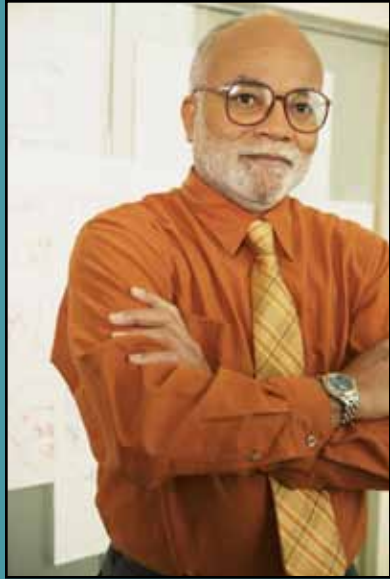


# EDUCATION CALENDAR

May 2012–March 2013



Special thanks to  
ACHE's 2012 Premier  
Corporate Partners



# MAY 2012

Visit [ache.org/Education](http://ache.org/Education) or call (312) 424-9400 to learn more.

SUN.	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SAT.
	<b>Leaders Conference</b> (April 30–May 1) Atlantic Beach, Fla. <a href="http://ache.org/Leaders">ache.org/Leaders</a>		2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	<b>Fellows Seminar</b> Tucson, Ariz. <a href="http://ache.org/Fellows">ache.org/Fellows</a> Are Medical Groups in Your Portfolio? Critical Factors to Manage Your Investment		19
	<b>San Antonio, Texas, Cluster</b> <a href="http://ache.org/SanAntonio">ache.org/SanAntonio</a> Session 1: May 21–22      Session 2: May 23–24					
20	21	22	23	24	25	26
27	28	29	30	31		



**Achieving a Strategic Partnership With Your Board: Thrive in the Midst of Accountability (Session 1)** Guide your board toward the new and challenging governance strategies that are necessary to successfully provide oversight, withstand scrutiny and minimize liability.

**Conflict Management, Alternative Dispute Resolution and the Cost-Effective Use of Legal Services (Session 1)** Familiarize yourself with the process of Alternative Dispute Resolution—a valuable approach to manage disagreement and provide a cost-effective alternative to litigation.

**Driving Significant Financial Returns: Using Analytics to Improve Your Bottom Line (Session 1)** Develop methods for identifying underperforming operational areas while prioritizing actions.

**Integration vs. Competition: The Future of Hospital-Physician Relations (Session 1)** Benefit from the long-term advantages of an integrated health system, including physician employment and partnership options.

**Managing Healthcare Facility Design and Construction Programs (Session 1)** Ensure effective control over the management of a new construction, renovation or facilities rehabilitation project.

**Advanced Topics in Hospital Financial Management (Session 2)** Delve deeper into what financial benefits a well-managed nonprofit hospital can receive—even in a down economy—and the approaches that can be used to maximize operational returns.

**Comprehensive Leadership for Senior-Level Executives (Session 2)** Identify tools to drive and assess superior leadership performance.

**Effective Approaches in Leading Patient Safety and Error Reduction (Session 2)** Look beyond traditional healthcare models to approaches being used by high-reliability organizations.

**WEDNESDAY: The Ethics of Mission and Margin** A program funded in part by the Foundation of ACHE's Fund for Innovation in Healthcare Leadership. This half-day seminar will address the universal ethical and political challenge of balancing mission and margin.

**NEW! Reducing the Financial Impact of Hospital Readmissions and Medical Mistakes (Session 2)** Bridge the gap between strategy and execution and understand the concept of tactical capacity to ensure a successful, task-focused approach to reducing readmissions.

Gain advanced leadership skills and strategies for success in a magnificent setting

**ALASKA PROGRAM**  
 Hotel Captain Cook, Anchorage

Aug. 6–7 “Physician Integration Strategies: Advanced Lessons From Successful Organizations”

Aug 8–9 “Possibilities, Probabilities and Creative Solutions: Breakthrough Thinking for Complex Environments”

Register at [ache.org/Alaska](http://ache.org/Alaska)

# JUNE 2012

Customer service representatives are available via **Live Chat** at [my.ache.org](http://my.ache.org) Monday–Friday, 8:00 a.m.–5:00 p.m. Central time.

SUN.	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SAT.
					1	2
3	4	5	6	7	8	9
	Santa Fe, N.M., Cluster		ache.org/SantaFe			
	Session 1: June 11–12		Session 2: June 13–14			
10	Senior Executive Program (Session 1)		Chicago		14	15
	Executive Program (Session 1)					16
17	18	19	20	21	22	23
24	25	26	27	28	29	30



**Compelling Communication: Creating Engagement, Understanding and Results (Session 1)** Develop communication skills that produce consensus, ownership and results.

