

Senior Executive Program Review

Program Agenda

Purpose and Objectives

The Senior Executive Program invites healthcare leaders to learn, share and grow together over three sessions, each providing a breadth of content knowledge and professional development. These dynamic programs create unique networking opportunities where participants can get to know their faculty and their colleagues.

The Senior Executive Program consists of three, two and one-half day sessions and was developed for the senior-level executive who is poised to move to the chief operating or chief executive's role.

Hotel Locations

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| Westin O'Hare 6100 River Road Rosemont, IL 60018 (847) 698-6000 (hotel) (888) 627-8517 (reservation) | Omni San Diego Hotel 675 L Street San Diego, CA 92101 (619) 231-6664 (hotel) (800) 843-6664 (reservation) | Walt Disney World Swan 1500 Epcot Resorts Blvd. Lake Buena Vista, FL 32830 (407) 934-4000 (hotel) (888) 828-8850 (reservation) |
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Session 1—The Leadership Imperative

June 8–10, 2009

Chicago, Ill.

DAY 1

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| 8:00–8:30 a.m. | Welcome and Orientation <i>Cecelia K. Wooden, EdD</i> Wooden & Associates Inc. |
| 8:30–10:15 a.m. | Personal Leadership and 360 Assessment Results <i>Cecelia K. Wooden, EdD</i> |
| 10:15–10:30 a.m. | Break |
| 10:30 a.m.–12:00 p.m. | The Mission and Vision of Healthcare <i>Thomas C. Dolan, PhD, FACHE, CAE</i> American College of Healthcare Executives |
| 12:00–1:00 p.m. | Networking Lunch |
| 1:00–2:45 p.m. | Leading Organizational Change <i>Charles D. Stokes, FACHE</i> Memorial Hermann Healthcare System |
| 2:45–3:00 p.m. | Break |
| 3:00–5:00 p.m. | Reducing the Financial, Organizational and Personal Impact of Medical Error <i>David B. Nash, MD, FACPE</i> Jefferson Medical College |
| 6:00–7:00 p.m. | Reception |
| 7:00–8:30 p.m. | Group Dinner |

DAY 2

- 8:00–8:30 a.m. Recap, Review, Debrief
Charles D. Stokes, FACHE
- 8:30–10:30 a.m. Building Strong Administration–Board Relationships—Part 1
James E. Orlikoff
Orlikoff & Associates
- 10:30–10:45 a.m. Break
- 10:45 a.m.–12:30 p.m. Building Strong Administration–Board Relationships—Part 2
James E. Orlikoff
- 12:30–1:30 p.m. Lunch
- 1:30–3:30 p.m. The Business Case for Diversity
William F. Martin, PsyD
DePaul University
- 3:30–4:00 p.m. Members Speak–Sharing of Best Practices
Howard J. Horwitz
American College of Healthcare Executives
- 5:30–6:30 p.m. Reception

DAY 3

- 8:00–9:45 a.m. IT Innovations to Improve Operations
John Daniels, FACHE, FHIMSS
Evolvent Technologies, Inc.
- 9:45–10:00 a.m. Break
- 10:00–11:45 a.m. CEO Panel
Moderator: *Cecelia K. Wooden, EdD*
“Lessons Learned Along the Way”—Senior CEO’s share their successes and challenges in operations, board management and physician relations.
- 11:45 a.m.–12:00 p.m. Recap of Session 1
Cecelia K. Wooden, EdD and *Charles D. Stokes, FACHE*
Preview of Session 2
Adjourn

Session 2—Management Innovation
August 10–12, 2009
San Diego, Calif.

DAY 1

- 8:00–8:15 a.m. Welcome and Orientation to Session 2
Cecelia K. Wooden, EdD
Wooden & Associates Inc.
- 8:15–10:15 a.m. Healthcare Providers and the New Financial Reality
Charles Kim
Kaufman, Hall & Associates Inc.
- 10:15–10:30 a.m. Break
- 10:30 a.m.–12:30 p.m. Improving Physician-Hospital Relations
Alan Kaplan, MD, FACHE
Edward Hospital
- 12:30–1:00 p.m. Quick Lunch
- 1:00–5:00 p.m. “Operational Excellence”—Scripps Health On-site Visit
- 6:30–8:00 p.m. Group Dinner

