



2022 PHYSICIAN BUSINESS **LEADERSHIP** CERTIFICATION PROGRAM

FEB. 22 | MARCH 8 | APRIL 12 | JUNE 14 | AUG. 9



IOWA
MEDICAL
SOCIETY



IOWA ACADEMY OF
FAMILY PHYSICIANS



PHYSICIAN BUSINESS **LEADERSHIP** CERTIFICATION PROGRAM

PROGRAM OVERVIEW

Providers today face an era of change unlike any before. Reform policies, shifting requirements and fiscal uncertainty create a chaotic atmosphere for professionals and providers. Times like these require strong leaders with innovative and focused decision-making abilities. Participants in this program will gain the tools to become successful leaders in today's complex health care environment.

PROGRAM STRUCTURE

Participants achieve the Physician Business Leadership Certification by attending the educational sessions and additional requirements in networking and involvement with other industry activities. The content focuses on:

- **Equipping providers for today's health care:** Helping physicians improve their execution, efficiency and effectiveness.
- **Foundational leadership skills:** Fundamental leadership and business skills.
- **Hot topics:** Issues in health care delivery affecting physicians (e.g., crisis management and behavioral health program development).

INTENDED AUDIENCE

Emerging and aspiring physician leaders.

PROGRAM ENROLLMENT

Participants register and commit to completing the requirements for certification.

COURSEWORK

Participants may have minor preparation work before each session. This will help them be fully prepared to engage in the subject.

EDUCATION PROGRAMS

Subject matter experts lead these sessions, which include interactive group discussions and group work.

ASSESSMENTS

After each program, attendees will complete a survey to examine whether that session achieved the educational objectives.

NETWORKING

Peer-to-peer learning and discussion of best practices are integrated into the sessions.

INVOLVEMENT IN INDUSTRY EDUCATION EVENTS

To qualify for the Physician Business Leadership Certification, participants must attend four additional professional or educational events within 24 months. Examples of educational events are:

- Iowa Hospital Association and Iowa Medical Society advocacy events.
- Iowa Hospital Association conferences.
- Iowa Healthcare Collaborative conferences.
- Iowa Medical Society regional meetings and events.
- National health care and professional development conferences.

Additional registration fees may apply for some events.

PROGRAM FACULTY

- Laura Bowshier, M.D., MercyOne Waukee Family Medicine Clinic.
- Tom Marquardt, D.P.M., Winneshiek Medical Center.
- Tim McCoy, D.O., MercyOne South Des Moines Family Medicine Clinic.
- Bryon Schaeffer, M.D., Clarinda Regional Health Center.

SESSION ONE – FEB. 22, 2022

LED IN PERSON BY DR. MCCOY, IHA CONFERENCE CENTER

8:30 a.m. **Introduction to the Iowa Hospital Association**
Chris Mitchell, President and CEO, IHA, Des Moines

9 a.m. **The Art and Challenge of Coaching Colleagues to Enhanced Performance**
Jeff Morris, M.D., MBA, Studer Coach, Pensacola, Florida

Too often, we approach collegial coaching from a position of authority, causing a defensive response. The reality is that successful collegial coaching demands understanding drivers of behavioral change and recognition of “what’s in it for me” for the coached colleagues. This presentation covers the why, what and how of creating buy-in and making colleagues more receptive to change by using emotional intelligence and proven coaching techniques.

Learning objectives:

- Appreciate the value of transparency as a driver of behavioral change.
- Learn nonthreatening coaching conversation skills.
- Understand how to create buy-in and a platform for change.
- Use proven coaching tools and techniques to effect behavioral change.

10:30 a.m. **Managing the Difficult Physician Colleague**
Jeff Morris, M.D., MBA, Studer Coach, Pensacola, Florida

A wide spectrum of physician behaviors is attributed to the “difficult colleague.” Tolerating undesirable behavior degrades the organizational culture. This affects the entire organization, putting the collegiality of staff and the quality of care at risk. Addressing such behaviors is an art as much as it is a skill. Better defining the types of difficult colleagues and having a consistent approach to dealing with degrees of difficulty sets standards of accountability, demonstrates value and re-recruits the organization’s high performers and team players.

Learning objectives:

- Analyze the spectrum of behaviors that can define someone as a difficult colleague.
- Identify tools and techniques that can help the physician leader manage a difficult colleague more effectively.
- Understand the responsibility of physician leaders in managing difficult colleagues.

