



THE LEADERSHIP  
**ACADEMY**  
FOR HEALTHCARE  
TRANSFORMATION

**LEAD** WITH A  
CLEAR DIRECTION  
FOR THE FUTURE

Fall 2017 | Chicago



Illinois Health  
and Hospital  
Association



RUSH UNIVERSITY

**REGISTRATION  
NOW OPEN!**

# CREATING HEALTHCARE LEADERS OF TOMORROW... **TODAY**

The **Leadership Academy for Healthcare Transformation** is a unique leadership development experience designed to catalyze the development of emerging leaders who have the industry knowledge and leadership skills to guide healthcare organizations in today's rapidly transforming healthcare delivery system. Through this program, we provide the tools and guidance needed to put new knowledge into practice.

Sponsored and produced by the Illinois Health and Hospital Association (IHA) and Rush University—*partners in leadership development for healthcare transformation*—the Leadership Academy blends industry knowledge with the development of leadership skills during three months of classroom sessions, webinars and project work to help prepare up-and-coming executives for the challenges of healthcare transformation.

## Now in its third year, the Leadership Academy is designed for:

- Aspiring leaders on track for the C-suite
- Senior-level directors or managers in finance, operations, strategy/business development and clinical leadership
- Mid-management clinical and non-clinical staff, including physician leaders, department heads and nurse leaders

Consider leveraging this program to further develop your organization's high-potential leaders. They'll benefit from exposure to cutting-edge perspectives from leading national experts and practitioners outside your organization.

Enrollment is limited to 35 participants to ensure ample time for individual attention and maximize opportunities for group interaction and networking.

## Upon completion of the program, Leadership Academy graduates will be prepared to:

- Identify and implement innovative solutions to new challenges and opportunities
- Apply leading-edge business principles to the development and implementation of new care delivery and payment models
- Foster a positive and adaptive culture that can thrive amid rapid change and transformation
- Effectively use data to improve decision-making



## THE LEADERSHIP ACADEMY FEATURES:

- **An integrated curriculum**, blending industry knowledge with leadership skills development
- **A focus on the future**, emphasizing key issues and long-term trends related to the future of healthcare organizations in a transforming delivery system
- **Expert faculty**, including nationally renowned Rush University faculty and expert practitioners from other leading healthcare organizations
- **A diversified focus**, reflecting the broad diversity of healthcare organizations across Illinois
- **A condensed timeframe** of just three months, reflecting the speed and intensity of the rapidly transforming healthcare environment
- **Varied learning formats**, combining classroom sessions with webinars
- **Real-time learning and application**, allowing all participants to complete an Applied Learning Project (ALP) to gain practical experience
- **Continuing education credit** upon program completion

## AN INTENSIVE CURRICULUM TO FOSTER STRATEGIC TRANSFORMATION

The curriculum includes five components:

1. Pre-work: Identify an ALP and complete pre-class reading assignments and a leadership self-assessment
2. Attendance at the 2017 IHA Leadership Summit and post-Summit kickoff session
3. Two two-day sessions at Rush University in Chicago
4. Eight webinars
5. Mentoring and completion of your ALP

Your Leadership Academy experience will begin by attending the 2017 IHA Leadership Summit, IHA's annual marquee member event, scheduled for September 12–13 in Lombard (west suburban Chicago). There you'll meet your fellow participants, experience senior-level networking and knowledge exchange with health and hospital leaders from across Illinois, and kick off your Academy experience with an opening session. Your Summit registration is included in your Leadership Academy tuition.

### Leadership Academy for Healthcare Transformation Alumni Organizations

Advocate Sherman Hospital	Morris Hospital & Healthcare Centers
Advocate South Suburban Hospital	NorthShore University HealthSystem
Ann & Robert H. Lurie Children's Hospital of Chicago	Northwest Community Hospital
Blessing Hospital	OSF HealthCare
Edward-Elmhurst Health	Rockford Health System
Hospital Sisters Health System	Rush-Copley Medical Center
Illini Community Hospital	Rush Oak Park Hospital
Katherine Shaw Bethea Hospital	Rush University Medical Center
Little Company of Mary Hospital and Health Care Centers	The University of Chicago Medicine
	University of Illinois Hospital & Health Sciences System

