

- Susan Bugg, VP Risk Management, Uni-Ter Underwriting Mgmt. Corp.
- Sandy Elsass, CEO, Uni-Ter Underwriting Management Corporation
- Ronald Gade, M.D., Former CEO, Cabrini Medical Center, St. Barnabas Hospital, The Brooklyn Hospital Center, Union Hospital
- Robert "Skip" Myers, Managing Partner, Co-Chair Insurance & Reinsurance Group, Morris, Manning & Martin

12:00 – 12:45 p.m.

#### Lunch



12:45 – 1:45 p.m.

#### General Session

##### Financial Outlook for Community Hospitals

This panel will cover the latest on payment and regulatory reform and attempt to make sense of the entire payer landscape with reform as a backdrop. Specific questions they will tackle include:

- What's the latest out of Washington?
- How are commercial payers changing their behavior?
- What is the state of the self-pay marketplace and how might it change in the upcoming months/years?
- What is the latest on stimulus funding and meaningful use?
- What is the state of RAC and any new regulatory programs?
- Which new pilots should hospitals take notice of?
- What is the latest on bundling?



Panelists (from l to r):

- Greg Hart (Moderator), Partner, LarsonAllen LLP
- David Introcaso, VP Healthcare Research Group, Marwood Group
- Michele Madison, Partner, Morris Manning & Martin
- Steven Rose, CEO, Nanticoke Health Services
- Rob Schile, Partner, LarsonAllen LLP

2:00 – 3:00 p.m.

## Concurrent Sessions

### Capital Planning and Deployment: What Are Community Hospitals Thinking?

How are peer institutions nationally prioritizing and executing on their capital plans? To tackle this question, panelists will review the results of an April 2010 CEO survey conducted by Community Hospital 100 and Health Care REIT. The survey covered investments in: information systems; medical equipment and other technology; physician integration and alignment strategies; and facilities and infrastructure. Among the questions considered: What should community hospital investment priorities be? What are best practices for capital planning and operational assessment? Are community hospitals shrinking, maintaining or growing their capital assets, and why? How can community hospitals optimize their capital investments to remain viable and competitive? How has reform affected capital considerations?



Panelists (from l to r):

**Jim Gabriel** (Moderator), VP Business Development, MedBuild Space Solutions  
**Ryan Doyle**, VP Medical Facilities, Health Care REIT  
**Dave Schuh**, Principal, LarsonAllen LLP  
Additional Panelists To Be Announced

### Outpatient Facility Acquisitions and Conversion to Hospital Departments: Regulatory & Operational Challenges

A number of factors are driving hospital acquisition of freestanding outpatient facilities and conversion to hospital outpatient departments: the desire of hospitals to maintain or regain outpatient market share; an increase in employment of physicians; downward reimbursement pressure on freestanding outpatient facilities; and diminished exit strategies for physicians who have invested in ancillary facilities. This session will provide insight for hospital administrators who may be considering the acquisition/conversion of freestanding outpatient facilities and the unique regulatory and operational issues.



Presenters (from l to r):

**Kevin Campbell**, Partner, Bradley Arant Boult Cummings LLP  
**Joan Dentler**, Partner, ASC Strategies  
**Joseph Harrington**, CEO, Lodi Memorial Hospital  
**Andy Murray**, Partner, Bradley Arant Boult Cummings LLP

### Establishing Your OR as a Center of Excellence

According to recent data, the bulk of a community hospital's profit and revenue originate from the OR. Presenters will discuss real examples of the daily challenges community hospitals face in the OR, including: how to ensure both cost-efficient and quality-driven services; staffing models to achieve maximum patient throughput; management of conflicting priorities to align patient, clinician, and surgeon requirements; and how clinicians, surgeons and management can improve patient care and still meet revenue objectives.



Presenters (from l to r):

**Michael Golden**, CNO, Hazleton General Hospital  
**Robert Goldstein**, M.D., CMO, Somnia Anesthesia  
**Larry Schecter**, M.D., CMO, Providence Regional Medical Center, Everett

3:30 – 5:30 p.m.

### Colonial Trivia Challenge (see page 14 for details)

Partner:



6:30 – 7:30 p.m.

### Reception

Partner:



Professional Finance Company

7:30 – 9:00 p.m.

### Dinner

Featuring a live strings ensemble.

9:00 – 10:30 p.m.

### After Dinner Dessert & Social

Partner:



**TUESDAY, OCTOBER 5**

**7:30 – 8:30 a.m.**

## Breakfast

Partner: **LarsonAllen**<sup>®</sup>  
LLP  
CPAs, Consultants & Advisors  
www.larsonallen.com

**7:45 – 8:15 a.m.**

## RTLS Seminar

Partner: **SKYTRON**

**8:30 – 9:30 a.m.**

## Keynote Speaker

### Innovation & Breakthrough Thinking with Peter Diamandis



Peter Diamandis is most succinctly described through his personal motto: “The best way to predict the future is to create it yourself.”