DAY 2

- 8:00–10:00 a.m. EQ Assessment and Discussion
Cecelia K. Wooden, EdD
- 10:00–10:15 a.m. Break
- 10:15 a.m.–12:00 p.m. Innovation in Supply Chain Management—What Hospitals Can Learn From Other Industries
Anthony S. Nieves
Hilton Hotels Corporation
- 12:00–1:00 p.m. Lunch
- 1:00–4:00 p.m. The Effective Use of Influence
Joseph Grenny
VitalSmarts
- 6:00–7:00 p.m. Reception

DAY 3

- 7:00–8:30 a.m. Working Breakfast and Members Speak
- 8:30–8:45 a.m. Break
- 8:45–11:45 a.m. Creativity and Innovation
Kevin E. O’Connor, CSP
Kevin E. O’Connor & Associates, Ltd.
- 11:45 a.m.–12:00 p.m. Debrief on Session 2
Preview of Session 3
Adjourn

Session 3—The Measures of Success
October 12–14, 2009
Orlando, Fla.

DAY 1

- 8:00–8:15 a.m. Welcome and Orientation
Cecelia K. Wooden, EdD
Wooden & Associates Inc.
- 8:15–9:45 a.m. Creating an Environmentally Friendly Hospital
George Mikitarian, Jr., FACHE
Parrish Medical Center
- 9:45–10:00 a.m. Break
- 10:00 a.m.–12:00 p.m. Getting from Good to Greater
Charles D. Stokes, FACHE
Memorial Hermann Healthcare System
- 12:00–1:00 p.m. Group Lunch
- 1:00–3:30 p.m. How to Effectively Influence Public Policy
John Ferman
Health Policy Alternatives, Inc.
- 6:00–7:00 p.m. Reception

DAY 2

- 7:30–9:00 a.m. Working Breakfast and Members Speak
- 9:00–9:15 a.m. Break
- 9:15–11:45 a.m. Personality and Leadership Assessment
Cecelia K. Wooden, EdD
- 11:45 a.m.–12:45 p.m. Group Lunch
- 12:45–5:00 p.m. “Innovation in Action”—Disney Institute On-site Visit
- 7:00–9:00 p.m. Closing Banquet

DAY 3

- 8:00–9:45 a.m. Talent Management
Carson F. Dye, FACHE
Witt/Keiffer
- 9:45–10:00 a.m. Break
- 10:00–11:45 a.m. Panel Discussion
Moderator: *Carson F. Dye, FACHE*
“Building an Effective Executive Team”—Diverse panel of senior executives speaking on recruitment, retention, talent development and sustainability.
- 11:45 a.m.–12:00 p.m. Closing Comments
Debrief
Creating a Virtual Learning Community

SENIOR EXECUTIVE PROGRAM FACULTY BIOS

John H. Daniels, FACHE, FHIMSS

John H. Daniels, FACHE, FHIMSS, is vice president and chief information officer of Evolvent Technologies Inc. He is a strategic and customer-focused executive with 23 years of professional experience. He is a retired officer of the United States Air Force, having served as chief information officer (CIO) of the U.S. Air Force Academy Hospital in Colorado Springs, Colo. He has held CIO positions for other military medical organizations including the U.S. Department of Defense's former Health Services Region 5 and has worked in private and military clinical settings as a mental health associate and psychometrician. Daniels also was senior fellow and vice president of IT operations at the Harris County Hospital District in Houston. Daniels is a recognized industry thought leader currently serving on the HIMSS board of directors.

Thomas C. Dolan, PhD, FACHE, CAE

Thomas C. Dolan, PhD, FACHE, CAE, is president and chief executive officer of the American College of Healthcare Executives. Before his appointment as president and CEO, Dr. Dolan served as ACHE's executive vice president. Prior to joining ACHE, he held a variety of teaching, research and administrative positions at St. Louis University, the University of Missouri-Columbia, the University of Washington and the University of Iowa. Board certified in healthcare management as a Fellow of both the American College of Healthcare Executives and the American Society of Association Executives, he has served as chair of the Association of University Programs in Health Administration, the Association Forum of Chicagoland, and the Institute for Diversity in Health Management. Dr. Dolan currently serves as chairman of the American Society of Association Executives and is also on the board of the International Hospital Federation.

Carson F. Dye, FACHE

Carson Dye is a partner with Witt/Kieffer who conducts CEO and senior executive searches. With more than 30 years of healthcare consulting and management experience, Mr. Dye helps organizations with executive search and assessment. He is certified to use Hogan Assessments in leadership evaluation and also serves on the faculty of the graduate program in health administration at The Ohio State University. Board certified in healthcare management as an ACHE Fellow, Mr. Dye has written four books, including the Health Administration Press book *Leadership in Healthcare: Values at the Top*.

