

37TH
ANNUAL **AHA RURAL** | LEADERSHIP
HEALTH CARE CONFERENCE

FEBRUARY 11-14, 2024 | ORLANDO, FL

SIGNIA BY HILTON ORLANDO BONNET CREEK

CONFERENCE AGENDA



10:00 AM – 5:00 PM REGISTRATION

Bonnet Creek North Foyer

12:30 PM – 3:30 PM PRE-CONFERENCE INTENSIVE – FEE \$199

Building Better Board Leadership in a Time of Crisis

Citrus/Collier

Pamela Knecht, *President and Chief Executive Officer, ACCORD LIMITED*

Jamie Orlikoff, *President, Orlikoff & Associates, Inc., National Advisor on Governance and Leadership to the American Hospital Association, and health care governance expert*

Lunch will be provided.

Hospital and health system board leadership are under extreme pressure and stress, and face unprecedented challenges and time demands. Hence the growing reports from the field of boards that are unable to identify members willing to step up to a board leadership role and current chairs who are looking for guidance on how to perform this changing role well. To address all these challenges, the AHA has designed this interactive session with two health care governance experts to explore the unique challenges of the chair position and outline specific and practical strategies to strengthen the efficient and effective performance of this important job. It will also address the crucial cultural and personal nuances associated with the role, including building a trusting and productive board chair/CEO partnership, leading effective meetings, having difficult conversations and planning for chair succession.

2:00 PM – 3:30 PM PRE-CONFERENCE WORKSHOPS – COMPLIMENTARY

Co-Designing Innovative Solutions to Ensure Health for All

Bonnet Creek I-II

Leon D. Caldwell, PhD, *Senior Director of Health Equity, Strategy and Innovation, Institute for Diversity and Health Equity, American Hospital Association*

Julie Kim, *Senior Program Manager, Institute for Diversity and Health Equity, American Hospital Association*

Come prepared to roll up your sleeves as you work collaboratively to design plans for strategy, implementation, policies and practices to address common challenges impacting access to patient care and increasing workforce representation in rural hospitals and health systems. Using the AHA's Health Equity Roadmap as a framework, you'll be guided through a design thinking session to tackle complex issues in providing health care for all. Solutions for use and collection of data, culturally responsive patient care and community collaboration to reduce disparities and improve outcomes will be developed during this session. While making the distinction between equality and equity, participants will identify tangible solutions and formulate transformative strategies to implement in their organizations.

High-Impact Cyber Attacks and AI: Cyber Risk Preparedness in Rural Hospitals

Bonnet Creek III

Amos Kington, *Director of Facilities and IT, MadisonHealth, Rexburg, Idaho*

John Riggi, *National Advisor for Cybersecurity and Risk, American Hospital Association*

In this immersive session, John Riggi, the AHA's national advisor for cybersecurity and risk, will lead an exploration into the intricate realm of cyber risk preparedness within rural hospitals against the backdrop of high-impact cyber attacks. This session will illuminate the distinct challenges faced by health care institutions in rural settings, offering a pragmatic examination of strategies to identify, counteract and respond to cyber threats. Through interactive discussions, attendees will gain practical insights tailored to the unique context of rural hospitals, providing a comprehensive understanding of the evolving cyber risk landscape.

You'll hear real-world scenarios and practical applications beyond theoretical considerations. John Riggi will delve into the integration of artificial intelligence as a transformative tool for enhancing cyber resilience. Attendees can expect a dynamic session that imparts actionable strategies and encourages collaborative dialogue among rural hospital leaders. The session will also discuss the importance of implementing robust incident response, disaster recovery and clinical continuity plans and integrating cyber incident response planning with emergency response planning. Participants will learn how to strengthen their hospitals' cybersecurity posture, equipping them with the knowledge and skills necessary to navigate the intricacies of cyber risk preparedness in rural health care settings.

3:00 PM – 5:30 PM HOSTED BUYER FORUM – BY INVITATION ONLY

Preserve 1-3

4:00 PM – 5:30 PM PRE-CONFERENCE WORKSHOPS – COMPLIMENTARY**Creating Harmony in Health Care: How to Cultivate Strong Relationships with Vital Stakeholders**

Bonnet Creek I-II

Benjamin Anderson, *President and Chief Executive Officer, Hutchinson Regional Healthcare System, Hutchinson, Kan.*Todd Linden, *FACHE, President, Linden Consulting*Bill Menner, *President, The Bill Menner Group*Jennifer Riley, *Chief Executive Officer, Memorial Regional Health, Craig, Co.*

Fostering strong relationships with key stakeholders is paramount to the success and sustainability of any hospital or health system in the dynamic and ever-evolving governance landscape. Achieving this goal is easier said than done, however. This panel will explain the critical importance of building and nurturing connections with various key stakeholders, including the C-suite, employees, medical staff and the community. Gain insights into why cultivating trust and collaboration with each stakeholder group is pivotal for achieving organizational goals. Learn the communication skills required to effectively engage leadership and how to integrate stakeholder perspectives into strategic decision-making. Presenters will share best practices and case studies while inspiring participants to adopt a collaborative and proactive approach to governance that drives success.

Closing the Gap on Youth in Distress: Virtual Training for Communities

Bonnet Creek III

Julie Balaban, MD, *Assistant Professor of Psychiatry and Pediatrics, Dartmouth-Hitchcock Medical Center, Lebanon, N.H.*Barbara E. Dieckman, *Director of Knowledge Map and Patient Education, Dartmouth Health, Lebanon, N.H.*

Since the pandemic, schools have seen a dramatic spike in discipline problems, adverse student behaviors and cases of depression and anxiety, placing tremendous stress on school personnel to meet their students' needs. The Dartmouth Health Behavioral Health Workforce Development team received a grant from the Health Resources and Services Administration (HRSA) to promote ways to fill the gap between behavioral health care needs and access to care in rural New Hampshire. The national shortage of mental health providers and its impact on local rural communities drove the team to engage community-based roles to intervene and support youth in distress upstream of the health care system. Comprehensive behavioral training is provided on a virtual platform to schools and includes identifying at-risk students, responding to pupils in distress, and understanding the inpatient hospitalization system and the broader network of care providers and community organizations available to students. Participants will be able to identify how this model can be used in their setting and apply it to any population and health concern in their community.

MONDAY, FEBRUARY 12 ALL EVENTS IN EASTERN TIME**7:00 AM – 5:30 PM REGISTRATION**

Bonnet Creek North Foyer

7:00 AM – 8:15 AM AHAPAC BREAKFAST – BY INVITATION ONLY

Citrus/Collier/Columbia

American Hospital Association Political Action Committee (AHAPAC) hosts Duncan Wardle, former head of innovation and creativity for Disney, for a look behind the scenes of Disney, revealing the inside stories of how the magic of Disney is brought to life. From the drawing board to execution, get ready to be swept away by wild and entertaining anecdotes with the untold stories behind magical Disney moments that brought joy into the hearts of millions.

For more information, please contact Shari Dexter at sdexter@aha.org.

7:00 AM – 8:30 AM CONTINENTAL BREAKFAST IN THE SPONSOR HALL

Bonnet Creek IV-XII

SPONSORED BY:  **QGenda**

8:30 AM – 10:00 AM PLENARY SESSION:
TRANSFORMING RURAL HEALTH CARE: NAVIGATING THE DIGITAL FRONTIER

Floridian Ballroom

Conference Welcome

Rick Pollack, *President and Chief Executive Officer, American Hospital Association*

Empowering Rural Health Care: Addressing Challenges and Shaping the Future Landscape

Joanne M. Conroy, MD, *Chief Executive Officer and President, Dartmouth Health, Lebanon, N.H.; Chair, AHA Board of Trustees*

Presentation of the 2023 AHA Rural Hospital Leadership Team Award

Joanne M. Conroy, MD, *Chief Executive Officer and President, Dartmouth Health, Lebanon, N.H.; Chair, AHA Board of Trustees*

The 2023 AHA Rural Hospital Leadership Team Award will be presented to **Queen's North Hawaii Community Hospital, Waimea, Hawaii**. The award honors the leadership team who has guided their hospital and community through transformational change on the road to health care innovation. The team displayed outstanding leadership and responsiveness to the community's health needs and demonstrated a collaborative community process that has led to measurable outcome.



Transforming Rural Health Care: Navigating the Digital Frontier

Geeta Nayyar, MD, *Former Chief Medical Officer, Salesforce; Author of Dead Wrong: Diagnosing and Treating Healthcare's Misinformation Illness*

Join this session to hear insights from Geeta Nayyar, MD, on the evolving landscape of digital health and how rural hospitals can leverage emerging technology for improved patient care and outcomes. Dr. Nayyar will delve into crucial topics such as artificial intelligence innovation, social media's impact on health information and how rural health care leaders can incorporate digital health solutions to enhance care delivery.