Dr. Diamandis is a prize-winning entrepreneur in the commercial space arena. He is also the Chairman and CEO

of the X PRIZE Foundation, a non-profit focused on designing and launching large incentive prizes to drive radical breakthroughs for the benefit of humanity. Best known for the \$10 million Ansari X PRIZE for private spaceflight, the Foundation is now launching prizes in four areas: Exploration, Life Sciences, Energy & Environment, and Education/Global Development. Today X PRIZE has three active awards: The \$10 million Archon X PRIZE for Genomics, the \$30 million Google Lunar X PRIZE and the \$10 million Progressive Automotive X PRIZE.

Diamandis asserts that traditional thinking, risk-aversion and incrementalism will cause the demise of organizations unable to cope with the coming decades of innovation. He will explain how the rapid growth of key exponential technologies (Nano, Info, Bio) are empowering individuals and companies to do what only governments were able to achieve in past decades. These technologies will drive a period of significant disruption or opportunity depending on the organization’s mind-set.

Diamandis’ personal mission is to open the space frontier for the benefit of humanity. In this talk, he will challenge you to pursue your own frontiers: to drive breakthrough thinking in your organization by focusing on high-aiming, clear, measurable and objective results.

**9:30 – 10:00 a.m.**

## Break

Partner: **Peoplefirst**  
Rehabilitation

**10:00 – 11:00 a.m.**

## Concurrent Sessions

### Financial Markets and the Financing Landscape

While credit has loosened up somewhat, the landscape for hospital financing is undoubtedly still shaky. What are the current costs and terms for various types of financing? What new types of financing have merit? What is the role of equity players? What kind of activity is there in M&A and turnarounds? This panel will discuss these and other financing questions relating to: operating cash flow; real estate; medical equipment and technology; acquisitions; and distressed situations.



Presenters (from l to r):

**Scott Raberge** (Moderator), SVP, Professional Finance Company

**Mike Coiro**, Managing Partner, Capital Hospital Finance

**Claudia Gourdon**, SVP, Healthcare Finance Group

**Larry Krule**, Executive Vice President, Falcon Investors

**Peter Myhre**, SVP Healthcare Financial Services, Wells Fargo Equipment Finance

### Patient-Transition Practices: Caring for Communities

How are peer institutions nationally managing patient transitions? To tackle this question, panelists will review and discuss a July 2010 survey of CEOs. The survey will cover:

- How do hospitals define care management?
- What steps are hospitals taking to connect with the patients, physicians and other providers in their communities?
- What are hospitals doing to improve discharges and reduce readmissions?
- What are hospitals doing to improve patient communication?
- What steps are hospitals taking to participate in ACOs?



Panelists:

**Thomas R. Ferry** (Moderator), CEO, Curaspan Health Group

Additional Panelists To Be Announced

## Keys to the Front Door: Optimizing ED Efficiency

Nowhere is the hospital administration challenge more evident than in the emergency department (ED): staffing shortages, declining reimbursements, overcrowding and patient safety concerns. To address these challenges, an ED must implement consistent and proven practices that expedite patient input, create a more efficient throughput and ensure appropriate and timely output. This session will discuss best practices for optimizing ED efficiency, making it a top priority for hospital leadership, and avoiding the lost revenue and declining admissions of a poorly run ED.



*Presenters:*  
**David Schillenger, MD**, President & CMO, Hospital Physician Partners  
**Cathy Story**, Hospital CEO & Administrator, Iasis Healthcare  
*Additional Presenters To Be Announced*

**11:00 – 11:30 a.m.**

## Break

*Partner:*  **Curaspan**  
HEALTH GROUP  
*Get Connected.*



**11:30 a.m. – 12:30 p.m.**

## Closing General Session Aligning Your Physician Enterprise

Most community hospitals and systems find that partnering with physicians on any level trumps their next best strategy. Whether the relationship is integrated through employment or otherwise, hospital-physician alignment based on contributions and sacrifices from both parties is now the accepted approach, and one that is also fraught with regulatory, financial and cultural hurdles. The panel will consider the following issues:

- How are traditional alignment and integration strategies working?
- What new strategies have promise in light of reform?
- How do ACO and Medical Home concepts mesh with various alignment approaches?
- How do you achieve alignment without the option to employ?
- How does IT play into an alignment strategy?
- How do state- and market- specific dynamics play into a physician enterprise strategy?
- How important is hospital leadership to the physician and community strategy?
- Is an aligned physician enterprise the ultimate answer to the value problem?



*Panelists (from l to r):*  
**Kevin Locke** (Moderator), Partner, Charis Healthcare  
**David Callecod**, CEO, Lafayette General Medical Center  
**Ed Downs**, CEO, Renaissance Hospital – Dallas  
**Josh Luke**, CEO, Western Medical Center Anaheim  
**Robert Wise**, CEO, Hunterdon Healthcare

**12:30 p.m.**

## Grab n' Go Snack

*Partner:*  **WELLS FARGO**