**Culture, Process and Outcomes: Where Strategy Begins (Session 1)** Examine your organization's culture and improve its readiness to enhance the strategic planning process.

**Improving Hospital-Physician Relations: A Journey From Autonomy to Partnership (Session 1)** Ensure your leadership style builds trust with medical staff and leads to mutually beneficial relationships.

**Managing Conflict, Confrontations and Disputes (Session 1)** Regain control of misunderstandings that can destroy the cohesiveness of a leadership team.

**Developing Proactive Physician Alignment and Employment Practices (Session 2)** Acquire the strategies and tools that you need to implement successful and truly effective collaborations with medical staff.

**Positioning Philanthropy as a Key Revenue Resource (Session 2)** This seminar will present strategies to increase charitable revenue at a time when obtaining adequate financial resources has become especially challenging.

**Risky Business: How High-Performing Emergency Departments Manage Risk (Session 2)** Discover innovative strategies to improve safety and quality to minimize risk in the emergency department.

**Toxic Behaviors in Healthcare: Creating Systems of Respect to Impact the Double Bottom Line (Session 2)** Build effective policies, procedures and strategies to mitigate and manage incidences and effects of disruptive behaviors.

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for a special program  
offered one time only.

**The Fund for Innovation in Healthcare Leadership** strengthens the field of healthcare leadership by providing scholarships and innovative learning opportunities on important trends and issues.

**Palliative Care: Key to Reform Survival**

Sept. 11 at ACHE's Atlanta Cluster  
Led by **Diane E. Meier, MD, FACP**  
Director, Center to Advance Palliative Care  
Learn more and register at [ache.org/Palliative](http://ache.org/Palliative)

To make a contribution to the Fund, visit [ache.org/Innovation](http://ache.org/Innovation) or call (312) 424-9301.

# JULY 2012

Visit [ache.org/Education](http://ache.org/Education) or call (312) 424-9400 to learn more.

SUN.	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SAT.
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

**Join us in 2013 for these upcoming ACEH Clusters.**

- January 28–31, Park City, Utah
- February 18–21, Las Vegas
- May 20–23, Scottsdale, Ariz.
- September 23–26, San Diego
- November 4–7, San Antonio
- January 21–24, Fort Myers, Fla.
- April 8–11, Kiawah Island, S.C.
- June 24–27, Cape Cod, Mass.
- August 5–8, New York
- October 14–17, Philadelphia
- September 16–19, Savannah, Ga.
- December 16–19, Orlando, Fla.

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- Career Management Network
- Leadership Mentoring Network
- Early Careerist Network



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# AUGUST 2012

Customer service representatives are available via **Live Chat** at [my.ache.org](http://my.ache.org) Monday–Friday, 8:00 a.m.–5:00 p.m. Central time.

SUN.	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SAT.
			1	2	3	4
	Alaska Program <i>ache.org/Alaska</i>					
	Session 1: August 6–7		Session 2: August 8–9			
5	6	7	8	9	10	11
	Senior Executive Program (Session 2) <i>San Diego</i>					
	Executive Program (Session 2)					
12	13	14	15	16	17	18
	Washington, D.C., Cluster <i>ache.org/DC</i>					
	Session 1: August 20–21		Session 2: August 22–23			
19	20	21	22	23	24	25
26	27	28	29	30	31	



**Physician Integration Strategies: Advanced Lessons From Successful Organizations (Session 1)** Improve clinical quality, patient outcomes and physician satisfaction by implementing strategies that align hospital and physician interests.

**Possibilities, Probabilities and Creative Solutions: Breakthrough Thinking for Complex Environments (Session 2)** Create new approaches that will inspire your team to generate new ideas and facilitate sustainable improvement.

**The Art of Building Relationships for Successful Teams and Partnerships (Session 1)** Go beyond the basics of team building to create effective, healthy collaborative relationships with physicians, board members, peers and staff.

**NEW! Becoming Accountable in the Age of Healthcare Reform (Session 1)** Gain strategies and implementation tools to achieve the goals of accountable care and adapt successful innovations from other healthcare organizations to your own hospital.

**Community Benefit Reporting, IRS Form 990 and the Mission of Nonprofit Healthcare (Session 1)** Recognize the role and responsibility of senior leadership in developing and reporting a community benefit program under the new IRS framework.

**Critical Financial Skills for Hospital Success (Session 1)** Gain enhanced financial skills necessary to deal with shrinking profit margins and the escalating cost of providing high-quality patient care.

**Managing Change: Thriving in the 21st Century (Session 1)** Understand major healthcare changes and trends, and become a more effective manager of change, whether on an individual, departmental or organizational level.