10:00 AM – 10:15 AM REFRESHMENT BREAK

Floridian Ballroom West Foyer

10:15 AM – 11:15 AM CONCURRENT SESSIONS

Engaging Boards in Quality and Patient Safety

Waterside Ballroom 1

MODERATOR: Sue Ellen Wagner, *Vice President, Trustee Services and Engagement, American Hospital Association*

PANELISTS: Jeannie Cross, *Trustee Emeritus, Adirondack Health, Saranac Lake, N.Y.*

Kathy Leonhardt, MD, MPH, *Principal Consultant, The Joint Commission International*

Barbara Sowada, PhD, *President, Board of Trustees, Memorial Hospital of Sweetwater County, Rock Springs, Wyo.*

How well is your board meeting its quality responsibilities? The board plays a significant role ensuring that quality care is provided, and that the organization has processes in place to measure and deliver quality care. There are actions boards can and should consider taking to drive organizational change to improve the culture of quality and safety. Kathy Leonhardt, MD, MPH, principal consultant, The Joint Commission International, will highlight the importance of patient safety and quality and what the board's role should be in quality improvement initiatives that must come together to make the organization stronger and better prepared to meet the demands of change in health care. Learn from fellow trustees how they prioritize quality and patient safety with their boards, what strategic processes they have in place for the board's oversight around these areas, and tools and resources that helped them take quality and patient safety to the next level.

Rural Hospital Engagement in Economic Development: Why and How

Waterside Ballroom 6

Marie Barry, *Director of Community Economic Development, Rural Wisconsin Health Cooperative*

Luke Beirl, *Chief Executive Officer, Hayward Area Memorial Hospital, Hayward, Wis.*

Kristie McCoic, *Administrator, Gundersen St. Joseph's Hospital, Hillsboro, Wis.*

A body of research supports the idea that both the financial health of rural hospitals and the physical health of patients is largely influenced by the local economy. However, health care leaders face a multitude of pressing problems more closely linked to their hospitals' daily operations. This session will provide a comprehensive case that you can make to your board and local leaders for your rural hospital's engagement in economic development. Also explore actionable, practical strategies for engaging in local economic development efforts. Each strategy will showcase an example of a rural hospital that has successfully implemented the strategy in its own community.

Real-World Lessons in Converting to a Rural Emergency Hospital

Waterside Ballroom 3

Jeff Bowman, *Chief Executive Officer, Retired*, **South Central Kansas Hospital, Arkansas City, Kan.**

Emily Jane Cook, *Partner*, **McDermott Will & Emery LLP**

Kristi Martinsen, *Senior Advisor*, **Federal Office of Rural Health Policy**

Janice Walters, *Chief Operating Officer*, **Rural Health Redesign Center**

What does it take to successfully convert to a Rural Emergency Hospital (REH) and what considerations should factor into the evaluation? Join this diverse panel of experts for answers and insights. Participants will hear from a rural hospital CEO how the REH model has created a pathway for sustainability for access to care in one community. Updates also will be provided on pending legislation and how the proposed changes could affect current and future REHs. Participants will learn about many available free resources, including in-depth financial assessments to keep community leaders informed as they explore this option. Participants will leave the session knowing how to explore the feasibility of this model with their boards and communities.

7 Minutes to Innovation: Building a More Flexible and Sustainable Workforce

Bonnet Creek I-II

MODERATOR: Elisa Arespachoga, *Vice President, Clinical Affairs and Workforce*, **American Hospital Association**

PRESENTERS: Chelsie Falk, *Senior Director*, **Sanford Wheaton Medical Center, Wheaton, Minn.**

Philip J. Fracica, MD, FACP, *Chief Medical Officer*, **Bothwell Regional Health Center, Sedalia, Mo.**

Brandie Manuel, RN, CPHQ, CPPS, *Chief Patient Safety and Quality Officer*, **Jefferson Healthcare, Port Townsend, Wash.**

Athena G. Minor, MSN, RN, CNCO, *Chief Nursing and Chief Clinical Officer*, **Ohio County HealthCare, Hartford, Ky.**

Susan R. Wathen, MHRM, SPHR, SHRM-SCP, *Vice President, Human Resources*, **Hannibal Regional Healthcare System, Hannibal, Mo.**

In today's rapidly evolving health care landscape, rural hospitals face unique challenges when building and maintaining a flexible and sustainable workforce. Join us for a dynamic and fast-paced session where five rural hospital leaders will share their innovative strategies and experiences in addressing workforce challenges. Each leader will have just seven minutes to present their hospital's journey, providing you with quick but valuable insights into successful workforce management in rural health care settings. Participants will leave this session with a toolbox of actionable ideas and strategies that you can adapt and implement in your own rural health care facility.

Planning and Developing Rural Graduate Medical Education

Bonnet Creek III

David Brash, *Chief Executive Officer*, **Logan Regional Medical Center, Logan, W.V.**

Michael Canady, MD, FACS, *Chief Executive Officer*, **Holzer Health System, Jackson, Ohio**

Jodi Cisco-Goff, MD, FACS, *Associate Program Director Rural Surgery Residency Program*, **Marshall Department of Surgery/Logan Regional Medical Center, Logan, W.V.**

Paulette Wehner, MD, *Vice Dean for Graduate Medical Education and DIO*, **Marshall University School of Medicine/Marshall Community Health Consortium**

Kevin Yingling, RPh, MD, *Chief Executive Officer*, **Mountain Health Network, Huntington, W.V.**

Rural graduate medical education (GME) programs can lead to better patient care and help address workforce shortage concerns. Explore strategies to develop and cultivate relationships between sponsoring institutions, rural hospitals and hospital networks to develop a rural GME program. Also learn how to advocate for federal and state funding to support the program.

11:15 AM – 11:30 AM **REFRESHMENT BREAK**

Waterside East Foyer & Bonnet Creek North Foyer

11:30 AM – 12:30 PM **CONCURRENT SESSIONS**

Protect the Progress: Sustaining Health Equity in Rural Communities

Waterside Ballroom 1

Yolanda Wimberly, *Senior Vice President, Chief Health Equity Officer*, **Grady Health System, Atlanta**

Jason Glowczewski, Pharm.D., FASHP, *Chief Operating Officer*, **University Hospitals - Conneaut and Geneva Medical Centers, Geneva, Ohio**

Natasha Margarita Smith, *Head of Diversity, Equity & Inclusion*, **Sanford Health, Sioux Falls, S.D.**

Hospitals and health systems are facing financial and political pressures that make it challenging to focus on health care transformation and innovation. Increased expenses not only hurt hospitals and health systems financially, but also impact patient access to quality care due to resulting cost cutting. Unfortunately, we often see health equity and DEI initiatives on the proverbial chopping block first. Hear from rural hospital and health system leaders who will detail

the programs and policies in question and how to develop an action plan to counter these efforts. In addition, learn about strategies on how to create patient-centered care strategies that can increase equitable outcomes across social factors that influence health.

Strategies for Successful Collaboration Between a CAH & Academic Medical Center

Waterside Ballroom 6

James Heilman, MD, *Vice President of Strategic Outreach, Oregon Health & Science University*
Erik Thorsen, CPA, FACHE, *Chief Executive Officer, Columbia Memorial Hospital, Astoria, Ore.*

This unique approach to partnership that did not involve a financial or governance merger has significantly improved access to care in the rural community, and has improved quality, patient satisfaction and financial strength. The speakers will share data and strategies that have worked — and failed — over the course of the unique 12-year clinical collaboration. Participants will learn joint strategic planning and recruitment strategies between a critical access hospital and an academic medical center and how this led to improved access for the rural communities served.

Transforming Rural Post-Acute Care: Innovative Partnerships and Care Models

Waterside Ballroom 3

Eric Garrard, FACHE, *Vice President, Rehabilitation and Sports Medicine, Wellstar Health System, Marietta, Ga.*
Antonio Jones, LNHA, *Director of Skilled Nursing Facility, Wellstar Twin - Fountains Home, LaGrange, Ga.*
Bryce Sillyman, MHA, FACHE, *Vice President and Chief Operating Officer, Wellstar West Georgia Medical Center, LaGrange, Ga.*

Gain a deeper understanding of the dynamic strategies and various partnership models that are reshaping post-acute care in rural communities and improving health care outcomes. Discover the steps taken toward the development of innovative home-based care alternatives tailored to rural areas and gain an understanding of the challenges posed by health care disparities and post-acute “deserts” in rural America. Delve into staffing issues in resource-scarce regions and the difficulties associated with recruitment. Explore the potential of health system collaborations with public health resources and the transformative impact of leveraging telehealth services to enhance health care accessibility and quality in rural areas.

