

# PHYSICIAN BUSINESS LEADERSHIP CERTIFICATION PROGRAM



**SESSION ONE**  
February 23, 2021



**SESSION TWO**  
March 17, 2021



**SESSION THREE**  
APRIL 14, 2021

**SESSION FOUR**  
June 9, 2021



**SESSION FIVE**  
August 10, 2021



**IOWA  
MEDICAL  
SOCIETY**



**IOWA ACADEMY OF  
FAMILY PHYSICIANS**



# Physician Business LEADERSHIP Certificate Program

## PROGRAM OVERVIEW

Providers today face an era of change unlike any before. Reform policies, shifting requirements and fiscal uncertainty create a chaotic atmosphere for professionals and providers. During times like these, strong leaders with innovative and focused decision-making abilities are required. Participants in this program will gain the tools to become successful leaders in today's complex health care environment.

## PROGRAM STRUCTURE

The Physician Business Leadership Certificate is achieved through attending the educational sessions (virtually in 2021), with additional requirements in networking and involvement with other industry activities. The content includes three areas of focus:

- 1. Foundational Leadership Skills:** Fundamental leadership and business skills.
- 2. Equipping for Health Care Today:** Topics helping physicians improve their execution, efficiency and effectiveness.
- 3. Hot Topics:** Issues in health care delivery affecting physicians (e.g., crisis management and behavioral health program development).

## INTENDED AUDIENCE

Emerging and aspiring physician leaders.

## PROGRAM ENROLLMENT

Participants register and commit to completing the requirements for certification.

## PROGRAM COMPONENTS

### Coursework

Before each session, participants may have minor prep work related to the session topics. This will help them be fully prepared to engage in the subject matter.

### Education programs

These sessions will be led by subject matter experts and include interactive group discussions and group work.

### Assessments

Following the conclusion of each program, attendees will be given a survey to examine whether the educational objectives for that session were achieved.

### Networking

Peer-to-peer learning and discussion of best practices will be integrated into the sessions.

### Involvement in industry education events

To qualify for the Physician Business Leadership Certification, participants must attend four additional professional or educational events within 24 months.

Examples of education events include: IHA and IMS advocacy events, IHA conferences, IHC conferences, IMS regional meetings and events, and national health care and professional development conferences. Additional registration fees may apply for some of these events.

## PROGRAM FACULTY

- Tammy Chance, DO, IHA Board Member, Emergency Department Medical Director, Boone County Hospital
- Brian Privett, MD, IMS President, Ophthalmology - Iowa Eye Center
- Tom Evans, MD, FAAFP, Iowa Healthcare Collaborative, Des Moines



Physician Business Leadership  
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# Physician Business LEADERSHIP Certificate Program

## SESSION ONE | FEB. 23

**8:30 am**     **Introduction to IHA**

**9 am**     **The Art and Challenge of Coaching Colleagues to Enhanced Performance**

*Jeff Morris, MD, MBA, Studer Coach, Pensacola, Florida*

Too often, we approach collegial coaching from a position of authority or power, causing a defensive response. The reality is that successful collegial coaching demands understanding drivers of behavioral change and recognition of “what’s in it for me” for colleagues being coached. This presentation covers the why, what and how of the art and science of creating buy-in and making colleagues more receptive to change by using emotional intelligence and proven coaching tools and techniques.

Learning objectives:

- Understand how to create buy-in and a burning platform for change.
- Appreciate the value of transparency as a driver of behavioral change.
- Learn non-threatening coaching conversation skills.
- Use proven coaching tools and techniques to effect behavioral change.

**10:30 am**     **Managing the Difficult Physician Colleague**

*Jeff Morris, MD, MBA, Studer Coach, Pensacola, Florida*

There is a wide spectrum of physician behaviors that can be attributed to the “difficult colleague.” Tolerating undesirable behavior degrades the organizational culture. This affects the entire organization, putting the collegiality of staff and the quality of care at risk. Addressing such behaviors is an art as much as it is a skill. Better defining the types of difficult colleagues and having a consistent approach to dealing with degrees of difficulty sets high standards of accountability, demonstrates value and re-recruits the organization’s high performers and team players.