**Advanced Strategic Planning to Transform Your Organization (Session 2)** Learn to make your strategic plans more targeted, gain support and facilitate successful implementation through ongoing strategic management.

**Are Medical Groups in Your Portfolio? Critical Factors to Manage Your Investment (Session 2)** Create win-win solutions for effective organizational, operational and staffing structures for medical groups.

**Coach, Challenge, Lead: Developing an Indispensable Management Team (Session 2)** Develop managers who get results, build partnerships and mobilize your workforce for positive change.

**NEW! Leadership Approaches to Patient-Centered Care (Session 2)** Explore the 10 components of a patient-centered care model of delivery and the leadership skills and focus areas needed to affect cultural change.

**Healthcare Executive Career Resource Center (HECRC)** programs, such as the Emotional Intelligence Assessment and the Benchmarks® Workshop, are available at the Washington, D.C., Cluster. Please visit [ache.org](http://ache.org) and view the Washington, D.C., Cluster Web page to see a listing of which HECRC programs are offered on which days.

# SEPTEMBER 2012

Visit [ache.org/Education](http://ache.org/Education) or call (312) 424-9400 to learn more.

SUN.	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SAT.
						1
2	3	4	5	6	7	8
	Atlanta Cluster <i>ache.org/Atlanta</i>					
	Session 1: September 10–11		Session 2: September 12–13			
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23/30	24	25	26	27	28	29



**Comprehensive Leadership for Senior-Level Executives (Session 1)** Identify tools to drive and assess superior leadership performance.

**Creating and Leading Error-Free Management Systems (Session 1)** Develop leadership skills and techniques designed to improve quality and patient safety by eliminating management error.

**Improving the Patient Experience to Build Customer Loyalty (Session 1)** Explore proven continuous-improvement methodologies that result in positive outcomes on patient surveys and, ultimately, in a profitable strategy.

**Integration vs. Competition: The Future of Hospital-Physician Relations (Session 1)** Benefit from the long-term advantages of an integrated health system, including physician employment and partnership options.

**TUESDAY: Palliative Care: Key to Reform Survival** *A program funded in part by the Foundation of ACHE's Fund for Innovation in Healthcare Leadership.* This one-day session will identify the opportunities for a palliative care program in your organization and help you understand the impact on quality and cost.

**NEW! Driving Out Waste in Your Healthcare Organization (Session 2)** Discover the tools and techniques to assist in the identification and eradication of waste in your organization without sacrificing quality.

**From Roots to Wings: 12 Variables for Sustaining Organizational Success (Session 2)** Sustainable success for healthcare delivery systems is a result of how leaders perform, regardless of changing environmental pressures.

**Leadership Persuasion Skills: Getting the Results You Want (Session 2)** Refine your persuasion skills and ability to influence others, and build relationships that will help you and your organization attain long-term goals.

**NEW! Power and Politics in Healthcare Organizations (Session 2)** Realize and constructively manage personal power and the political landscape of your organization to achieve positive outcomes.

Work at your own pace in an interactive, online environment!

Oct. 3–Nov. 14

**"Strategic Planning That Works: Integrating Strategy with Performance"**  
Led by Jamie L. Haeuser, senior vice president, Woman's Hospital, Baton Rouge, La. Discover how the latest concepts on strategy, strategic positioning and market realities are linked to the everyday management of your organization.

Earn 6 ACHE Qualified Education credits. Learn more and register at [ache.org/e-learning](http://ache.org/e-learning)

ACHE • learning

# OCTOBER 2012

Customer service representatives are available via **Live Chat** at [my.ache.org](http://my.ache.org) Monday–Friday, 8:00 a.m.–5:00 p.m. Central time.

SUN.	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SAT.
	<b>San Diego Cluster</b> <i>ache.org/SanDiego</i>					
	<i>Session 1: October 1–2</i>		<i>Session 2: October 3–4</i>			
	<b>Canadian Program</b> <i>Victoria, British Columbia</i>		<b>Board of Governors Exam Review Course</b> <i>Scottsdale, Ariz.</i> <i>ache.org/BOGreview</i>			<b>6</b>
<b>7</b>	<b>8</b>	<b>9</b>	<b>10</b>	<b>11</b>	<b>12</b>	<b>13</b>
	<b>CEO Circle</b> <i>ache.org/CEOforum</i> <i>San Antonio, Texas</i>		<b>Senior Executive Program (Session 3)</b> <b>Executive Program (Session 3)</b>		<i>Orlando, Fla.</i>	
<b>14</b>	<b>15</b>	<b>16</b>	<b>17</b>	<b>18</b>	<b>19</b>	<b>20</b>
	<b>New Orleans Cluster</b> <i>ache.org/NewOrleans</i>					
	<i>Session 1: October 22–23</i>		<i>Session 2: October 24–25</i>			
<b>21</b>	<b>22</b>	<b>23</b>	<b>24</b>	<b>25</b>	<b>26</b>	<b>27</b>
<b>28</b>	<b>29</b>	<b>30</b>	<b>31</b>			

**Achieving a Strategic Partnership With Your Board: Thrive in the Midst of Accountability (Session 1)** Guide your board toward governance strategies necessary to successfully provide oversight, withstand scrutiny and minimize liability.