Noon **Lunch**

1 p.m. **Physician Leaders and Hospital/Health System Leaders: An Evolving Partnership**

Kimberly Russel, FACHE, CEO, Russel Advisors, Lincoln, Nebraska

Physicians assuming a leadership role often experience new relations and a new set of expectations when interacting with hospital/health system board members, CEOs and other executive leaders. This session will explore strategies for success for physician leaders in their communication with hospital/health system boards, executives and managers. The discussion will recognize both the similarities and the differences in approach for employed, contracted and private practice physicians as they foster working relations with hospital/health system leaders.

The session will offer a brief review of board room and C-suite priorities and responsibilities. There will be a focus on effectively navigating the hospital/health system decision-making and change-management processes. The speaker will discuss examples of successful collaboration efforts and provide suggestions to avoid common pitfalls that can interfere with a physician leader's success. Participants will gain specific steps to implement that are relevant to their leadership and medical practice situations.

Learning objectives:

- Determine successful approaches for collaboration for employed, contracted and private practice leadership structures.
- Evaluate relation-building and communication strategies that support the physician leader's agenda and goals.
- Review the board and executive team structure, responsibilities and key priorities.

2:30 p.m. **Advocacy 101**

Maureen Keehne, JD, Senior Vice President and General Counsel, IHA, Des Moines

Hospital advocates help keep health care a priority with state and federal legislators by communicating a shared vision for Iowa's health care system as policymakers develop legislation. Advocates often engage with elected officials and represent Iowa's hospitals through letters, emails, social media and phone calls to state senators and representatives. Grassroots contacts and ongoing relations are the most-effective advocacy strategies to keep health care a legislative priority among leaders in the Statehouse and encourage them to advocate on behalf of Iowa's hospitals and the patients and communities they serve.

3:30 p.m. **Adjourn**

SESSION TWO, MARCH 8, 2022

VIRTUAL

1 p.m. **DiSC Assessment Training Session**

Guiding a group toward a desired outcome takes specific, evidence-based leadership skills. This session will assess participants' personal leadership profiles and find areas of opportunities and strengths. The Everything DiSC (Dominance, influence, Steadiness and Conscientiousness) Work of Leaders focuses this assessment on the fundamental work of a leader, to create a vision, build alignment around that vision and champion execution of the vision. Before the session, attendees will complete DiSC Work of Leaders assessments and be led through a participatory program in which physician leaders will reflect on their DiSC leadership styles and develop action-based strategies to enhance leadership best practices.

Learning objectives:

- Explore how to use knowledge and assessment of leadership best practices.
- Identify personal leadership challenges and develop goals for improvement.
- Interpret and analyze DiSC leadership profiles.

3:30 p.m. **Adjourn**

SESSION THREE, APRIL 12, 2022

LED VIRTUALLY BY DR. SCHAEFFER

8:30 a.m. **Introduction to the Iowa Healthcare Collaborative**

Tom Evans, M.D., President and CEO, Iowa Healthcare Collaborative, Des Moines

9 a.m. Health Care Finance 101

Susan Horras, Vice President, Finance, IHA, Des Moines

Strong financial skills are necessary for effective leadership in today's health care environment. This session will better equip physician leaders for the financial management responsibilities of their positions.

Learning objectives:

- Examine ways to read and understand departmental financial performance reports.
- Explain developing a budget and describe the role of budgeting as a key component of the administrative process.
- Explore and understand revenue cycle processes and price transparency in health care, outlining the impact these factors have on patient satisfaction.
- Review common key performance indicators and statistics including their significance in monitoring budget performance and variance analysis.

10:30 a.m. Crisis and Grief Leadership During a Disaster Event

Joshua Morganstein, M.D., DFAPA, Assistant Director, Center for the Study of Traumatic Stress, Uniformed Services University, Bethesda, Maryland

This session will review COVID-19's impact on individuals and communities from a public mental health perspective. It will describe ways to think about who is at risk and detail principles of interventions that promote wellness and sustainment and improve functioning during disasters. The session will finish by discussing leadership actions that promote community recovery and the steps needed to implement grief leadership, which is an often-overlooked aspect of leading during times of crisis, but critical to the well-being of communities and their abilities to recover.