# AGENDA\*

## OPENING SESSION:

### 2017 IHA Leadership Summit September 12 – 13, 2017

Location: Westin Lombard Yorktown Center,  
Lombard (west suburban Chicago)

#### Tuesday, September 12

7:30 – 8:30 am Registration  
and Breakfast

8:30 am – 4:15 pm Leadership  
Summit Sessions

4:15 – 6 pm Reception

#### Wednesday, September 13

8:30 am – 4:30 pm Leadership  
Summit Sessions

## LEARNING SESSIONS

### Leadership Perspectives on the Illinois Healthcare Environment (Part 1)

It is critical that healthcare leaders understand and can respond to major trends and forces in today's healthcare environment. Leaders today are faced with numerous challenges and opportunities as they pursue healthcare transformation in a reformed system, including the politics of healthcare policy at the national and state levels, the economy, growing demands for transparency, greater healthcare consumerism, and rapidly changing healthcare markets. During this session, senior leaders from IHA and Rush University provide a strategic overview of the Illinois healthcare environment and how it affects various healthcare constituencies and the delivery of healthcare services. This discussion sets the context for subsequent sessions and activities.

### Business Modeling

Healthcare organizations must continuously innovate their business model to remain relevant and financially stable, and to better serve their communities' healthcare needs. Our evolving healthcare environment requires new skills, new tools and a new mindset. Managers must think like designers, use visual tools, develop future scenarios, innovate like a startup, and make and test prototypes. This interactive session offers an introduction to business model innovation, including the use of innovation techniques and visual tools to design a new strategy and innovative business models.

\* Agenda, including session times, is subject to change. Please consult the IHA website ([www.team-ih.org](http://www.team-ih.org)) for the most current information. The final agenda will be distributed to registrants prior to the Opening Session.

"A great experience leaving  
me wanting more."

SUZANNE RAVLIN, JD, VP/CHIEF LEGAL OFFICER,  
KATHERINE SHAW BETHEA HOSPITAL, DIXON





“There was a series of really engaging lectures that applied directly to the work I perform daily. I would also highlight the number of resources that were supplied, such as websites, books and the learning models that provided me with more tools to be more effective in my role.”

DAVID KRUGER, MSN, RN, CNML, DIRECTOR, ANN & ROBERT H. LURIE CHILDREN'S HOSPITAL OF CHICAGO

“Rush University is proud to partner with the Illinois Health and Hospital Association on this important work. Our faculty includes many nationally recognized experts in health systems management, who are eager to help emergent healthcare leaders make a difference in their organizations.”

LARRY J. GOODMAN, MD, PRESIDENT, RUSH UNIVERSITY



“We are in the midst of healthcare transformation, and the future of the healthcare delivery system relies on strong leaders who can quickly respond and adapt to change. The Leadership Academy for Healthcare Transformation is designed to give current and aspiring healthcare leaders an arsenal of leading-edge business principles and care delivery models to develop and implement innovative solutions within their organizations.”

A.J. WILHELMI, PRESIDENT AND CEO, IHA

# INTERIM SESSION: September 28 – 29, 2017

Location: Rush University, Chicago | *Session times subject to change.*

## Thursday, September 28

7:30 – 8 am Breakfast Buffet

8 am – 5 pm Learning Sessions

Evening Group Dinner

## Friday, September 29

7:30 – 8 am Breakfast Buffet

8 am – 3 pm Learning Sessions

## LEARNING SESSIONS

### Understanding the Patient Experience

Understanding and improving the patient experience is top of mind for healthcare leaders as their organizations pursue population health strategies, better health outcomes and cost containment. This session focuses on developing an understanding of patients' perceptions of their care to improve quality, safety, efficiency, staff engagement and financial performance, while minimizing litigation risks. Regulatory aspects of the patient experience are reviewed, as well as the relationship of the patient experience to value-based purchasing.

### Evolving Payment Models

The old volume-based system of reimbursement for care is being replaced with new approaches of paying for "value." This session reviews new and evolving payment models at both the state and federal levels, as well as payment innovations occurring among private payers and health plans.