**Advanced Topics in Hospital Financial Management (Session 1)** Delve deeper into what financial benefits a well-managed nonprofit hospital can receive and the approaches that can be used to maximize operational returns.

**The Courage to Lead: Critical Skills for Healthcare Leaders (Session 1)** Leadership is an applied skill, but too often it is left to chance as something to be picked up on the job. Progressing as a successful leader requires more.

**Effective Approaches in Leading Patient Safety and Error Reduction (Session 1)** Look beyond traditional healthcare models to approaches being used by high-reliability organizations.

**MON.–WED. Process and Technique of Negotiating** Be one of the more than 13,000 healthcare executives who have attended this program and discovered how to engage in skillful negotiation.

**NEW! Becoming Accountable in the Age of Healthcare Reform (Session 2)** Gain strategies and implementation tools to achieve the goals of accountable care and adapt successful innovations from other healthcare organizations to our own hospital.

**Conflict Management, Alternative Dispute Resolution and the Cost-Effective Use of Legal Services (Session 2)** Discover a valuable approach to manage disagreement and provide a cost-effective alternative to litigation.

**Culture, Process and Outcomes: Where Strategy Begins (Session 2)** Examine your organization's culture and improve its readiness to enhance the strategic planning process.

**Practical Strategies for Engaging Physicians (Session 2)** Improve your ability to work interdependently with physicians as you pursue the common goals of affordable, high-quality care.

**Successful Executive Onboarding: Achieving Mastery and Influence in 100 Days (Session 2)** Build a framework for helping your new leaders quickly adapt to your organization's culture and accelerate success and effectiveness.

**Secrets of Great Healthcare Organizations in Leading Change (Session 2)**

Respond to the demands of the continually changing healthcare environment with the proven skills to lead transformational initiatives while coaching managers in the methods of change.

**Using Metrics as a Road Map to Hospital Success (Session 2)** Advance your organization's financial, clinical and operational outcomes by using the right measurement tools to set and assess progress toward strategic goals.

**Aggressively Improve Cost, Quality and Throughput (Session 1)** Revolutionize your cost structure and efficiency while enhancing quality through the systematic removal of process waste and delays.

**Compelling Communication: Creating Engagement, Understanding and Results (Session 1)** Develop communication skills that produce consensus, ownership and results.

**Driving Significant Financial Returns: Using Analytics to Improve Your Bottom Line (Session 1)** Develop methods for identifying underperforming operational areas while prioritizing actions that drive financial improvements and quality performance.

**Physician Integration Strategies: Advanced Lessons From Successful Organizations (Session 1)** Improve clinical quality, patient outcomes and physician satisfaction by implementing strategies that align hospital and physician interests.

**Achieving On-Time, On-Budget Projects (Session 2)** Better manage project success with the tools to navigate each step of the process.

**Improving Hospital-Physician Relations: A Journey From Autonomy to Partnership (Session 2)** Ensure your leadership style builds trust with medical staff and leads to mutually beneficial relationships.

# NOVEMBER 2012

Visit [ache.org/Education](http://ache.org/Education) or call (312) 424-9400 to learn more.

SUN.	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SAT.
				1	2	3
	Scottsdale, Ariz., Cluster		<a href="http://ache.org/Scottsdale">ache.org/Scottsdale</a>			
	Session 1: November 5–6		Session 2: November 7–8			
4	Leadership Development Program Rosemont, Ill.		<a href="http://ache.org/LDP">ache.org/LDP</a>		8	9
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	



**Hospital of the Future: Strategies in an Era of Healthcare Reform (Session 1)** Adjust your strategies and business models in response to the new reform initiatives.

**Integration vs. Competition: The Future of Hospital-Physician Relations (Session 1)** Benefit from the long-term advantages of an integrated health system, including physician employment and partnership options.

**NEW! Leadership Approaches to Patient-Centered Care (Session 1)** Explore the 10 components of a patient-centered care model of delivery and the leadership skills and focus areas needed to affect cultural change.