Learning objectives:

- Analyze the spectrum of behaviors that can define someone as a difficult colleague.
- Understand the responsibility of physician leaders in managing a difficult colleague.
- Identify tools and techniques that can help the physician leader manage a difficult colleague more effectively.

**1 pm**     **Advocacy 101**

*Kim Murphy, JD, Vice President and Assistant General Counsel, Iowa Hospital Association*

It is crucial for hospital advocates to engage with legislators from a grassroots level. As the largest gathering of hospital advocates, Hospital Day on the Hill is the best opportunity to communicate a shared vision for Iowa’s health care system with policymakers as they develop legislation.

**2 pm**     **Adjourn**



**SAVE THE DATE**

Virtual Hospital Day on the  
Hill February 24 | 4 PM



# Physician Business LEADERSHIP Certificate Program

## SESSION TWO | MARCH, 17

### 1 pm **DiSC Assessment Training Session**

Guiding a group toward a desired outcome takes specific, evidence-based leadership skills. This session will assess your own personal leadership profile and find areas of opportunities and strengths. The Everything DiSC Work of Leaders® focuses this assessment on the fundamental work of a leader, to create a Vision, to build Alignment around that vision and to champion Execution of the vision. Prior to the session, attendees will complete the DiSC Work of Leaders® assessment and be lead through an interactive and participatory program where physician leaders will reflect on their DiSC leadership style and develop action based strategies to enhance leadership best practices.

Learning objectives:

- Interpret and analyze your DiSC leadership profile.
- Identify personal leadership challenges and develop a goal for improvement.
- Explore how to use knowledge and assessment of leadership best practices in your organization.

### 3:30 pm **Adjourn**

## SESSION THREE | APRIL 14

### 8:30 am **Introduction to the Iowa Healthcare Collaborative**

#### 9 am **Health Care Finance 101**

*Susan Horras, VP, Finance, Iowa Hospital Association*

Strong financial skills are necessary for effective leadership in today's health care environment. This session will better equip physician leaders for the financial management responsibilities of their positions.

Learning objectives:

- Explain how budgets are developed and describe the role of budgeting as a key component of the administrative process.
- Review common key performance indicators and statistics including their significance in monitoring budget performance and variance analysis.
- Examine ways to read and understand departmental financial performance reports.
- Explore and understand revenue cycle processes and price transparency in health care, outlining the impact these factors have on patient satisfaction.



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## **10:30 am**    **Crisis and Grief Leadership During a Disaster Event**

*Joshua Morganstein, MD, DFAPA, Assistant Director, Center for the Study of Traumatic Stress, Uniformed Services University, Bethesda, Maryland*

This session will review COVID-19 impact on individuals and communities from a public mental health perspective, beyond just the issue of mental disorders, waiting for people to get sick and fixing it. It will also describe ways to think about who is at risk and detail principles of interventions that promote wellness and improve functioning during disasters, including pragmatic suggestions of specific actions to promote sustainment borrowed from other professions that work at baseline in high-stress environments. The session will finish by discussing leadership actions that promote community recovery and the steps needed to implement, grief leadership, which is an often-overlooked aspect of leading during times of crisis, but critical to the wellbeing of communities and their abilities to recover.

Learning objectives:

- Discuss the impact disasters have on individuals and communities from a mental health perspective.
- Describe the principles of interventions that promote wellness and improve function during a disaster.
- Detail leadership actions that promote community recovery.
- Explain the concept of grief leadership and how it can help with the well-being of a community during and after a disaster.

## **1 pm**    **CEO CMO Moving in the Same Direction**

*Linn Block, RN, BSN, MHA, CEO, Manning Regional Healthcare Center and Chuck Nurdyke, RN, BSN, MSN, MBA, CEO, Clarinda Regional Healthcare Center*

This session will examine the CEO CMO relationship by hearing it first-hand from two CEOs and their respective CMOs. They will describe the relationship and detail the value and difficulty of the dynamic. They will discuss how a strong partnership between the two can lead change in the organization. They will also provide examples that occurred at their facilities in which this relationship was required to execute on the strategic plans of the organization. Both teams will talk about their behavioral health programs and the partnership required to make these successful. Manning Regional Healthcare Center will discuss how important a strong CEO CMO relationship is when making the decision to discontinue a critical service line in the facility. This session will give participants a look into the intricacies of this relationship and what it means for the facility, medical staff, employees and community.