Learning objectives:

- Discuss the impact disasters have on the mental health of people and communities.
- Describe intervention principles that promote wellness and improve function during a disaster.
- Detail leadership actions that promote community recovery.
- Explain grief leadership and how it can help with the well-being of a community during and after a disaster.

Noon Lunch

1 p.m. Strategic Planning for Quality

Tom Evans, M.D., President and CEO, Iowa Healthcare Collaborative, Des Moines

For organizations in an ever-changing world, strategic management is essential. Like biology, the organization that best adapts to the demands of its environment prospers and those organizations that do not adapt become less and less relevant. Strategic management is leadership- responding to change, setting direction, and focusing the organization's momentum. The ability to utilize strategic analysis, strategic planning, and strategic momentum position the physician executive to advance his/her organization.

Learning objectives:

- Describe Strategic Management and consider common fundamental working concepts.
- Introduce a framework for strategic planning
- Consider the role of Stakeholders
- Explore the external and internal perspectives in strategic analysis

2:30 p.m. Adjourn

SESSION FOUR, JUNE 14, 2022

LED VIRTUALLY BY DR. MARQUARDT

8:30 a.m. Introduction to the Iowa Academy of Family Physicians

Pam Williams, Executive Vice President, Iowa Academy of Family Physicians, Des Moines

9 a.m. Building Your QI Foundation: How to Craft a Problem Statement
Charles Derus, M.D., M.M., Interstate Postgraduate Medical Association, Madison, Wisconsin

Have you ever wondered if everybody in the room is working on the same problem you're working on? Asking "What problem are you trying to solve?" often elicits widely different answers. A well-crafted problem statement is the solid foundation needed to support a sound quality improvement effort.

Learning objectives:

- Express a concise problem statement.
- Translate the problem statement into the subsequent steps in the quality improvement process.
- Illustrate how to collect subjective data.

10:30 a.m. Negotiations and Conflict Management
Azeemuddin Ahmed, M.D., MBA, Clinical Professor and Executive Vice Chair, Department of Emergency Medicine, University of Iowa, Iowa City

To be an effective health care leader, one must have a robust repertoire of negotiation and communication skills. Regardless of context, leaders often have formal responsibility for negotiating agreements with other firms or constituencies, must compete with colleagues for scarce organizational resources and resolve disputes among colleagues. The purpose of this session is to facilitate the basic understanding of the theories and processes of negotiation and conflict management.

Learning objectives:

- Identify sources of team conflict.
- Distinguish among the five negotiation and conflict-management styles.
- Understand the common underlying principles of the conflict-management model.

Noon Lunch

1 p.m. Data and Decision-making
John Richardson, Director, Inpatient/Outpatient and Data Analytics, IHA, Des Moines

Health care practitioners use patient data daily to make decisions. This session will help providers use data for informed decision-making and improve the patient care environment. Following the session, participants will have the knowledge to face the challenges of data analytics in health care operations.

Learning objectives:

- Describe the importance of data analytics in decision-making across the organization.
- Develop future analytic strategies and provide resources to strengthen patient care.
- Examine ways to use the benefits of information technology, quality and analytics in an organization.

2 p.m. Adjourn

SESSION FIVE, AUG. 9, 2022

LED IN PERSON BY DR. BOWSHIER, THE IOWA MEDICAL SOCIETY CONFERENCE ROOM

8:30 a.m. Introduction to the Iowa Medical Society
Mike Flesher, Executive Vice President and CEO, Iowa Medical Society, Des Moines

9 a.m. Health Care Futurist, Part 1: A Survival Guide for Health Care Organizations
Steven Berkowitz, M.D., SMB Consulting, Scottsdale, Arizona

The health care industry is going through unprecedented changes. Unpredictable and disruptive technology abounds and the physician-patient relation will continue to change. Stakeholders must become engaged and involved as market forces such as telemedicine and "big data" transform organizations into virtual health organizations with the ability to provide point-of-care patient care and achieve the goal of population management. This session will address how health care will survive and prosper in this environment.

Learning objectives:

- Discuss the goal of achieving engagement and alignment among stakeholders, including the patient.
- Discuss the importance of becoming a virtual health organization with restructuring of physician-patient and hospital-patient relations and the ability to provide point-of-care patient care across an ever-expanding geography and continuum of care.
- Discuss the increasingly important role of new technology among providers.
- Explore the concept of transparency as a new way of doing business.
- Review how to thrive in the era of the competing health care dollar and how to leverage traditional strategies of market share and profitability to better influence the medical “per member per month.”