**Strategic Planning: From Formulation to Action (Session 1)** Learn to make your strategic plans more targeted, gain support and facilitate successful implementation through ongoing strategic management.

**Beyond the Silver Bullet: Ensuring Patient and Employee Satisfaction (Session 2)** Learn innovative methods to achieve a sustained, organizationwide commitment to and enthusiasm for service excellence.

**Key Marketing Strategies to Maximize Revenue and ROI (Session 2)** Discover new methods to incorporate branding, physician integration, and patient acquisition, retention and referral into your strategic marketing plan to maximize results.

**Leadership Persuasion Skills: Getting the Results You Want (Session 2)** Refine your persuasion skills and ability to influence others, and build relationships that will help you and your organization attain long-term goals.

**Service Line Management: Creating a Strategy That Fits Your Organization (Session 2)** Develop or improve service lines by harnessing the power of a well-tailored model that works for your organization.

## CONGRESS REGISTRATION AND LODGING OPENS NOVEMBER 13, 2012



Join thousands of healthcare executives at the premier event in healthcare leadership education March 11–14, 2013, at the Hilton Chicago and Palmer House Hilton. Visit [ache.org/Congress](http://ache.org/Congress) to register online or call ACHE's Customer Service Center at (312) 424-9400 for more information.

# DECEMBER 2012

Customer service representatives are available via **Live Chat** at [my.ache.org](http://my.ache.org) Monday–Friday, 8:00 a.m.–5:00 p.m. Central time.

SUN.	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SAT.
						1
				COO Seminar Miami	<a href="http://ache.org/COO">ache.org/COO</a>	
2	3	4	5	6	7	8
9	10	11	12	13	14	15
	Orlando, Fla., Cluster			<a href="http://ache.org/Orlando">ache.org/Orlando</a>		
	Session 1: December 17–18		Session 2: December 19–20			
16	17	18	19	20	21	22
23/30	24/31	25	26	27	28	29



**Managing Conflict, Confrontations and Disputes (Session 1)** Regain control of the misunderstandings that can destroy the cohesiveness of a leadership team.

**Positioning Philanthropy as a Key Revenue Resource (Session 1)** This seminar will present strategies to increase charitable

revenue at a time when obtaining adequate financial resources has become especially challenging.

**NEW! Reducing the Financial Impact of Hospital Readmissions and Medical Mistakes (Session 1)** Bridge the gap between strategy and execution and understand the concept of tactical capacity to ensure a successful, task-focused approach to reducing readmissions.

**Successful Executive Onboarding: Achieving Mastery and Influence in 100 Days (Session 1)** Build a framework for helping your new leaders quickly adapt to your organization's culture and accelerate success and effectiveness.

**Comprehensive Leadership for Senior-Level Executives (Session 2)** Identify tools to drive and assess superior leadership performance.

**NEW! Driving Out Waste in Your Healthcare Organization (Session 2)** Discover the tools and techniques to assist in the identification and eradication of waste in your organization without sacrificing quality.

**Emerging Trends in Healthcare: Preparing for Tomorrow Today (Session 2)** Actively manage your professional development by learning to anticipate emerging trends and adopting new leadership competencies to stay a step ahead of change.

**NEW! Power and Politics in Healthcare Organizations (Session 2)** Realize and constructively manage personal power and the political landscape of your organization to achieve positive outcomes.

**Possibilities, Probabilities and Creative Solutions: Breakthrough Thinking for Complex Environments (Session 2)** Create new approaches that will inspire your team to generate new ideas and facilitate sustainable improvement.

**MON.–WED SESSION: Process and Technique of Negotiating** Be one of the more than 13,000 healthcare executives who have attended this program and discovered how to engage in skillful negotiation.

**Healthcare Executive Career Resource Center (HECRC)** programs, such as the Emotional Intelligence Assessment and the Benchmarks<sup>®</sup> Workshop, are available at the Orlando, Fla., Cluster. Please visit [ache.org](http://ache.org) and view the Orlando, Fla., Cluster Web page to see a listing of which HECRC programs are offered on which days.



## BECOME THE LEADER YOU ASPIRE TO BE

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Preparing senior leaders for complex environments and new challenges

### EXECUTIVE PROGRAM

Preparing mid-level managers for career and organizational growth

Distinctive three-session, three-city format:  
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# JANUARY 2013

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SUN.	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SAT.
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	Fort Myers, Fla., Cluster		ache.org/FortMyers			
	Session 1: January 21–22		Session 2: January 23–24			
	21	22	23	24	25	26
27	Park City, Utah, Cluster at Canyons Resort		ache.org/ParkCity			
	Session 1: January 28–29		Session 2: January 30–31			
	28	29	30	31		



**Advanced Topics in Hospital Financial Management (Session 1)** Delve deeper into what financial benefits a well-managed nonprofit hospital can receive—even in a down economy—and the approaches that can be used to maximize operational returns.