Navigating Crises in Rural Health Care: Implementing a Comprehensive Response Plan

Bonnet Creek I-II

Paige Marsolais-Heitman, *Marketing and Public Relations Director, Phelps Health, Rolla, Mo.*
Somer Overshon, *Associate Vice President of Strategic Communications, Learning & Outreach, Phelps Health, Rolla, Mo.*

Rural health care facilities often face unique challenges when it comes to crisis management due to limited resources, geographical barriers and the need to build trust within their communities. By focusing on effective communication strategies, rural health care providers can enhance their crisis response capabilities and ensure timely and accurate information dissemination. To help you proactively develop and implement a comprehensive crisis response plan, the speakers will share a complete rural health care crisis communications plan and framework, including clear roles and responsibilities, communication channels and protocols for disseminating information.

Best-In-Class Leadership Solutions for Sustaining Rural Health Care

Bonnet Creek III

Steve Loveless, *Owner and Principal, SoundMind Leadership*
Steve Todd, *Chief Executive Officer, St. Luke Community Healthcare, Polson, Mont.*
Darren Walker, *Owner and Principal, SoundMind Leadership*

Health care leaders have a multifaceted impact on both health care delivery and economic prosperity in rural communities. The high turnover rates among CEOs of rural health care systems (18-20%, and as high as 30% in some states) is a challenge that threatens the stability and efficacy of these crucial organizations. From integration into the community to provider partnerships and growth opportunities, this session examines the complex factors contributing to turnover rates and solutions to the consequent impacts, such as workforce instability, eroding community trust, and challenges in maintaining access to primary care, mental health resources and other core services. Participants will leave with proven solutions for increasing leadership effectiveness and the long-term success of rural health care organizations. Incorporating an interactive format, this session encourages shared learning and collaboration, strengthening the sense of community among rural health care executives.

12:30 PM – 1:45 PM NETWORKING LUNCH IN THE SPONSOR HALL

Bonnet Creek IV-XII

1:45 PM – 3:00 PM

**PLENARY SESSION:
DRIVING INNOVATION AND ACCESS IN RURAL HEALTH CARE**

Floridian Ballroom

Featuring introductory comments by Tina Freese Decker, MHA, MSIF, FACHE, *President and Chief Executive Officer, Corewell Health, Grand Rapids, Mich.*; *Chair-Elect, AHA Board of Trustees*

Navigating Change: Transforming the Rural Health Care Landscape

MODERATOR: M. Michelle Hood, FACHE, *Executive Vice President and Chief Operating Officer, American Hospital Association*

PANELISTS: Christina Campos, FACHE, *Administrator, Guadalupe County Hospital, Santa Rosa, N.M.*

Wanda Figueroa, *President and Chief Executive Officer, RiverValley Behavioral Health Hospital, Owensboro, Ky.*

Mary Mannix, FACHE, *President and Chief Executive Officer, Augusta Health, Fishersville, Va.*

Erik Thorsen, *Chief Executive Officer, Columbia Memorial Hospital, Astoria, Ore.*

Fran Witt, DNP, LNHA, RN, *President and Chief Executive Officer, Effingham Health System, Springfield, Ga.*

Hear from leaders across the country as they share innovative approaches in rural health care. Drawing on real-world experiences, they will provide practical insights, offering a glimpse into transformative solutions that address challenges ranging from financial sustainability to workforce shortages to care delivery and access. Join us for a session that goes beyond the surface, providing nuanced perspectives on the ongoing evolution of rural health care and the strategies shaping its transformative journey.

Driving Innovation and Access in Rural Health Care: Fireside Chats with the Disrupters

MODERATOR: Chris DeRienzo, MD, *Senior Vice President and Chief Physician Executive, American Hospital Association*

Mohamed Diab, MD, *Chief Executive Officer, Accountable Care Organization, CVS Health*

Albert Wu, MD, *Chief Medical Officer, Dollar General*

Primary care services offered by retailers, payer-owned providers and advanced primary care disrupters are gaining traction. A Bain & Company 2022 study found that primary care models from nontraditional players could capture as much as one-third of the U.S. primary care market by 2030. Discover what two of the field's key transformational companies in this space envision for expanding care in rural communities.

3:00 PM – 3:30 PM

REFRESHMENT BREAK IN THE SPONSOR HALL

Bonnet Creek IV-XII

3:30 PM – 4:30 PM

CONCURRENT SESSIONS

Revitalizing Rural Health Care: A Revenue Cycle Power Play

Waterside Ballroom 1

Shannon Williams, *Director of Patient Services, Kirby Medical Center, Monticello, Ill.*

Lori Zindl, *Vice President of Business Development, Inovalon*

Gain a renewed outlook on revenue cycle data analysis focusing on elevating financial management in rural health-care settings. This session invites participants to explore innovative approaches, providing practical insights on operationalizing data to optimize financial performance and enhance decision-making in the day-to-day operations of rural health care facilities. Gain a deeper understanding of the critical role that cross-department collaboration plays in mitigating financial losses and, concurrently, improving the overall patient experience within the unique and often challenging environment of rural health care. Join us to discover actionable strategies that bridge the gap between data analysis and operational effectiveness, fostering financial resilience and enhancing the quality of care in rural health care settings.

SPONSORED BY:



**Communicating About Cyber Risk: Empowering IT Leaders & Boards
for Enhanced Security Understanding**

Waterside Ballroom 6

Johnnathen Inskeep, *Security Strategist, Critical Insight*

Jake Milstein, *Chief Marketing Officer, Critical Insight*

John Riggi, *National Advisor for Cybersecurity and Risk, American Hospital Association*

In light of recent hospital closures stemming from cyberattacks and their consequential impact on patient outcomes, the need for effective communication among diverse stakeholders in the face of an escalating cyber risk landscape has become more pressing than ever. This session is dedicated to exploring the pivotal responsibility of managing cyber risk, offering insights on how stakeholders can proactively cultivate meaningful dialogue to mitigate potential threats. The panel discussion aims to illuminate the intricate process of devising an appropriate measure of cyber risk,

providing attendees with valuable perspectives on how IT teams can articulate the impact of their technical controls, how boards can pose informed questions, and how collective efforts can be employed to diminish overall cyber risk. The session also focuses on equipping executives and boards with the knowledge to pose pertinent questions, ultimately elevating the organization's cybersecurity posture. Join us to explore the evolving landscape of cybersecurity risk reduction, gaining insights into collaborative approaches that address the challenges posed by cyber threats to rural hospitals and health systems.

SPONSORED BY:  **Critical Insight**

Prioritizing Health in the First 1,000 Days of Life: Transforming Care by Integrating Behavioral Health and Prenatal Care

Waterside Ballroom 3

Jana Distefano, MPH, *Director, Community Health, PRC*

Joslin Hubbard, MSW, *Social Worker, St. James Healthcare - Intermountain Health, Butte, Mont.*

April Ennis Keippel, *Community Health Director, Intermountain Health, Billings, Mont.*

Lacey Starcevich, *Patient Access Registration Specialist, St. James Healthcare - Intermountain Health, Butte, Mont.*

The 1,000 days from pregnancy to age two offer a crucial window of opportunity to create brighter, healthier futures. For too many in rural America, a healthy first 1,000 days is out of reach in both biomedical and social-emotional outcomes. Behavioral health disparities in rural communities contribute to poor maternal and neonatal care outcomes. St. James Healthcare (now part of Intermountain Health) is improving the health of mothers and their newborns in rural southwestern Montana by screening women for behavioral health and other social determinant of health needs and providing resources including Special Supplemental Nutrition Program for Women, Infants, and Children, as well as mental health therapy, food stamps, Medicaid coverage, housing support, chemical dependency assistance, transportation, domestic violence assistance, and access to programs that provide in-home parenting education and support. Participants will explore practical programs to implement and support behavioral health in the maternal/neonatal care setting for sustained healthy childhood development.

Resilience and Innovation in Rural Health Care: Lessons from an Independent Critical Access Hospital

Bonnet Creek I-II

Tammy Groves, *Chief Human Resource Officer, Wyandot Memorial Hospital, Upper Sandusky, Ohio*

Matt Mercer, RN, *Chief Financial Officer, Wyandot Memorial Hospital, Upper Sandusky, Ohio*

Kendra Noyes, *Chief Operating Officer, Wyandot Memorial Hospital, Upper Sandusky, Ohio*

Danielle Pagnard, RN, *Chief Nursing Officer, Wyandot Memorial Hospital, Upper Sandusky, Ohio*

Ty Shaull, *Chief Executive Officer, Wyandot Memorial Hospital, Upper Sandusky, Ohio*

Advancing community and population health while fostering economic development in a rural setting can be difficult in the best of times, but the challenges today are far greater, particularly for independent, rural critical access hospitals (CAHs). Join in as this independent CAH shares its journey of resilience, innovation and collaboration in maintaining independence while optimizing limited resources and delivering exceptional care. Panelists will detail the organization's successful lab drive-through service borne out of community feedback during COVID-19 and how it increased access and enhanced operations. A mobile unit also extends the facility's reach, bringing its Physicians on Wheels concept that provides urgent care, women's services and primary care examinations to the community, improving health outcomes and stimulating economic growth. Discover these and other innovative programs and the funding approaches that support these efforts.