### Data Management and Analysis

**(BREAKOUT SESSION: OPTION 1)**

Data systems are only valuable if they can deliver insights for better decision-making. With the explosion of data in healthcare, leaders need to understand how to access, manage and analyze these resources effectively, and appropriately interpret meaning from them. This session provides an overview of several important considerations for data management and analysis, including exposure to practical data management and analytic techniques to assist in operational, clinical and financial decision-making.

### Navigating Difficult Conversations

**(BREAKOUT SESSION: OPTION 2)**

Open and honest feedback is critical for performance improvement, but these conversations are often avoided in the workplace. This session teaches participants how to structure difficult conversations to minimize defensiveness and maximize productivity.

### The Leader's Role in Transforming Healthcare

A unique feature of The Leadership Academy for Healthcare Transformation is its focus on leadership development in the context of healthcare transformation. Strong and self-aware leaders with extensive skills in change management, team leadership and performance improvement are in high demand in today's market. This session explores management and leadership models, as well as personality and leadership styles. It provides practical techniques to enhance leadership and management effectiveness, including setting expectations, providing feedback, coaching and addressing performance problems, and gaining insights into your own leadership style.

### Building Clinical Alignment and Strategic Alliances

Traditional and nontraditional alignments and strategic alliances among healthcare organizations create new opportunities to improve healthcare delivery and reduce costs. This session describes the process of establishing strategic alliances to pursue higher-value care systems. It explores the various approaches used for opportunity identification, assessment, contracting, negotiation, onboarding and maintenance of interorganizational relationships.



## CLOSING SESSION: December 7–8, 2017

Location: Rush University, Chicago | *Session times subject to change.*

### Thursday, December 7

7:30 – 8 am	Breakfast Buffet
8 am – 5 pm	Learning Sessions
6 – 8 pm	ALP Fair and Dinner

### Friday, December 8

7:30 – 8 am	Breakfast Buffet
8 am – 3:30 pm	Learning Sessions

## LEARNING SESSIONS

### Leadership Perspectives on the Illinois Healthcare Environment (Part 2)

A continuation of the Leadership Perspectives session that began during the Opening Session.

### Decision-Making in Teams and Organizations: Models and Approaches

Clinical and management decisions often involve multiple individuals and stakeholder groups. The intersection of ethical principles and personal values is a powerful force in group decision-making. This session focuses on decision-making models and tools, providing an overview of the core principles of medical ethics, frameworks for ethical decision-making, and how personal value systems interface with these frameworks and help inform decision-making.

### Developing Consumer-Centric Strategies in Healthcare

Healthcare systems face increased competition from organizations that have not traditionally been thought of as healthcare providers. In this session, participants learn about consumer-centric approaches used in and outside of traditional healthcare settings and how these approaches may affect the future of healthcare delivery.

### Fostering Employee Engagement, Collaboration and Learning Agility

Leaders set the tone for transformation in their organizations by how they engage employees in change efforts. This session focuses on the role of leaders in engaging their organizations in healthcare transformation, encouraging both collaboration and innovation during times of uncertainty and great challenges.

### Applying Economic Principles to Understand Healthcare Trends and Consumer Behavior

How will consumers react to price increases and price transparency? How should physicians be paid to incentivize quality, efficiency and patient satisfaction? How does the market structure impact prices and access? This session will explore how economic principles can shed light on the many important questions we face in healthcare today.

### Bringing It Home: Leading Change and Innovation in Healthcare

Without a doubt, healthcare leaders and those who aspire to leadership roles can look forward to continuous dynamic change and the growing need for innovation and radical thinking in healthcare. The Leadership Academy for Healthcare Transformation will close with a panel of Illinois hospital and health system CEOs discussing the need for high-impact change and innovation in business and care delivery models, and opportunities for new leaders to solve our greatest healthcare challenges.



# INTERSESSION WEBINARS

Webinars will be held approximately weekly between October 5 and November 30; the final schedule will be announced at a later date. All webinars will be from 3:30 – 5 pm.

## ALP Project Check-In

Participants will discuss their Applied Learning Projects, barriers and opportunities they face, and solutions to overcome challenges to successful implementation.