John Ferman

John Ferman is principal of Health Policy Alternatives (HPA) in Washington, D.C. He joined the firm in 1991 following 16 years with the California Healthcare Association, where he was the executive vice president. He has managed state and federal government relations programs, financial management services and the research and policy development functions. In addition, Ferman has worked on numerous federal and state issues for HPA clients. His focus has been on acute, post acute, mental health and other institutional provider issues. Ferman has worked with integrated delivery systems to keep them apprised of developing federal policy issues and to assist them with their strategic planning process. John has had extensive experience with numerous federal legislative and administrative issues involving Medicare, Medicaid and health reform subjects. He has assisted clients in shaping policy proposals and developing supporting rationale.

Joseph Grenny

Joseph Grenny is a co-founder of VitalSmarts, currently serving on its board of directors, and a coauthor of and contributor to eight books including three New York Times bestsellers: *Influencer: The Power to Change Anything*, *Crucial Conversations: Tools for Talking when Stakes are High* and *Crucial Confrontations: Tools for Resolving Broken Promises, Violated Expectations, and Bad Behavior*. Mr. Grenny previously served as president of California Computer Corporation and as an executive for the Covey Leadership Center. He is a seasoned executive and business strategy expert on topics ranging from leadership and interpersonal communication to organizational change and effectiveness. He has been cited in dozens of newspapers including the New York Times, Los Angeles Times, Washington Post and the Wall Street Journal. He also has appeared on more than one hundred radio and television programs including CNN, Bloomberg, CNBC and the Today Show.

Alan S. Kaplan, MD, FACHE

Alan S. Kaplan, MD, FACHE has been with Edward Health Services Corporation in a senior administrative role for the past 13 years and currently serves as the Vice President, Chief Medical Officer & Operations. Dr. Kaplan has responsibility for medical staff affairs, emergency services, immediate care centers, information systems services, telecommunications, and material management. He is residency trained and board certified in emergency medicine and has 14 years of practice experience. Dr. Kaplan received his medical degree from Rush Medical College in 1985. He earned a Master of Medical Management at Carnegie Mellon University in 2000. Dr. Kaplan currently serves on the Board of Directors for the American College of Physician Executives.

Charles Kim

Charles Kim is vice president at Kaufman, Hall & Associates where he consults on a national basis with healthcare clients including regional healthcare systems, academic medical centers and community medical centers. Prior to joining Kaufman, Hall he was a manager in Deloitte & Touche's Financial Advisory Services practice, where he specialized in advising managed care organizations, hospitals and ambulatory surgery centers in connection with joint ventures, mergers, acquisitions and divestitures. Mr. Kim has lectured to industry groups on topics including best practice capital and financial planning and integrating strategy and finance to enhance access to capital.

William F. Martin, PsyD

Dr. William "Marty" Martin, PsyD, is associate professor and director, DePaul University Chicago's Master of Science in Human Resources program. He is also an organizational consultant with doctoral-level training in psychology and front-line experience in human resources management, operations and information technology. Dr. Martin's previous roles include director of human resources at The Johns Hopkins Hospital and manager of Employment & Training/Development at Tulane University Hospital & Clinics. Prior to working at Tulane University Hospital & Clinics, Marty served as director of Employee Assistance Program/Worksite Wellness at Xavier University of Louisiana.

George Mikitarian Jr., PhD, FACHE

George Mikitarian, FACHE, is president and chief executive officer of Parrish Medical Center (PMC). He began his tenure with PMC in 1996 as chief operating officer. Under his leadership, PMC was one of the nation's first replacement facilities to be constructed using evidenced-based healing design. PMC was voted America's No. 1 Healing Hospital by the Baptist Healing Trust for cultivating a culture of loving service for three consecutive years. Other accomplishments under Mikitarian's leadership include:

- Opening Florida's first Silver LEED certified 'green' outpatient center in May 2007
- Earning more Joint Commission disease-specific Gold Seals than all but one other in the state of Florida, including primary stroke (No. 1 in Central Florida), diabetes, congestive heart failure and wound care, with three more pending acute coronary syndrome (to be No.1 in the state), breast cancer (to be No. 1 in the state) and palliative care (to be No. 1 in the state)