**Developing Proactive Physician Alignment and Employment Practices (Session 1)** Acquire the strategies and tools that you need to implement successful and truly effective collaborations with medical staff.

**From Roots to Wings: 12 Variables for Sustaining Organizational Success (Session 1)** Sustainable success for healthcare delivery systems is a result of how leaders perform, regardless of changing environmental pressures.

**Achieving a Strategic Partnership With Your Board: Thrive in the Midst of Accountability (Session 2)** Guide your board toward the new and challenging governance strategies that are necessary to successfully provide oversight, withstand scrutiny and minimize liability.

**Conflict Management, Alternative Dispute Resolution and the Cost-Effective Use of Legal Services (Session 2)** Familiarize yourself with the process of Alternative Dispute Resolution—a valuable approach to manage disagreement and provide a cost-effective alternative to litigation.

**Service Line Management: Creating a Strategy That Fits Your Organization (Session 2)** Develop or improve service lines by harnessing the power of a well-tailored model that works for your organization.



**Critical Financial Skills for Hospital Success (Session 1)** Gain enhanced financial skills necessary to deal with shrinking profit margins and the escalating cost of providing high-quality patient care.

**Integration vs. Competition: The Future of Hospital-Physician Relations (Session 1)** Benefit from the long-term advantages of an integrated health system, including physician employment and partnership options.

**Managing Conflict, Confrontations and Disputes (Session 1)** Regain control of the misunderstandings that can destroy the cohesiveness of a leadership team.

**Culture, Process and Outcomes: Where Strategy Begins (Session 2)** Examine your organization's culture and improve its readiness to enhance the strategic planning process.

**Possibilities, Probabilities and Creative Solutions: Breakthrough Thinking for Complex Environments (Session 2)** Create new approaches that will inspire your team to generate new ideas and facilitate sustainable improvement.

# FEBRUARY 2013

Customer service representatives are available via **Live Chat** at [my.ache.org](http://my.ache.org) Monday–Friday, 8:00 a.m.–5:00 p.m. Central time.

SUN.	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SAT.
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
	Las Vegas Cluster		<i>ache.org/LasVegas</i>			
	Session 1: February 18–19		Session 2: February 20–21			
17	18	19	20	21	22	23
24	25	26	27	28		



**Comprehensive Leadership for Senior-Level Executives (Session 1)** Identify tools to drive and assess superior leadership performance.

**NEW! Preparing to Live on Medicare Rates: A Margin Improvement Planning Program (Session 1)** Discover fresh leadership approaches to meet strategic imperatives and respond to evolving Medicare reimbursement decreases.

**Risky Business: How High-Performing Emergency Departments Manage Risk (Session 1)** Discover innovative strategies to improve safety and quality to minimize risk in the emergency department.

**Compelling Communication: Creating Engagement, Understanding and Results (Session 2)** Develop communication skills that produce consensus, ownership and results.

**Improving Hospital-Physician Relations: A Journey From Autonomy to Partnership (Session 2)** Ensure your leadership style builds trust with medical staff and leads to mutually beneficial relationships.

**Improving the Patient Experience to Build Customer Loyalty (Session 2)** Explore proven continuous-improvement methodologies that result in positive outcomes on patient surveys and, ultimately, in a profitable strategy.

**Positioning Philanthropy as a Key Revenue Resource (Session 2)** This seminar will present strategies to increase charitable revenue at a time when obtaining adequate financial resources has become especially challenging.

**MON.-WED. Process and Technique of Negotiating** Be one of the more than 13,000 healthcare executives who have attended this program and discovered how to engage in skillful negotiation.

## ON LOCATION PROGRAMS

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# MARCH 2013

Visit [ache.org/Education](http://ache.org/Education) or call (312) 424-9400 to learn more.

SUN.	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SAT.
					1	2
3	4	5	6	7	8	Pre-Congress Seminars
Pre-Congress Seminars	2013 Congress on Healthcare Leadership Chicago Congress Express <a href="http://ache.org/Congress">ache.org/Congress</a>				15	16
17	18	19	20	21	22	23
24/31	25	26	27	28	29	30

## PRE-CONGRESS SEMINARS (MARCH 9–10)

**Aggressively Improve Cost, Quality and Throughput**  
 Revolutionize your cost structure and efficiency while enhancing quality through the systematic removal of process waste and delays.