## Care Coordination Across the Continuum

Care coordination is becoming increasingly important as we transition to a value-based delivery system. Coordinated care is now required well beyond discharge, including the ambulatory care setting, follow-up care after discharge, and continued management of health and well-being. This webinar explores various models of coordinated care and their importance across an expanded continuum.

## Corporate Finance

Financial management in healthcare organizations is undergoing significant change as a result of the shift from volume to value, the emergence of new payment models, growing demands for pricing transparency, the importance of effective revenue cycle management and other forces. This webinar provides a broad overview of the healthcare finance function and future financial challenges.

## Creating New Pathways to Better Health: Retail Perspectives on World-Class Service Excellence

Consumers today have greater control over their healthcare dollars and expect access, availability, price transparency and an enhanced consumer experience. The “retailization” of healthcare, along with the movement of non-healthcare companies into healthcare delivery, is forcing traditional healthcare providers to reinvent how they engage consumers and deliver services in their communities. This webinar explores how leading healthcare organizations are designing and continuously improving consumers’ service experiences, including the use of consumer advisory panels and rapid-cycle experimentation.

## Expanding Health System Impact on Community Health and Vitality

As health systems support health and wellness in their communities, some have begun to examine how to leverage expenditures beyond direct programmatic investments. In this “Anchor Mission” approach, health systems evaluate potential expenses in areas such as supply chain, corporate finance and hiring to improve vitality and social determinants of health in the communities they serve. This webinar provides participants with an overview of anchor activities in Illinois and nationally, as well as offering recommendations from an emerging evidence base of what works.

## CORE FACULTY

*Additional faculty and guest speakers from Rush University, IHA and other leading healthcare organizations will be added.*

**Peter W. Butler**  
Professor and Chairman,  
Department of Health Systems  
Management, Rush University

**Jeffrey Canar, PhD**  
Director of Faculty Development  
and Operations and Assistant  
Professor, Department of  
Health Systems Management,  
Rush University

**Dan Clarin, CFA**  
Senior Vice President,  
Kaufman Hall

**Joan Evans, MBA**  
Executive Vice President,  
Innovation and Transformation,  
Cone Health, Greensboro, NC

**Patrick Gallagher**  
Senior Vice President,  
Health Policy and Finance,  
Illinois Health and Hospital  
Association

**Andrew N. Garman, PsyD**  
Professor, Department of Health  
Systems Management, Rush  
University; and Chief Executive  
Officer, National Center for  
Healthcare Leadership

**Robyn Golden, MA, LCSW**  
Adjunct Faculty, Departments of  
Preventive Medicine and Health  
Systems Management, Rush  
University; and Director of  
Health and Aging, Rush  
University Medical Center



## Healthcare Marketing and Consumer Engagement

As healthcare transitions from episodic care to population health, healthcare leaders must pay greater attention to consumer behavior and decision-making. Growing healthcare consumerism and rising demands for transparency are changing the ways healthcare organizations engage patients and consumers. This webinar reviews key concepts of consumer engagement and their application to healthcare planning, communications and marketing. Topics include consumer research, market segmentation, distribution and product strategies, as well as communications techniques such as mass communications/public relations, social media, referral development and marketing, and assessment of outcomes and effectiveness of planning and marketing efforts.

## Hospital-Physician Alignment

The shift from volume- to value-based care delivery is redefining the relationship between physicians and hospitals/health systems. This webinar focuses on the role of hospital-physician alignment in healthcare transformation, including a discussion of hospital-physician alignment structures and models, implementation, financial impacts, mutual benefits, and challenges.

## Population Health Management

Hospitals and health systems are moving away from the predominant sick-care, fee-for-service delivery model to a population health model of managing the health of defined populations. This transformational shift calls for healthcare providers to create a "culture of health" within their communities, focusing on prevention, wellness and patient engagement. This webinar examines the new population health imperative, including the role of population-level data, demographic changes and health trends in redesigning operations and clinical care.

## Quality, Patient Safety and Performance Improvement

Improving quality and patient safety are core requirements for success in healthcare transformation. This webinar focuses on the application of systems thinking to patient safety, quality and efficiency issues.