David B. Nash, MD, FACPE

David B. Nash, MD, FACPE, is the newly appointed Founding Dean of the Jefferson School of Health Policy and Population Health on the campus of Thomas Jefferson University in Philadelphia. Dr. Nash also is the Dr. Raymond C. and Doris N. Grandon Professor of Health Policy and this endowed professorship is one of a handful of such chairs in the nation. The appointment as the Founding Dean culminates a nearly 20-year tenure at Jefferson. Dr. Nash is a board certified internist and founded the original Office of Health Policy in 1990. Thirteen years later, the Office of Health Policy evolved into one of the first departments of health policy in an American medical college. In 2008, the board of Jefferson University approved the creation of the new school. The Jefferson School of Health Policy and Population Health represents the first time a health-sciences university has placed four masters programs under one roof, namely a Masters in public Health, Health Policy, Healthcare Quality and Safety and Chronic Care Management. The goal of this innovative school is to produce a new kind of healthcare leader for the future.

Anthony Nieves

Anthony Nieves is the senior vice president of Supply Management for Hilton Hotels Corporation. Nieves oversees end-to-end supply management services and solutions for all properties within the Hilton family of brands. A recognized leader within the supply management and hospitality industries, Mr. Nieves serves as the chair of the Non-Manufacturing Business Survey Committee for the Institute for Supply Management (ISM). He is the past chair of the board of directors for ISM and is the chair emeritus for the ISM—Hospitality Supply Management Forum (formerly an executive study group of the National Restaurant Association). Nieves is the chairman of The Conference Board's Purchasing and Supply Leadership Council. Additionally, he is a board trustee for the Center for Advanced Purchasing Studies, a supply management research organization; certified purchasing manager and accredited purchasing practitioner through ISM; and a certified foodservice purchasing manager through the National Restaurant Association.

Kevin E. O'Connor, CSP

Kevin E. O'Connor, CSP is the principal of Kevin O'Connor & Associates Ltd. and a faculty member at Loyola University Chicago as well as Columbia College in Chicago. He specializes in working with business professionals who have been promoted to leadership and sales positions where they now lead and influence their business peers. Since 1976, Kevin has presented to more than 3,150 audiences and coaches 125 professionals around the country. Kevin is the author of four books including *Present Like A Pro: A Field Guide to Mastering the Art of Business, Professional, and Public Speaking* and a contributor to four more.

James E. Orlikoff

James E. Orlikoff is president of Orlikoff & Associates Inc., a consulting firm specializing in healthcare governance and leadership, strategy, quality, organizational development and risk management. He is the senior consultant to the Center for Healthcare Governance and is the national advisor on Governance and Leadership to the American Hospital Association and Health Forum. He was named one of the 100 most powerful people in healthcare in the inaugural list by Modern Healthcare magazine. Mr. Orlikoff has consulted with hospitals in six countries, working extensively on improving the relationships between boards, medical staff and management. He has written 15 books and more than 100 articles and has served on hospital, college and civic boards. Currently he serves as a member of the Virginia Mason Health System board in Seattle and is chair of its Governance Committee and is on the board of Pitzer College in Claremont, Calif.

Charles D. Stokes, FACHE

Charles D. Stokes, FACHE, is chief operating officer of Memorial Hermann Healthcare System, an integrated health system known for world-class clinical expertise, patient-centered care, leading-edge technology and innovation. Prior to this role, Mr. Stokes was president of North Mississippi Medical Center (NMMC), a 650-bed tertiary hospital located in Tupelo, Miss., and the 2006 Malcolm Baldrige National Quality Award recipient. He has previously served as administrator, Emergency Medical Services and Ambulatory Care, at Charity Hospital in New Orleans and vice president, Operations, at St. Luke's Episcopal Hospital/Texas Heart Institute in Houston. In the past 14 years, Mr. Stokes has served as executive vice president and chief operation officer for three different healthcare systems in Louisiana, Arkansas and Alabama. He currently serves as a preceptor on the faculty at the University of Alabama in Birmingham.

Cecelia K. Wooden, EdD

Cecelia Wooden, EdD, is a partner at Wooden & Associates Inc., a strategic communications management firm in Louisville, Ky. Dr. Wooden's clients include Fortune 100 companies, healthcare, nonprofit and arts and educational organizations. Her consulting services focus on core value identification, performance evaluation, strategic planning, leadership development and communication. For 17 years, she has been associated with the Center for Creative Leadership through its network associate located at Bradley University in Peoria, Ill. Dr. Wooden is also an instructor for the Master of Arts Program in Strategic Communication and Leadership at Seton Hall University.