Mass Violence Incidents: Use of Simulation Training to Enhance Preparedness and Response Capabilities

Bonnet Creek III

MODERATOR: Elisa Arespachochaga, *Vice President, Clinical Affairs and Workforce, American Hospital Association*

PANELISTS: Haru Okuda, MD, FACEP, FSSH, *Chief Executive Officer and Executive Director, USF Health Center for Advanced Medical Learning and Simulation; Associate Vice President, Interprofessional Education and Practice, University of South Florida*

Steven A. Vix, MD, *Medical Director, Trauma Program, Helen Newberry Joy Hospital, Newberry, Mich.; Medical Director, Medical Control Authority for Luce County*

In response to the rising number of mass shootings, health care organizations must be equipped to respond rapidly to these types of incidents. This panel session will explore how simulation training can be used to enhance preparedness and response capabilities. Garner invaluable insights and strategies for effectively navigating incidents of mass violence, with a focus on the unique circumstances faced in rural health care settings.

5:00 PM – 6:30 PM

NETWORKING RECEPTION IN THE SPONSOR HALL

Bonnet Creek IV-XII

Join us in the Sponsor Hall to connect, collaborate and engage with your peers over refreshments and hors d'oeuvres. The networking reception provides a unique opportunity to forge new connections and strengthen existing ones. Whether you're looking to share insights, seek advice or explore potential partnerships, the Sponsor Hall is the place to be. Connect with our Sponsors who share your passion for advancing rural health care and exchange ideas that can drive positive change in your community.



RURAL "PUTT FOR CHARITY"

Putt for prizes! [Donate now](#) to the Pride Pantry at the Center Orlando to secure your spot!

Text "AHA" to (407) 214-5655 to receive a direct link to donate to the Pride Pantry.

Each donor will receive a thank you & tax acknowledgement email after donating.
thecenterorlando.org

TUESDAY, FEBRUARY 13 ALL EVENTS IN EASTERN TIME

7:00 AM – 3:00 PM

REGISTRATION

Bonnet Creek North Foyer

7:00 AM – 8:00 AM

CONTINENTAL BREAKFAST IN THE SPONSOR HALL

Bonnet Creek IV-XII

SPONSORED BY:



8:00 AM – 9:00 AM

CONCURRENT SESSIONS

How Virtual Nursing Can Alleviate Workforce Challenges and Build More Effective and Productive Workflows

Waterside Ballroom 1

Phil Traylor, *Senior Vice President, Chief Strategy, Banyan Medical Solutions*

Rachel Spalding, DNP, RN, NEA-BC, *Chief Nursing Officer, Good Samaritan Hospital, Vincennes, Ind.*

Innovative hospitals and health systems have discovered that implementing a virtual nursing model is an effective way to address staffing challenges like nurse burnout, high turnover and rising workforce costs. Learn how Good Samaritan Hospital turned to a combination of technology and remote-based nurses from an externally curated talent pool to help improve patient experience, optimize operational and financial performance, and reduce bedside nurses' workload — boosting staff satisfaction and retention. Examine how technology enabled face-to-face interaction between the virtual nurse and the patient in every room while providing a 24/7 overview to the bedside nurses. It also automated tasks such as patient education, symptom assessment, medication adherence and follow-up care.

SPONSORED BY:



Leading Through a Revenue Cycle Crisis in a Critical Access Hospital

Waterside Ballroom 6

Benjamin Anderson, *President and Chief Executive Officer, Hutchinson Regional Healthcare System, Hutchinson, Kan.*

Korrey Klein, MD, *Chief Executive Officer, Family Health West, Fruita, Co.*

Erin Sullivan, PhD, *Associate Professor of Healthcare Management, Sawyer School of Business, Suffolk University*

This interactive learning session for rural hospital board leaders presents a real-life case in which a new chief executive officer takes the helm of a community hospital and quickly uncovers serious business challenges. The CEO must work with the board to develop a plan to protect the viability of the hospital. Participate in small-group activities and large-group discussion to analyze the situation, propose solutions to the case's key challenges, and develop an action plan for the CEO and the board. You'll also gain an understanding of the phases of the revenue cycle, factors that impact revenue cycle performance, and how to use change management principles within an organization to improve performance. The session will conclude by identifying best practices and strategies that you can adapt and incorporate in your hospital or health system.

Elevating Rural Hospital Operations and Outcomes With Artificial Intelligence

Waterside Ballroom 3

Frank L. Beaman, *Chief Executive Officer, Faith Community Hospital, Jacksboro, Texas*

Sal Lo, *Chief Executive Officer and Co-Founder, Jorie AI*

Explore the dynamic progression of artificial intelligence (AI) technology over the past decade, specifically tailored to empower Faith Community Health System. Delve into the three levels of AI advancement, tracing its evolution from repetitive tasks to advanced machine learning, and discern the nuances between a “point solution” and an “end-to-end” strategy. Discover how Faith Community Health System has implemented an overall AI strategy to enhance its sustainability by significantly elevating care delivery in its rural environment; leveraging automation to solve staffing challenges; using AI as a financial tool to shorten accounts receivable days; and reducing denials by 70% — using advanced algorithms as a prevention method.

SPONSORED BY:



Leading Together: The Importance of Building Strong CEO and Board Chair Relationships

Bonnet Creek I-II

Annie Bass, *Chair, Board of Trustees, Phelps Health, Rolla, Mo.*

Jason Shenefield, *FACHE, President and Chief Executive Officer, Phelps Health, Rolla, Mo.*

In today's rapidly changing health care landscape, the ability of organizations to be able to adapt quickly to new challenges and opportunities is more important than ever. This flexibility requires strong and effective leadership, and the relationship between the CEO and the board chair is critical. This session will explore building trust, communication and mutual respect between the CEO and board chair; how to work together to improve community perception and organizational culture; and how to drive organizational innovation and growth. Learn best practices for building strong relationships, and examine case studies of successful CEO and board chair partnerships.

Community Health Investments for Sustainable Impact

Bonnet Creek III

Michele Juffer, *Board Member, Wagner Community Memorial Hospital Avera, Wagner, S.D.; Executive Director, Wagner Area Growth*

Rebecca Lemmons, *Regional Director of Community Health and Well-Being, Saint Alphonsus Health System, Boise, Idaho*

Gregory Norman, *Senior Director, Community Health, Dartmouth-Hitchcock Medical Center, Lebanon, N.H.*

Hospitals and health systems are increasingly focused on addressing the root causes of poor health. Social factors outside the four walls of the hospital — the conditions in which people live, work, play and pray — play a crucial role in equitable health outcomes. When health care providers partner to invest in these upstream conditions, they can make a long-term, sustainable difference in improving the health and well-being of entire communities. Across the country, hospitals are leveraging assets, including land, capital, relationships and expertise, to reduce health inequities and ensure that people can lead healthy lives, whatever their ZIP code.

In this session, participants will hear examples and insights from three rural health systems that successfully collaborated with community partners to address housing, transportation and workforce development in their communities. Attendees will leave the session ready to identify their community priorities, form a realistic strategy that aligns with their institutional mission, and gain pragmatic advice and tools to execute their investments.

9:00 AM – 9:15 AM REFRESHMENT BREAK

Waterside East Foyer & Bonnet Creek North Foyer

9:15 AM – 10:00 AM **PLENARY SESSION:
WASHINGTON UPDATE**

Floridian Ballroom

Washington Update

MODERATOR: Lisa Kidder Hrobosky, *Senior Vice President, Advocacy and Political Affairs, American Hospital Association*

PANELISTS: Travis Robey, *Vice President, Political Affairs, American Hospital Association*

Shannon Wu, PhD, *Senior Associate Director of Payment Policy, American Hospital Association*

Join American Hospital Association leaders for a discussion on the latest from Capitol Hill. Learn what policies Congress is considering and what it means for rural community hospitals.