**Tricia Johnson, PhD**  
Professor and Associate Chair,  
Health Systems Management,  
Rush University

**Joan Kurtenbach, MPH**  
Vice President of Strategic  
Planning, Marketing, and  
Communications, Rush  
University Medical Center

**Stuart Miller, MS, MBA**  
Senior Manager of Health Plan  
Analytics, Client Financial  
Analysis Division, CVS Health

**Patricia S. O'Neil, MA**  
Vice President of Finance,  
Treasurer/Chief Investment  
Officer, Rush University  
Medical Center

**Anthony Perry, MD**  
Associate Vice President of  
Clinical Affairs, Rush University  
Medical Center; and Chief  
Medical Officer, Rush University  
Medical Group

**Lee Sacks, MD**  
Executive Vice President and  
Chief Medical Officer,  
Advocate Health Care

**Shital Shah, PhD**  
Associate Professor,  
Health Systems Management,  
Rush University

**A.J. Wilhelmi**  
President and CEO,  
Illinois Health and  
Hospital Association

**Jason Wolf, PhD**  
President, The Beryl Institute  
and Founding Editor, *Patient  
Experience Journal*

# APPLIED LEARNING PROJECT

As an integral part of the Leadership Academy curriculum, the Applied Learning Project (ALP) provides participants with an opportunity to demonstrate how their new knowledge, skills and insights can address a specific transformation challenge or performance improvement within their organizations. The project offers an immediate return on investment.

Each participant (or team from the same organization) designs a project tied to the transformation priorities of his or her organization, as well as individual learning goals. The project goals, scope and outcomes must be approved by the sponsoring organization to ensure project support and organizational commitment. Each participant (or team) will be assigned a project mentor for additional coaching.

Registrants must submit a one-page description of their proposed ALP prior to the Opening Session; a template will be provided in advance. Participants are expected to bring details of their ALPs to

the Opening Session on September 12-13. Additional information will be provided upon enrollment.

Here is a sampling of past Applied Learning Projects:

- Enhancing Employee Engagement by Implementing Just Culture
- Improve Outpatient Center Patient Experience Results
- Integrated Behavioral Health in an Academic Medical Center
- Perioperative Advanced Pain Management Protocols
- Reducing Readmission Rates for Acute Decompensated Heart Failure
- Reducing Waste in Analytics Operations
- Reduction of Unassigned Patients at Time of Discharge
- Using Culture of Safety Survey as a Roadmap to High Reliability
- Visioning a Collaborative Care Model

## CONTINUING EDUCATION CREDIT

Rush University Medical Center is accredited by the Accreditation Council for Continuing Medical Education to provide continuing medical education for physicians. Rush University Medical Center designates this live and internet enduring material activity for a maximum of forty-five (45) *AMA PRA Category 1 Credit(s)*.<sup>TM</sup> Physicians should claim only credit commensurate with the extent of their participation in the activity.

Rush University is accredited as a provider of continuing nursing education by the American Nurses Credentialing Center's Commission on Accreditation. Rush University designates this live and internet enduring material activity for forty-five (45) Continuing Education credit(s).

This activity is being presented without bias and without commercial support.

Rush University is an approved provider for physical therapy (216.000272), occupational therapy, respiratory therapy, social work (159.001203), nutrition, speech-audiology, and psychology by the Illinois Department of Professional Regulation. Rush University designates this live and internet enduring material activity for forty-five (45) Continuing Education credit(s).

### Learning Objectives:

- Identify and implement transformative solutions to healthcare
- Lead an adaptable healthcare culture that can thrive in rapid change
- Apply consumer-centric approaches to patient care

The Illinois Health and Hospital Association is authorized to award 45 hours of pre-approved ACHE Qualified Education credit (non-ACHE) for this program toward advancement or recertification in the American College of Healthcare Executives. Participants in this program wishing to have the continuing education hours applied toward ACHE Qualified Education credit should indicate their attendance when submitting application to the American College of Healthcare Executives for advancement or recertification. Continuing education is only provided to those who attend the live program.

*NOTE: All Academy sessions must be attended in order to earn ACHE credit. The exact amount of credits will be finalized at a later date.*



# REGISTRATION AND LODGING

As part of the online registration process, each registrant is asked to upload a copy of his/her résumé or curriculum vitae. Please see the Leadership Academy webpage ([www.team-iha.org](http://www.team-iha.org)) for more details.

