

## Boot Camps

These targeted programs will examine the key factors that determine success in the following special interest areas: Baldrige, CEO, COO, Middle Manager, New Healthcare Leader and Physician Executive. Presentations by seminar faculty experienced in these areas will be complemented by interactive group discussion. Share personal experiences while developing a professional network of colleagues who can provide advice and counsel in the future.

These programs are approved for 7 Category I (ACHE education) credits. The registration fee for Baldrige, CEO, COO and Physician Executive is \$825 for ACHE affiliates and \$980 for nonaffiliates. The registration fee for Middle Manager and New Healthcare Leader is \$660 for ACHE affiliates and \$800 for nonaffiliates. To register, please check the appropriate box in Section 4 of the registration form.

### Baldrige Boot Camp—NEW!

Sunday, March 18, 8:00 a.m.—5:00 p.m. (Breakfast and lunch will be provided.)

*Learn the key elements of this proven process improvement approach*

Improving clinical, operational and governance processes is critically important to all healthcare providers. At the same time, many hospitals and health systems are looking to gauge their progress against national standards—the most recognizable being the Malcolm Baldrige National Quality Award. This program will help demystify the Baldrige journey, provide insight into the program's key elements and showcase the processes and outcomes that were gleaned from former quality award winners. This workshop is designed for senior executives, board members and middle managers who wish to continue exploration of the Baldrige process at either the state or national level or who want to use the criteria to improve their organizations.

#### Learning Objectives:

- Validate the realities and misconceptions of the Baldrige journey toward process improvement.
- Improve your organization's Baldrige processes and outcomes regardless of whether you submit an application.

#### Program Facilitator:

**Robert M. "Bo" Snyder Jr., FACHE**  
*President, Bo Snyder Consulting Inc.*

### CEO Boot Camp

Sunday, March 18, 8:00 a.m.—5:00 p.m. (Breakfast and lunch will be provided.)

*A program for new healthcare CEOs*

Today's chief executives struggle with myriad issues and a diverse and demanding group of stakeholders. The CEO Boot Camp will provide an overview of the primary determinants of CEO success, many of which focus on: maintaining financial viability; creating a successful management team; working collaboratively with the medical staff; building strong ties with the board; and meeting the many needs of your patients and community. Learn to think through the key issues and execute well-developed strategies. This program is designed for those who have been healthcare CEOs for less than five years. Limited space is also available to those who are targeting the CEO role in the very near future. This program fills quickly, so be sure to register early.

#### Learning Objectives:

- Determine how to create a culture that embraces the mission and goals of the organization.
- Identify key strategies for working successfully with the board and physicians.

#### Program Facilitators:

**Thomas A. Atchison, EdD**  
*President, Atchison Consulting LLC*

**Andrea R. Price, FACHE**  
*President/CEO, Mercy Health System, Northern Region*

### COO Boot Camp

Sunday, March 18, 8:00 a.m.—5:00 p.m. (Breakfast and lunch will be provided.)

*A program for new healthcare COOs*

The unique role of the chief operating officer requires both specific operational skills and the ability to develop lasting interpersonal relationships. The COO Boot Camp will provide an overview of the essential skills needed to function as an effective COO. Learn how you can successfully meet the challenges commonly faced by COOs and manage your strengths and weaknesses. This interactive program is designed for individuals who have been in the role of COO for fewer than two years. Limited space is also available for individuals who are targeting the hospital COO position as a next career step. The program fills quickly, so be sure to register early.

#### Learning Objectives:

- Identify the key operational and interpersonal skills needed in the COO role.
- Gather tools and techniques for building a strong CEO-COO relationship.

#### Program Facilitators:

**Charles D. Stokes, FACHE**  
*COO, Memorial Hermann Healthcare System*

**Robert W. Chappell Jr., MD**  
*Vice President/CMO, Huntsville Hospital*

## Middle Manager Boot Camp

Sunday, March 18, 8:00 a.m.–5:00 p.m. (Breakfast and lunch will be provided.)

*A program for those newer to healthcare leadership poised for higher levels of responsibility and authority*

This course will expose early- to mid-level careerists to the skills needed to lead a team, department or division with confidence. You will see how your role fits in the larger picture of the organization and what it takes to advance. You also will learn how to choose, coach and retain the members of your functional team. This boot camp will teach you the fundamentals of budgeting and resource allocation and how to focus on the key objectives and outcomes that will position you for even greater responsibility and advancement. Through hands-on exercises, you will learn to conduct more effective interviews and place the right candidate in the right position. Time also will be set aside to learn the best ways to evaluate, coach and, when necessary, discipline your direct reports.

### Learning Objectives:

- Identify the skills needed to be a successful healthcare manager, while also exploring the “softer” people skills that will help you gain the respect and support of your work team.
- Explore the structural and interpersonal changes you will experience as you move from staff to management, and discover how to use the key concepts of career management to position yourself for tomorrow’s new assignments and advancements.

### Program Facilitators:

**Carson F. Dye, FACHE**

*Partner, Witt/Kieffer*

**Michelle Taylor-Smith, RN, CNA-BC, FACHE**

*CNO, Greenville Hospital System*

### Fellows Lounge

Monday–Wednesday, 8:00 a.m.–5:00 p.m.

The Fellows Lounge is available exclusively for ACHE Fellows to see friends and acquaintances, check email or just to relax between Congress activities.

## New Healthcare Leader Boot Camp—NEW!

Sunday, March 18, 8:00 a.m.–5:00 p.m. (Breakfast and lunch will be provided.)

*Start your career in healthcare leadership on the right foot*

The healthcare environment is full of change, and there is tough competition to get and keep the best jobs. This “down to basics” program has been designed to provide recent graduates or those transitioning into healthcare management with insight on the key elements of assessing strengths and blind spots, best career advancement approaches, navigating the healthcare management environment and techniques that will accelerate, not derail, your career. Practical tips on workplace effectiveness, finding and using a mentor and life-work balance will be shared. Combining lecture, group exercises, practical tools and references, and a lot of candid discussion, this new boot camp is an essential element for professional development.

### Learning Objectives:

- Increase your understanding of and comfort with factors that contribute to success in healthcare management.
- Identify and sidestep the potential landmines that can derail a new leader’s career.

### Program Facilitators:

**Edwin G. Ibay, JD**

*Vice President, Planning, Bon Secours New York Health System*

**Aurora Trahan**

*Dedicated Advisor, The Advisory Board Company*

## Physician Executive Boot Camp

Sunday, March 18, 8:00 a.m.–5:00 p.m. (Breakfast and lunch will be provided.)

*A program for new physician executives*

The successful physician executive can serve and represent both clinical and managerial interests. New physician executives are challenged to incorporate very different models of managerial decision making, problem solving, communication and team building. In addition, they must develop an understanding of financial management, information technology, and legal and regulatory issues. This program is designed for physicians who have recently made the move to a full- or part-time physician executive position who are interested in further developing executive skills and clinicians who are considering a move into medical management.

### Learning Objectives:

- Explore the challenges in moving from full-time clinician to full- or part-time physician leader—especially in building relationships with the medical staff, executive team and board.
- Identify career opportunities for physicians in healthcare leadership roles and design an individual development plan that includes the additional skills and knowledge to be more successful leaders.

### Program Facilitator:

**Matthew J. Lambert III, MD, FACHE**

*COO, Norweigan American Hospital*