10:00 AM – 10:15 AM REFRESHMENT BREAK

Floridian Ballroom West Foyer & Waterside East Foyer

Accelerating Excellence: Snapshots of Rural Quality and Patient Safety

Waterside Ballroom 1

Casey Baird, BSN, RN, CPPS, *Director of Quality and Infection Prevention*, **UP Health System – Portage, Hancock, Mich.**

Ellen Thompson, *Director of Risk, Compliance & Quality*, **Western Wisconsin Health, Baldwin, Wis.**

In the fast-paced world of health care, quality is essential, especially in rural hospital settings where unique challenges abound. Join us for an inspiring and informative session where you'll hear from two rural hospital leaders who will share their compelling stories of success, transformation and lessons learned. In these rapid-fire presentations, you'll gain valuable insights into the innovative strategies and practices that have elevated the quality of care and patient safety in rural health care facilities. These leaders have harnessed creativity, adaptability and a deep commitment to their communities to overcome obstacles and achieve remarkable results.

How the Rehabilitation Department Transformed a Critical Access Hospital

Waterside Ballroom 6

William Cummins, *Associate Vice President of Business Development and Rehabilitation*, **Family Health West, Fruita, Co.**

Hear the story of how Family Health West, a critical access hospital in western Colorado, became one of the largest rehabilitation providers in the state. By dramatically growing its physical and occupational therapy/speech-language pathologist/wellness services, the hospital experienced shared growth in primary care, rehabilitation medicine and orthopedic surgeries. Gain insight into the hospital's market analysis, program development and funding strategies so that your organization can similarly build related physician services through a strong rehab program that could include specialties such as aquatic therapy, post-COVID recovery or rehabilitative driving. Finally, learn about successful recruiting and hiring strategies that created growth of over 700% in six years.

Building a More Sustainable Rural Nursing Workforce with Technology and AI

Waterside Ballroom 3

Erica DeBoer, RN, CCRN-K, CNL, *Chief Nursing Officer*, **Sanford Health, Sioux Falls, S.D.**

To address the well-documented acute nursing shortage that is adversely impacting rural hospitals and health systems, a growing number of organizations are using technology and artificial intelligence-based programs to generate predictive analytics, remote nursing solutions like computerized vision and telemonitoring to strengthen retention and recruitment efforts. These tools are helping to improve job satisfaction by allowing nurses to focus on their most fulfilling work — caring for patients — while also driving improvements in quality and creating a more sustainable rural nursing workforce for the future. Join us to learn how to navigate change management and enable nurses at the bedside to embrace new technology by carefully communicating why these systems are so vital in today's rapidly changing environment. Gain insights into how this health system developed a predictive analytics tool two years ago to schedule nursing staff based on patient demand forecasting, which has significantly reduced time spent on scheduling, improved nurse satisfaction and reduced turnover rates.

Innovative Care Delivery Models in Maternity Care Deserts

Bonnet Creek I-II

Stacey Dawson, PhD, *Women's Health Consultant*, **Indian Health Service**

Tina Pattara-Lau, MD, FACOG, *Maternal Child Health Consultant*, **Indian Health Service**

Many American Indian/Alaska Native (AI/AN) families reside in rural communities, where 12.8% deliver in maternity care deserts and 26.7% of AI/AN babies are born in areas of limited or no access to maternity care. The Indian Health Service (IHS) has adapted innovative delivery care models to increase access to care and decrease gaps in health equity. The IHS developed an Obstetric Readiness in the Emergency Department (ObRED) training manual for sites, and several IHS Areas have implemented obstetric readiness training, demonstrating increased confidence with triage and management of obstetric patients and newborns and improved patient outcomes. Participants will learn from IHS best practices and explore future directions of innovative care delivery models for improving maternal and child health outcomes in rural and underserved communities.

Connecting with Compassion: Leveraging TelePalliative Care to Meet Rural Community Needs

Bonnet Creek III

Karl Bezak, MD, *Assistant Professor of Medicine*, **UPMC, Pittsburgh**

Adrienne Goldberg, PhD, MSW, LICSW, *TelePalliative Social Work Lead*, **Providence Sacred Heart Medical Center, Spokane, Wash.**

Kevin Murphy, MD, MSW, *Principal and Founder*, **EnobleMD**

The specialty of palliative care has grown significantly in recent years, particularly in urban and academic settings where there is a relative abundance of resources and staffing to provide in-person care. In rural America, however,

access to this care often is limited and the population faces a higher probability of multiple serious illnesses. This can lead to disparities and misalignments between patient care and values, preferences and goals, and results in patients being transferred from rural facilities to large quaternary medical centers. There they may receive low-value intensive care that too often leads to an end-of-life outcome far from their home and community. Successful telehealth models implemented by palliative medicine groups from two large health systems in separate parts of the country have shown there is a better option. Both models have demonstrated positive clinical impacts for patients, families and providers, and substantial cost savings for the health care systems while increasing access to specialty palliative care and reducing disparity and inequity for rural communities. The panelists will inspire rural leaders to advocate for change to improve care and alleviate suffering for patients with serious illness.

11:15 AM – 11:30 AM REFRESHMENT BREAK

Waterside East Foyer & Bonnet Creek North Foyer

11:30 AM – 12:30 PM CONCURRENT SESSIONS

It Starts at the Top: How Trustees Can Drive Health Equity

Waterside Ballroom 1

MODERATOR: Nikhil Baviskar, *Program Manager, Trustee Services, American Hospital Association*

PANELISTS: Leon D. Caldwell, PhD, *Senior Director of Health Equity, Strategy and Innovation, Institute for Diversity and Health Equity, American Hospital Association*

Kathy Garrett, MD, *Board Director, Orlando Health, Orlando, Fla.*

The role of board members in advancing health equity within hospitals is pivotal. For health equity to become a central mission, it must be a governance priority that receives the necessary focus and resources. In this engaging session, our panel of experts will share their insights and experiences on driving health equity within health care organizations. Whether you are just embarking on this journey or seeking guidance for further progress, this discussion will shed light on the path forward.

Policy and Research Update: Financial Models for Rural Hospitals

Waterside Ballroom 6

Christina Campos, FACHE, *Administrator, Guadalupe County Hospital, Santa Rosa, N.M.*

Kristen Dillon, MD, FAAFP, *Chief Medical Officer, Federal Office of Rural Health Policy, HRSA, HHS*

Keith Mueller, *Director, RUPRI Center for Rural Health Policy Analysis, College of Public Health, University of Iowa*

George Pink, PhD, *Deputy Director, North Carolina Rural Health Research Program, University of North Carolina at Chapel Hill*

Learn to assess emerging opportunities for rural hospitals, including Rural Emergency Hospital status, value-based payment, and strategies for optimizing finances and operations. Christina Campos, a rural hospital administrator, will discuss her hospital's decision points and transition process in becoming one of the country's first Rural Emergency Hospitals. George Pink and Keith Mueller, national leaders in rural health services research, will follow with their perspectives on the financial and operational issues facing rural hospitals, including updated research on financial status, closures and conversions, and value-based payment.

Team-Based Care and Community Paramedicine: Outcomes-based Population Health Initiatives

Waterside Ballroom 3

Ashley Ballah, FACHE, *Senior Director, Ancillary Services, Fisher-Titus Medical Center, Norwalk, Ohio*

Jason Gahrng, MSN, RN, *Vice President for Ambulatory Services, Fisher-Titus Medical Center, Norwalk, Ohio*

In rural communities, team-based care and community paramedicine programs are growing in popularity to reduce barriers to care for patients suffering from chronic conditions and the cost of care. After implementing team-based care into a primary care setting, Fisher-Titus Health realized improved outcomes within one year including fall risk screening, influenza immunization, colorectal cancer screening, depression remission and high blood pressure control. Community paramedics provide in-home care for patients that may have difficulty accessing care by acting as a bridge between their provider and the hospital. Community paramedicine has proven to decrease hospital readmission rates and reduced the need for emergency care. The speakers will illustrate program successes through data and metrics, and participants will learn how to customize these population health initiatives to their own organization to meet the needs of their community.

The High Reliability Journey to Zero Harm

Bonnet Creek I-II

Kevin Andryc, DO, *Chief Medical Officer, University Hospitals - Conneaut and Geneva Medical Centers, Geneva, Ohio*
Denise Didonato, *Director of Operations and Clinical Services, University Hospitals - Conneaut and Geneva Medical Centers, Geneva, Ohio*

Jason Glowczewski, Pharm.D., FASHP, *Chief Operating Officer, University Hospitals - Conneaut and Geneva Medical Centers, Geneva, Ohio*

Yvonne Moon, MHA, BSN RN-BC, *Chief Nursing Officer, University Hospitals - Conneaut and Geneva Medical Centers, Geneva, Ohio*

Commitment to a culture of zero harm is key for organizations that strive to deliver safe, high-quality, patient-centered care. Pursuit of high reliability is an ongoing journey, and organizations must begin now in order to thrive in the future of health care. Creating a culture where vigilance and constant improvement is everyone's responsibility, the senior leadership team of two critical access hospitals will describe tried, tested and proven strategies for training staff and techniques to overcome barriers to having a speak-up culture. These leaders will examine the impact of a tiered huddle system, unique approaches to engage nonclinical departments, provider engagement and accountability tools and a process for learning from defects as well as high-level results of key safety benchmarks. After this interactive session, attendees will be able to determine the most feasible strategies and techniques to apply in transitioning their culture toward a mentality of zero harm and quality improvement.