## Tuition/Team Discount

- Tuition includes all webinars, in-person sessions, IHA Leadership Summit registration, materials and most meals during in-person sessions.
- First registrant from an organization: \$5,500 for IHA members; \$7,500 for non-IHA members
- Additional registrants: \$5,000 per person for IHA members; \$7,000 per person for non-IHA members
- Registrants must be employed by the same organization and register at the same time to receive the team discount.

## Early-Bird Discount

Get a \$500 discount when you register by June 30, 2017, in addition to any applicable team discounts for multiple attendees.

## Cancellation Policy

Registrants who cancel on or before **August 1, 2017**, will receive a refund of their registration fee minus \$1,200. No refund will be given for cancellations received after August 1. Registrants unable to attend may send a replacement upon notifying Lorri Vanecek at [lvanecek@team-iha.org](mailto:lvanecek@team-iha.org). Replacements must be available to attend *all* Academy activities and sessions. Academy registrations cannot be shared by more than one individual.

# REGISTRATION NOW OPEN

[team-iha.cvent.com/  
2017LeadershipAcademy](http://team-iha.cvent.com/2017LeadershipAcademy)

## Lodging

Rush University has arranged for discounted lodging for participants at the Chicago Marriott at Medical District/UIC, located just steps from the conference center and less than three miles from downtown Chicago. Please see the Leadership Academy webpage ([www.team-iha.org](http://www.team-iha.org)) for more information about the hotel and how to reserve the Rush rate.

## Special Accommodations

IHA and Rush University wish to ensure that no individual with a disability is excluded, denied services, segregated, or otherwise treated differently from other individuals because of the absence of auxiliary aids or services, unless providing such auxiliary aids and services would fundamentally alter the program provided or result in an undue burden. If you need any of the auxiliary aids or services identified in the Americans with Disabilities Act in order to attend this educational program, have a food allergy that you need to disclose, or would like to request special food accommodations (vegetarian, gluten-free, etc.), please call 630.276.5440 at least five business days before the program date.



## FOR QUESTIONS OR TO LEARN MORE

- Website: [www.team-iha.org](http://www.team-iha.org)
- Registration questions: Lorri Vanecek, 630.276.5440 or [lvanecek@team-iha.org](mailto:lvanecek@team-iha.org)
- Program questions: David Strickland, Assistant Vice President of Education and Knowledge Strategies, IHA, 630.276.5436 or [dstrickland@team-iha.org](mailto:dstrickland@team-iha.org)
- Logistical questions: Michelle Murphy, Department of Health Systems Management, Rush University, 312.942.7168 or [Michelle\\_Murphy@Rush.edu](mailto:Michelle_Murphy@Rush.edu)



## PARTNERS IN LEADERSHIP DEVELOPMENT FOR HEALTHCARE TRANSFORMATION

The **Illinois Health and Hospital Association (IHA)**, with offices in Chicago, Naperville, Springfield and Washington, D.C., is dedicated to advocating for Illinois' more than 200 hospitals and nearly 50 health systems as they serve their patients and communities. Its members include major academic medical centers and teaching hospitals that train tomorrow's doctors and nurses, community hospitals that transform advances in medicine and technology into better lives for patients, rural and critical access facilities that bring high-quality patient care to the less-populated regions of Illinois, and specialty institutions that care for patients in need of behavioral health, long-term care or rehabilitation services. For more information, see [www.team-iha.org](http://www.team-iha.org).

Since 1979, the **Rush University Health Systems Management Department** has prepared future health care leaders for influential positions across the United States and around the world. Ranked among the top five health administration programs in the nation by *U.S. News & World Report*, Rush's graduate program enjoys an outstanding reputation for its innovative practitioner-teacher model, where real-world executives teach cutting-edge healthcare practices. For more information, see [www.rushu.rush.edu](http://www.rushu.rush.edu).



Register at:  
[team-iha.cvent.com/  
2017LeadershipAcademy](http://team-iha.cvent.com/2017LeadershipAcademy)