10:30 a.m. Health Law

Jo Ellen Whitney, JD, Dentons and Davis Brown, Des Moines

This session will focus on recent changes to health law as well as longstanding and sometimes intractable issues that affect providers and physician leaders.

Learning objectives:

- Identify recent legal changes in the field.
- Examine issues encountered in shift management.
- Recognize surprises in agency regulations.
- Resolve common employment problems facing health care.

Noon Lunch

1 p.m. Health Care Futurist, Part 2: Patient as a Partner in Care

Steven Berkowitz, M.D., SMB Consulting, Scottsdale, Arizona

2:30 p.m. Adjourn

POST-EVENT OPPORTUNITIES

One-on-one Chief Medical Officer Coaching

Dr. Berkowitz has offered a follow-up call with each participant to discuss issues or situations that participants may be facing.

Your participation grants you a special rate of \$450 for two 90-minute sessions.

Dan Varnum, Executive Coach, Varnum Group, Ankeny

Program add-on: Executive Coaching

As emerging physician leaders, there are many new challenges you will encounter. One skill that is critical for all leaders is developing self-awareness. Leaders with healthy self-awareness and an understanding of their “blind spots” can be more successful in their roles. Continuous improvement of your self-awareness is critical to personal development. Each participant will receive two 90-minute executive coaching sessions and have access to an online seminar detailing how an executive coach can help develop self-awareness, understand blind spots and enhance the ability to improve an organization’s culture.

CONTINUING EDUCATION

Certified medical education credits will be available for this program. Final approval of total hours is pending.

REGISTRATION

Submit applications by emailing the enrollment page to Corey Martin at martinc@ihaonline.org.

REGISTRATION FEES

- IHA/IMS/IAFP members – \$2,600
- IHA nonmembers – \$3,000
- Paid in three installments: \$900/\$1,000 due at registration, \$850/\$1,000 due March 23, 2022 and \$850/\$1,000 due April 26, 2022.
- \$450 coaching fee with Dan Varnum.

REGISTRATION/CANCELLATION/REFUND POLICY

- Cancellations and substitutions are welcome anytime. Email cancellations and substitution requests to iharegistration@ihaonline.org. IHA will bill no-shows.
- A full refund will be given to cancellations received 10 or more business days before the first session.
- IHA will charge \$50 for cancellations received six to nine business days before the first session.
- IHA will not refund cancellations received five or fewer business days before the first session.
- IHA will calculate refunds by the date received and the IHA business days remaining before the first session.
- IHA reserves the right to cancel the conference because of insufficient enrollment. If so, IHA will notify preregistered participants and provide full refunds.

ADA POLICY

IHA does not discriminate in its educational programs based on race, religion, color, sex or disability. IHA wishes to ensure no one with a disability is excluded, denied services, segregated or otherwise treated differently than others because of the absence of auxiliary aids and services. If you need any of the auxiliary aids or services identified in the Americans With Disabilities Act to attend this conference, call 515-288-1955 or write to IHA's Education Department.



PHYSICIAN BUSINESS **LEADERSHIP** CERTIFICATION PROGRAM

PARTICIPANT INFORMATION

First Name _____ Last Name _____

Title and Credentials _____

Email (required) _____

Telephone _____ Fax _____

Organization Name _____

Street Address _____

City _____ State _____ ZIP code _____

I have dietary restrictions or allergies. Please specify: _____

TUITION FEES

- IHA, IMS, IAFP Members – \$2,600 Nonmembers – \$3,000 Executive coaching – \$450
 Single registration (paid in three installments) \$900/\$1,000 due at registration, \$850/\$1,000 due March 23, 2022 and \$850/\$1,000 due April 26, 2022.

PAYMENT INFORMATION

- Option 1: Bill my institution.
 Option 2: Enclosed is my check payable to IHA in the amount of \$ _____.
 Option 3: Charge my credit card. I authorize IHA to charge my credit card:
 American Express Discover MasterCard Visa

Cardholder's name _____

Card No. _____

Exp. date _____ Security code _____

Signature _____

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Date received _____

Fee amount \$ _____

Check No. _____

Check total \$ _____



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