Preventing Workplace Violence in Rural Emergency Departments

Bonnet Creek III

Beth Langenburg, BSN, RN, *Chief Operating Officer, Corewell Health Big Rapids & Reed City Hospitals, Big Rapids, Mich.*

Carolyn Leja, DNP, RN, CNM, NE-BC, *Chief Nursing Officer, Corewell Health Big Rapids & Reed City Hospitals, Big Rapids, Mich.*

Violence committed by patients and visitors against staff, known as Type II workplace violence (WPV), is prevalent in emergency departments (EDs) throughout the U.S. and leads to trauma, burnout, attrition and reduced quality of care. The WPV committee representing two community/rural hospitals of a large multi-hospital system completed a gap analysis and action plan to address the growing problem of type II WPV in their EDs. The project led to the formation of a Behavioral Health Escalation team and multiple levels of de-escalation training, resulting in a greater sense of physical safety for ED nurses, increased leadership engagement and rounding, huddles for escalating behavior, and more situational awareness of type II WPV by all staff. Lessons learned from this session can be used for an immediate assessment of the organization's risk and action areas related to WPV. Participants will be able to tailor interventions to their unique organizational needs.

12:30 PM – 1:45 PM

NETWORKING LUNCH IN THE SPONSOR HALL WITH CONVERSATION STARTER TABLES Bonnet Creek IV-XII



Join a Conversation Starter table to connect for meaningful discussions with other attendees with similar roles or topical interests. Every Conversation Starter table will have a host to launch the talk. Topics may vary from perennial challenges like rural physician recruitment, tactics for leveraging telehealth, and building great boards, to creative workforce strategies.

Show Me the Money: Finding and Pursuing Modest Funding Initiatives

HOSTED BY:  American Hospital
Association™
Advancing Health in America

Age-Friendly Care in Rural Hospitals

HOSTED BY:  American Hospital
Association™
Advancing Health in America

Hospital Community Partnerships in Rural Contexts

HOSTED BY:  American Hospital
Association™
Advancing Health in America

AHA's Health Equity Roadmap: Intersection of Health Equity, Quality and Patient Safety in Rural Settings

HOSTED BY:  American Hospital
Association™
Advancing Health in America

IFDHE Resources for Rural Hospitals and Health Systems

HOSTED BY:  American Hospital
Association™
Advancing Health in America

The Loneliness Epidemic and Behavioral Health: What Rural Hospital Leaders Can Do

HOSTED BY:  American Hospital
Association™
Advancing Health in America

Rural Maternal Health

HOSTED BY:



Improving Access, Care and Affordability

HOSTED BY:

OCHIN

Telehealth

HOSTED BY:

OCHIN

1:45 PM – 3:00 PM

PLENARY SESSION: RURAL HOSPITALS AT THE TIPPING POINT

Floridian Ballroom

Featuring introductory comments by Sue Ellen Wagner, *Vice President of Trustee Services, American Hospital Association*

Rural Hospitals at the Tipping Point

Jamie Orlikoff, *President, Orlikoff & Associates, Inc., National Advisor on Governance and Leadership to the American Hospital Association, and health care governance expert*



“Don’t it always seem to go that you don’t know what you got till it’s gone?” Rural hospitals are closing services, and some are closing their doors; fewer than half of rural hospitals have maternity units, and more than 2 million women of childbearing age live in rural maternity deserts. The list goes on. Rural hospitals and the entire U.S. health care system are at an unprecedented inflection point with a presidential election, demonization of hospitals, economic stresses, and more all looming on the immediate horizon. This presentation will review these trends and address how rural hospitals, health systems and their boards might deal with the immediate pressures and raise their gaze to pursue sustainability.

3:00 PM AND ON

LEISURE TIME – ON YOUR OWN

The Hilton by Signia Bonnet Creek and the adjacent Waldorf Astoria resort offer an array of activities and amenities for a delightful afternoon and evening. Whether your idea of a perfect afternoon involves unwinding by the pool, enjoying a round of golf, treating yourself to a spa day, savoring delectable cuisine, or embarking on a Disney adventure, these resorts offer many choices for enjoying your free time.

Complimentary Shuttle Service to Disney Theme Parks and Disney Springs: Enjoy the complimentary shuttle bus service to visit popular Disney Theme Parks and Disney Springs. It’s a convenient way to explore these iconic attractions without worrying about transportation logistics. Special theme park tickets and savings are available as well.

7:00 AM – 10:30 AM REGISTRATION

Bonnet Creek North Foyer

7:00 AM – 8:00 AM CONTINENTAL BREAKFAST

Bonnet Creek IV-VI

SPONSORED BY:  QGenda

8:00 AM – 9:00 AM CONCURRENT SESSIONS

Interactive Governance Clinic

Waterside Ballroom 1

Jamie Orlikoff, *President, Orlikoff & Associates, Inc., National Advisor on Governance and Leadership to the American Hospital Association, and health care governance expert*

Bring your thorniest governance issues to one of the nation's preeminent health care governance experts in this perennial favorite interactive session. You'll gain practical solutions and proactive ideas for improving governance performance. This session will be very interactive and no issue is off the table, so come prepared to talk, to question and be challenged!

The Changing 340B Program Landscape for Rural Hospitals: Updates from the Field Waterside Ballroom 6

Bharath Krishnamurthy, *Director, Health Analytics & Policy, American Hospital Association*

Aimee Kuhlman, *Vice President, Advocacy and Grassroots, American Hospital Association*

Weston Weaver, *Pharmacy Manager, Uintah Basin Medical Center, Roosevelt, Utah*

Join us for an informative session hosted by the American Hospital Association, where we will provide updates on the status of the 340B program and offer insights into anticipated developments in 2024. Delving into the legislative, legal, and regulatory aspects, this session will inform participants of the latest changes. Additionally, discover new 340B data and research while gaining valuable firsthand perspectives from a rural 340B hospital, shedding light on their strategies for navigating challenges and lessons learned in the evolving landscape of the 340B program.

The New Frontier in Provider Compensation

Waterside Ballroom 3

Justin Chamblee, CPA, *Executive Vice President, Coker Group*

Brad Rogers, *Chief Operating Officer, Valley Health Group, Winchester, Va.*

The provider compensation realm is currently akin to the Wild West. Embark on an in-depth exploration of the market forces that have profoundly influenced provider compensation over the past 24-36 months and the factors that have shaped how health care providers are rewarded. With the supply and demand of physicians out of balance, physicians desire a new paradigm concerning productivity demands and hours worked. Engage in a thought-provoking analysis of practical yet innovative solutions that rural hospitals can employ to stay competitive and remain relevant in the ever-changing realm of provider compensation. Participants will explore the compelling initiatives that pave the way for success in attracting and retaining top-tier providers in rural areas needed to carry out their mission to the communities they serve.

Are You Ready to WRAP? Ways to Reduce Admissions Programs Deliver Results

Bonnet Creek I-II

Lindsay Morse, MSN/NED, RN, ACM, *Vice President, Care Management, University of Vermont Health Network, Burlington, Vt.*

When patients experience high hospital readmission rates, it is often a result of unmet or inadequately addressed co-occurring medical, behavioral and social needs. The WRAP (Working to Reduce Admissions Program) at this rural health care organization was designed to meet the complex needs of patients experiencing high utilization (defined as 4+ inpatient admissions in 365 days) of the acute care setting to achieve greater health and stability, and to help patients stay out of the hospital and in their home environments. The speaker will share insights on how to identify the way drivers of utilization impact the most vulnerable and complex patients, and strategies for reducing admissions among this population.

Strategies for Community Health Assessment in Rural and Native American Communities Bonnet Creek III

MODERATOR: Andrew Jager, *Senior Director, Population Health, American Hospital Association*

PANELISTS: Lisa Nelson, *Freeman Health System, Joplin, Mo.*

Bryan Slaba, MHA, FACHE, *Chief Executive Officer, Wagner Community Memorial Hospital Avera, Wagner, S.D.*

Hospitals that serve rural communities often face unique challenges in assessing the health-related social needs and assets of the communities they serve. These challenges can be related to the vast geographic territories they serve, the differential availability of social service providers and the demographic makeup of communities across a region. To explore and share tactics for conducting a robust and collaborative community health assessment in rural and indigenous communities, this panel will bring together leaders from across the country to share their experience and learnings. This interactive session will include a CEO from a critical access hospital serving a large Native American population in South Dakota, a community health leader from a large health system that serves rural Michigan and a grants program supervisor from a health system in southwest Missouri.