**Strategic Planning: From Formulation to Action**  
 Learn to make your strategic plans more targeted, gain support and facilitate successful implementation through ongoing strategic management.

## 56<sup>TH</sup> ANNUAL CONGRESS ON HEALTHCARE LEADERSHIP

*There's still time to register for Congress.*

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Visit [ache.org/Congress](http://ache.org/Congress) to register online or call ACHE's Customer Service Center at (312) 424-9400 for more information.

# Seminars by Topic and Faculty Index

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## Customer Satisfaction

- Beyond the Silver Bullet: Ensuring Patient and Employee Satisfaction . . . . . Gail Scott and Todd C. Linden, FACHE
- Compelling Communication: Creating Engagement, Understanding and Results . . . . . Beth Keane
- Improving the Patient Experience to Build Customer Loyalty . . . . . Jake M. Poore and Rondra J. Matthews
- Risky Business: How High-Performing Emergency Departments Manage Risk . . . . . Sarah F. Fontenot, JD, and Shari J. Welch, MD, FACEP
- Toxic Behaviors in Healthcare: Creating Systems of Respect to Impact the Double Bottom Line . . . . . Mitchell E. Kusy, PhD, and Elizabeth L. Holloway, PhD

## Ethics

- Ethical Strategies for Confronting Clinical, Financial and Legal Imperatives in Healthcare . . . . . John J. Donnellan Jr., FACHE, and William A. Nelson, PhD

## Facility Design and Construction Management

- Managing Healthcare Facility Design and Construction Programs . . . . . Christopher L. Laubach and Ted C. Ritter

## Financial Management

- Advanced Topics in Hospital Financial Management . . . . . Steven H. Berger, CPA, FACHE, FHFMA
- Aggressively Improve Cost, Quality and Throughput . . . . . Chip Caldwell, FACHE, and Gregory S. Butler
- Community Benefit Reporting, IRS Form 990 and the Mission of Nonprofit Healthcare . . . . . Julie Trocchio and Keith Hearle
- Critical Financial Skills for Hospital Success . . . . . Michael Nowicki, EdD, FACHE, FHFMA
- Driving Out Waste in Your Healthcare Organization. . . . . Ian R. Lazarus, FACHE, and Wendy Novicoff, PhD
- Driving Significant Financial Returns: Using Analytics to Improve Your Bottom Line. . . . . Steven H. Berger, CPA, FACHE, FHFMA, and Christopher T. Looby, FACHE
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- Reducing the Financial Impact of Hospital Readmissions and Medical Mistakes. . . . . Michael Frisina, PhD, and George A. Zara
- Using Metrics as a Road Map to Hospital Success . . . . . Steven H. Berger, CPA, FACHE, FHFMA

## General Management and Administration

- Achieving On-Time, On-Budget Projects . . . . . Laura W. Synnott, FACHE
- Advanced Strategic Planning to Transform Your Organization . . . . . Alan M. Zuckerman, FACHE, FAAHC
- Are Medical Groups in Your Portfolio? Critical Factors to Manage Your Investment . . . . . Nick A. Fabrizio, PhD, FACHE, FACMPE
- The Art of Building Relationships for Successful Teams and Partnerships . . . . . Gail Scott
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- The Courage to Lead: Critical Skills for Healthcare Leaders . . . . . George V. Masi, FACHE, and Jody Rogers, PhD, FACHE
- Creating and Leading Error-Free Management Systems . . . . . Diane Kelly, DrPH, RN
- Developing Proactive Physician Alignment and Employment Practices . . . . . Ken E. Mack, FACHE, and Michael Dermer
- Hospital of the Future: Strategies in an Era of Healthcare Reform . . . . . Robert V. Reece
- Managing Change: Thriving in the 21st Century . . . . . John F. Sena, PhD
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- Possibilities, Probabilities and Creative Solutions: Breakthrough Thinking for Complex Environments . . . . . Kevin E. O'Connor
- Power and Politics in Healthcare Organizations. . . . . William F. Moskal, EdD
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- Service Line Management: Creating a Strategy That Fits Your Organization. . . . . Cecily Lohmar and Bill Vanaskie
- Successful Executive Onboarding: Achieving Mastery and Influence in 100 Days . . . . . L. Rita Fritz and Dennis L. Vonderfecht, FACHE

## Governance

- Achieving a Strategic Partnership With Your Board: Thrive in the Midst of Accountability . . . . . James E. Orlikoff

## Health Systems and Delivery

- Becoming Accountable in the Age of Healthcare Reform . . . . . Bob Edmondson and Shari J. Welch, MD, FACEP
- Hospital of the Future: Strategies in an Era of Healthcare Reform . . . . . Robert V. Reece
- Secrets of Great Healthcare Organizations in Leading Change . . . . . Gregory S. Butler and Chip Caldwell Jr., FACHE