9:00 AM – 9:15 AM REFRESHMENT BREAK

Waterside East Foyer & Bonnet Creek North Foyer

9:15 AM – 10:15 AM CONCURRENT SESSIONS

Transforming to Thrive: Insights on Governance and Process Imperatives When Exploring Affiliations

Waterside Ballroom 1

Chris Benson, *Executive Director, Juniper Advisory*

Dennis Knox, FACHE, *President, Adventist Health Columbia Gorge, The Dalles, Ore.*

Todd Linden, FACHE, *President, Linden Consulting*

Rural hospitals face significant headwinds and may choose to seek a partner to improve their ability to serve their community. While a hospital may consider affiliation with a health system or with other independent hospitals, its board may have vowed that the hospital should remain independent. But is that in the hospital's fiscal best interests? Explore lessons learned from a rural hospital CEO who worked with his board of trustees to explore partnerships and affiliations. Examine the board interactions involved and unique challenges faced, and walk away with best practices to maximize operational and governance interests when considering new alignment options — even if the process results in a well-informed decision to remain independent.

How to Impact Public Policy: Becoming an Effective Advocate for Hospitals and Health Systems

Waterside Ballroom 6

Corey Lively, *Chief Executive Officer, Great Plains Regional Medical Center, Elk City, Okla.*

Eilidh Pederson, MPH, FACHE, *Chief Executive Officer, Western Wisconsin Health, Baldwin, Wis.*

Kristin Schwartz, *Senior Associate Director of Federal Relations, American Hospital Association*

The American Hospital Association influences the public policy environment for patients, communities and the health care field — and vocal advocates play an important part in moving these policy issues forward. Elected officials look to constituents who live in their district or state as they shape policy or make key decisions. This session will prepare advocates to have impactful interactions with lawmakers. Gain knowledge and tools to make a difference through telling a compelling story, using facts and emotion to educate others, and forging local connections with legislators.

Philanthropy as a Strategic Priority for Rural Hospitals to Improve Care

Waterside Ballroom 3

Kurt Forsyth, FACHE, *President, Intermountain Health - Delta & Fillmore Community Hospitals, Delta, Utah*

In recent years, the philanthropic focus has begun to turn to the health care needs of rural Americans. Philanthropic foundations, private organizations, government agencies and universities can analyze data and conduct studies on behalf of facilities and support innovations at rural facilities that result in healthier communities. With a heavy focus on cutting costs and reducing expenses, two small hospitals in central Utah shifted their focus to funds generation and committed to integrating grants and fundraising into the strategic framework. Through their efforts, these hospitals added artificial intelligence technology to colonoscopies, replaced outdated structures, equipped local schools with safety tools and funded local behavioral health treatments. This session will demonstrate a model of intentional effort to seek out funding through state, federal and corporate grants and local fundraising. Participants will be able to create a strategic plan for alternative funding.

Successful Sustainability Strategies for Rural Hospitals

Bonnet Creek I-II

Joshua Brackett, *System Regulatory Director, Facilities Operations*, **Banner Health, Phoenix**

Kara Brooks, *Senior Associate Director of Sustainability*, **American Society for Health Care Engineering, American Hospital Association**

Terri Scannell, *Principal Advisor, Sustainability and ESG*, **OhioHealth, Columbus, Ohio**

Climate change affects health and health care delivery, and hospitals are dealing with the impacts daily. The U.S. health care sector is responsible for 8.5% of U.S. emissions and the U.S. health care sector is responsible for 25% of global health care emissions. With today's communitywide expectation for hospitals to reduce emissions, environmental sustainability and decarbonization is an increasingly transformational initiative for health care organizations. Examine how rural health care organizations can embrace sustainability initiatives despite strained budgets and few resources. Learn about the benefits of sustainability for rural hospitals, the challenge of state and local building performance regulations, and financial mechanisms for funding sustainability projects.

Addressing the Inconvenient Truths of Our Health Care System

Bonnet Creek III

Nathan Kaufman, *Managing Director*, **Kaufman Strategic Advisors** and **Matterhorn Strategic Advisors**

Rural health care providers face unprecedented headwinds, including hyperinflation in employment and supply expenses, economic pressures from powerful commercial payers and grossly underfunded government reimbursement. To be successful, hospitals and health systems must focus on such strategies as smart financial-resource growth, development of critical service lines, thoughtful expense management, asset rationalization and physician collaboration, with a culture focused on measurement, urgency and results. Explore practical recommendations to ensure your organization's short- and long-term success that are based on decades of experience working with physicians, negotiating managed care contracts and developing co-management structures.

10:15 AM – 10:30 AM **REFRESHMENT BREAK**

Floridan Ballroom West Foyer

10:30 AM – 11:30 AM **PLENARY SESSION:
LEAD WITH PASSION**

Floridan Ballroom

Featuring introductory comments by John T. Supplitt, *Senior Director, Field Engagement, Rural Health Services*, **American Hospital Association**

Lead with Passion

Art delaCruz, *Chief Executive Officer*, **Team Rubicon**; *Officer*, **United States Navy, Retired**



Lead with Passion. During his 22-year career in the Navy, Art delaCruz was tasked with various assignments, including six combat deployments, commanding a Navy strike-fighter squadron, serving as a Topgun instructor, and serving as a Secretary of Defense Corporate Fellow at McKinsey & Co. Following his time in the Navy, he worked in business development and strategy & planning for the aerospace and defense sector. He now works with Team Rubicon, a team of veterans and first responders with a mission to "rapidly deploy emergency response teams" wherever needed. Art delaCruz explains how to lead and inspire others through a ruthless dedication to excellence.

SAVE THE DATE!

2025 AHA RURAL HEALTH CARE LEADERSHIP CONFERENCE

FEBRUARY 23-26, 2025

JW MARRIOTT SAN ANTONIO HILL COUNTRY RESORT & SPA | SAN ANTONIO, TX



Educational poster displays bring rich content to attendees, providing practitioners and leaders in the field with a venue in which to share their expertise, lessons learned and proven approaches to tackling health care's toughest issues in one-on-one conversations with their peers.

Growing Our Own — Building a Pipeline of Local Talent in Homer, Alaska

Rachael Kincaid, *Chief Nursing Officer, South Peninsula Hospital, Homer, Alaska*

This presentation will highlight ways in which South Peninsula Hospital has formed a local talent pipeline to sustain its workforce.

Methods include:

- Aggressive recruitment strategies and unique retention initiatives.
- RN tuition reimbursement.
- Flexible work scheduling arrangements.
- Starting an AHEC program in the local high school.
- CNA scholarship programs.
- On-the-job CNA training programs.

Outcomes include:

- Improved employee satisfaction and morale.
- Staff development and growth.
- High-quality patient and resident outcomes.
- Improved visibility and relationship building with community groups (Homer High School, University of Alaska Anchorage, Kachemak Bay Campus).
- Career development for local teens.
- Decreased dependence on contract and agency staffing.

A Systematic Approach to Improvement in the Care of Patients with Severe Sepsis or Septic Shock

Ryan Smith, *Chief Executive Officer, South Peninsula Hospital, Homer, Alaska*

This presentation will highlight a methodology for improving rates of evidence-based care bundle in patients with severe sepsis and/or septic shock.