## Human Resources and Workforce Issues

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Comprehensive Leadership for Senior-Level Executives . . . . . Tom A. Atchison, EdD  
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Emerging Trends in Healthcare: Preparing for Tomorrow Today . . . . . John F. Sena, PhD  
From Roots to Wings: 12 Variables for Sustaining Organizational Success . . . . . Tom A. Atchison, EdD  
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## Medical Staff Relationships

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Integration vs. Competition: The Future of Hospital-Physician Relations . . . . . Daniel K. Zismer, PhD  
Physician Integration Strategies: Advanced Lessons From Successful Organizations . . . . . Ken E. Mack, FACHE  
Practical Strategies for  
Engaging Physicians . . . . . Kenneth H. Cohn, MD, Robert J. Schott, MD, and Peter A. Pavarini

## Public Policy

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## Quality/Patient Safety

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Effective Approaches in Leading Patient Safety and Error Reduction . . . . . Gary R. Yates, MD, and Craig Clapper  
Leadership Approaches to Patient-Centered Care . . . . . Mary-Ellen Pichè, FACHE, and Jeanette Michalak, RN  
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## Pricing Guide

The following grid is designed to convey the pricing structure for various ACHE programs. Prices are based on 2012 fees and are subject to change in 2013. You can secure the 2012 registration fee for 2013 programs by registering and paying for the program by Nov. 1, 2012 (excluding Congress on Healthcare Leadership).

Program/Product	Credit Hours	2012 Affiliate Price	2012 Nonaffiliate Price
Webinar (audio conference with PowerPoint)	1.5	\$195	\$215
Congress on Healthcare Leadership	12	\$1,150	\$1,350
Congress Express	12	\$850	\$1,050
Leadership Development Program	19	\$2,570	\$2,995
Online Seminars	6	\$475	\$550
Online Seminars—with book	6	\$525	\$600
Online Seminars	9	\$720	\$825
Seminars—2 days	12	\$1,290	\$1,490
Seminars—2.5 days	17	\$1,695	\$1,895
BOG Exam Review Course	19	\$1,290	\$1,490
Senior Executive Program	58	\$9,990	\$11,990
Executive Program	50	\$7,600	\$9,100

## Tuition Scholarships

The American College of Healthcare Executives makes a limited number of education tuition scholarships available to ACHE Members and Fellows. Scholarships are awarded based on need. Applications must be submitted at least eight weeks prior to the program date. For more information on the ACHE Tuition Scholarship Program, visit [ache.org/tuitionrequest](http://ache.org/tuitionrequest) or contact ACHE's Customer Service Center at (312) 424-9400.

## Continuing Education Credit for ACHE Seminars

In addition to the 12 ACHE Face-to-Face Education credits assigned to these seminars,\* ACHE is accredited by other organizations to provide continuing education credit.

**ACCME** The American College of Healthcare Executives is accredited by the Accreditation Council for Continuing Medical Education (ACCME) to provide continuing medical education for physicians. ACHE designates these educational activities for a maximum of 12\* AMA PRA Category 1 Credit(s)<sup>™</sup>. Physicians should only claim credit commensurate with the extent of their participation in the activity.

**NAB** ACHE is a registered sponsor of professional continuing education with the National Association of Boards of Examiners of Long Term Care Administrators (NAB) and has approved some of the seminars in this program for the number of clock hours listed under their sponsor agreement with NAB/NCERS. State licensure boards, however, have final authority on the acceptance of individual courses. Comments regarding sponsors may be addressed to NAB, 1444 I St., NW, Ste 700, Washington, DC 20005-2210. For a current listing of the approved ACHE courses, please check [www.ache.org/NAB](http://www.ache.org/NAB).

**NASBA** The Foundation of ACHE is registered with the National Association of State Boards of Accountancy (NASBA) as a sponsor of continuing professional education on the National Registry of CPE Sponsors. State boards of accountancy have final authority on the acceptance of individual courses for CPE credit. Complaints regarding registered sponsors may be submitted to the National Registry of CPE Sponsors through its website: [www.learningmarket.org](http://www.learningmarket.org).

\* "Process and Technique of Negotiating" is designated for 17 ACHE Face-to-Face Education credits and for 17 AMA PRA Category 1 Credit(s)<sup>™</sup>.

To earn the credits assigned to ACHE seminars, you must attend the programs in their entirety. For more information on continuing education credit or ACHE educational programs, please call the Customer Service Center at (312) 424-9400.