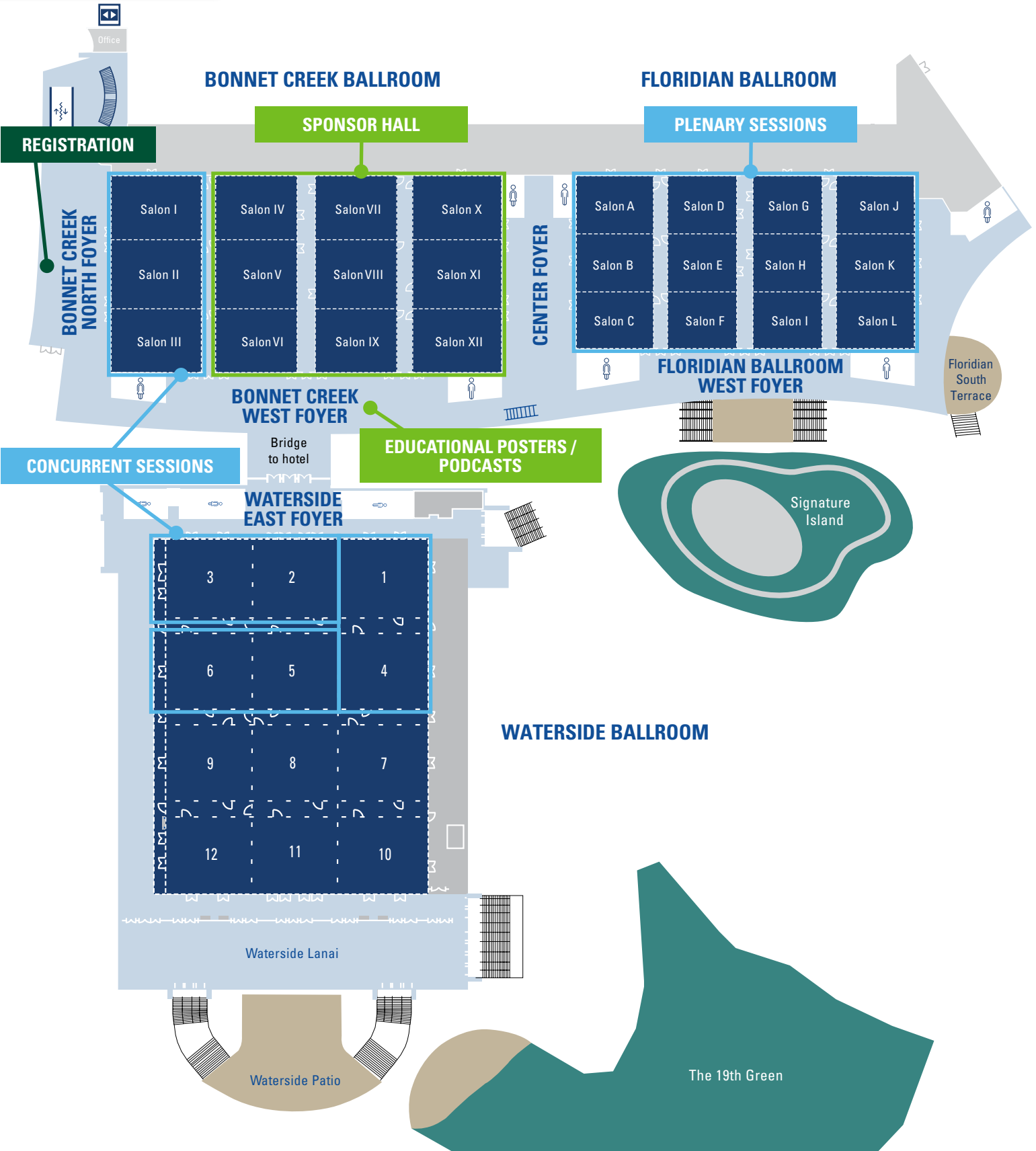
Methods include:

- Interdisciplinary committee involvement.
- Physician championship.
- Meticulous and real-time audits.
- Robust nursing education.
- Improved documentation and order sets in the electronic health record.

Outcomes include improved CMS-reported scores from the 50th percentile to over 90th percentile in less than one year.

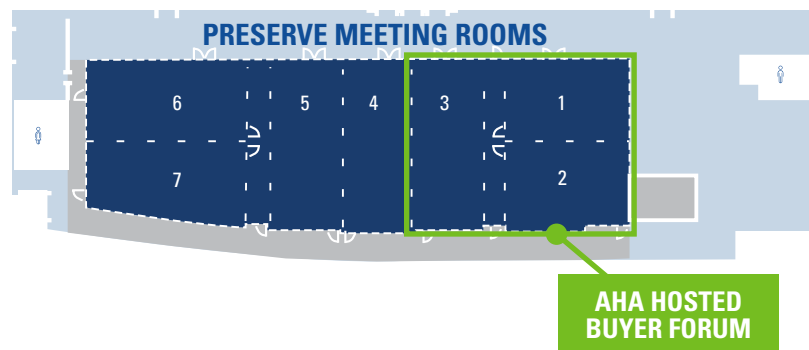
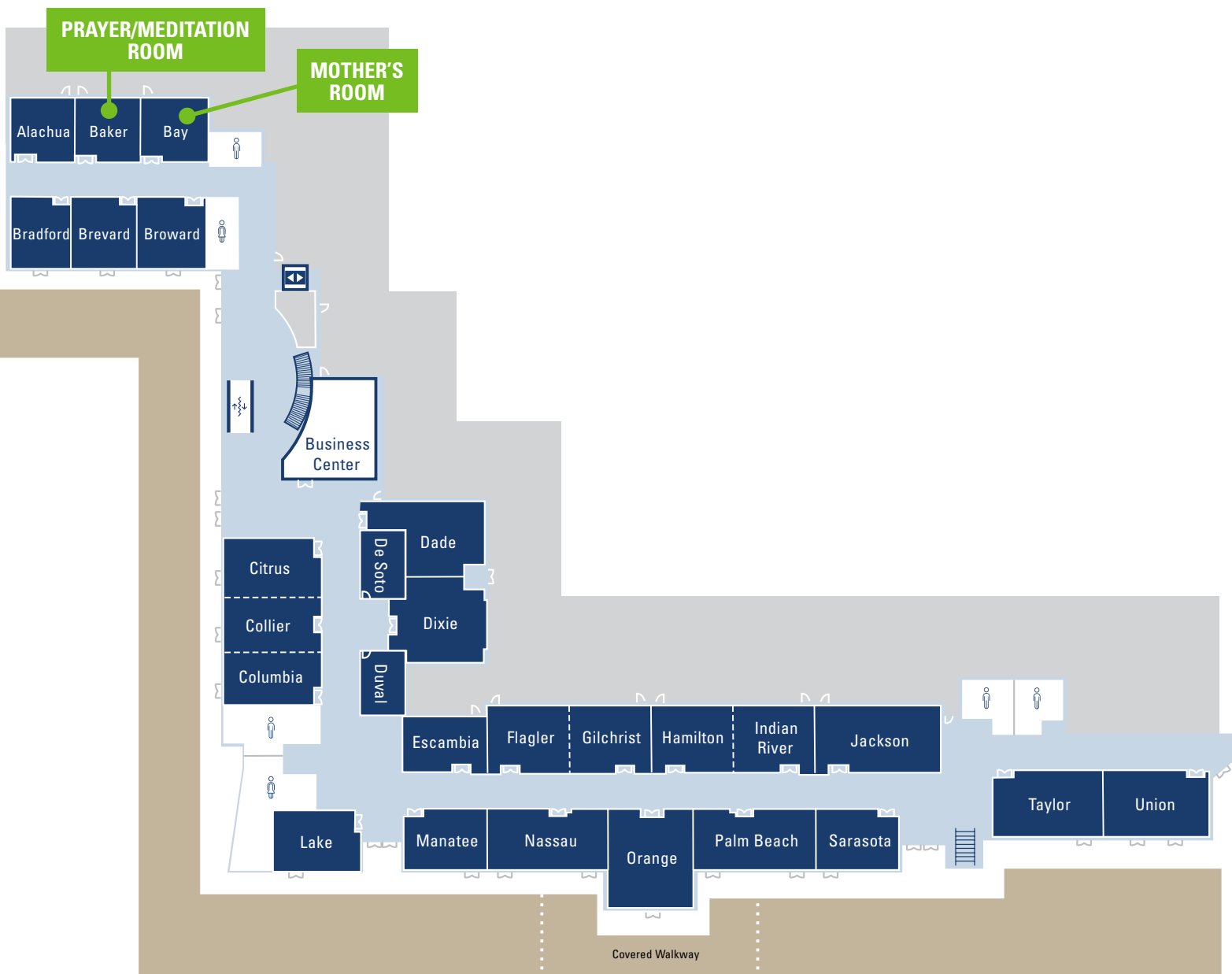
SIGNIA BY HILTON HOTEL FLOOR PLAN

LOBBY LEVEL



SIGNIA BY HILTON HOTEL FLOOR PLAN

LOWER LEVEL





American Hospital
Association™

Advancing Health in America



MARK YOUR CALENDARS

Make plans to join your fellow
hospital and health system leaders.

AHA ANNUAL MEMBERSHIP MEETING

APRIL 14-16, 2024

WASHINGTON, D.C.

Be a part of the discussion focusing on advocacy, regulatory, and legislative issues affecting our nation's patients, hospitals, and communities.

annualmeeting.aha.org

ACCELERATING HEALTH EQUITY CONFERENCE

MAY 7-9, 2024

KANSAS CITY, MO

Dive into strategic hospital-community partnerships, health care innovation and DEI efforts presented by leading hospitals and health systems.

equityconference.aha.org

AHA LEADERSHIP SUMMIT

JULY 21-23, 2024

SAN DIEGO, CA

Gain high-level, transformational strategies and innovative approaches for delivering greater value and health equity through operational excellence, creative partnerships, and redefined delivery models.

leadershipsummit.aha.org

RURAL HEALTH CARE LEADERSHIP CONFERENCE

FEBRUARY 23-26, 2025

SAN ANTONIO, TX

Join top practitioners and thinkers to share strategies and resources for accelerating the shift to a more integrated and sustainable rural health system.

ruralconference.aha.org



AHA Events