Learning objectives:

- Examine the CEO CMO relationship and describe the successes and difficulties that come within this dynamic.
- Explore how the CMO can lead change by showcasing examples from two organizations where the CEO CMO relationship was critical in making facility changes.
- Detail two behavioral health programs that have required a strong CEO CMO relationship to be successful.

## **2 pm**    **Adjourn**

## SESSION FOUR | JUNE 9

### 8:30 am Introduction to the Iowa Medical Society

### 9 am Negotiations and Conflict Management

*Azeemuddin Ahmed, MD, MBA, Clinical Professor and Executive Vice Chair, Department of Emergency Medicine, University of Iowa*

To be an effective health care leader, one must have a robust repertoire of negotiation and communication skills. Regardless of context, leaders often have formal responsibility for negotiating agreements with other firms or constituencies, must compete with colleagues for scarce organizational resources and are often asked to resolve disputes between colleagues. The purpose of this session is to facilitate the basic understanding of the theories and processes of negotiation and conflict management as they are practiced in a variety of settings. This seminar is designed for a broad spectrum of negotiation and conflict management problems faced by health care leaders.

Learning objectives:

- Identify sources of team conflict.
- Distinguish among the five negotiations and conflict-management styles.
- Understand the common underlying principles of the conflict-management model.

### 10:30 am Data and Decision-Making

*John Richardson, Director, Iowa Hospital Association*

As a health care practitioner, patient data is used daily to make decisions. This session will help providers use data for informed decision-making and improve the patient care environment. Following the session, participants will have the knowledge to face the challenges of data analytics in health care operations.

Learning objectives:

- Describe the importance of data analytics in decision-making across the organization.
- Examine ways to use the benefits of information technology, quality and analytics in an organization.
- Develop future analytic strategies and provide resources to strengthen patient care.

### 1 pm Time to Move Upstream and Invest in Our Health: Addressing Social Determinants of Health and Population Management

*Yogesh Shah, MD, Chief Medical Officer, Broadlawns Medical Center, Des Moines*

Health care costs continue to outpace general inflation, typically by twofold. The major source of this problem is the unhealthy population. "Upstream" environmental factors greatly affect "downstream" health. Upstream factors include poor nutrition, inadequate housing and education, and low incomes – all considered to be social determinants of health. Addressing the health of the community extends beyond providing medical care and starts in childhood. To meaningfully address the health of Iowans, health care providers must consider new approaches, develop social programs and explore new solutions "upstream."

Learning objectives:

- Learn the role of social risk factors in health outcomes.
- Identify crucial social determinants of health for communities.
- Discuss how to engage directly through community involvement to improve social determinants of health.

### 2 pm Adjourn

## SESSION FIVE | AUGUST 10

### 8:30 am Introduction to the Iowa Academy of Family Physicians

#### 9 am Health Care Futurist (Part 1): A Survival Guide for Health Care Organizations

*Steven Berkowitz, MD, Chief Physician Executive, Northern Light Health and President, Northern Light Medical Group*

The health care industry is going through unprecedented changes. Unpredictable and disruptive technology abounds, and the physician-patient relation will continue to change. Stakeholders must become engaged and involved as market forces such as telemedicine and “big data” transform organizations into virtual health organizations with the ability to provide point-of-care patient care and achieve the end goal of true population management. This session will address how health care will survive and prosper in this very strange environment.

Learning objectives:

- Review how to thrive in the era of the competing health care dollar and how to leverage traditional strategies of market share and profitability to better influence the medical “per member per month.”
- Explore the concept of transparency as a new way of doing business.
- Discuss the increasingly important role of new technology among providers.
- Discuss the goal of achieving engagement and alignment among stakeholders, including the patient.
- Discuss the importance of becoming a virtual health organization with restructuring of physician-patient and hospital-patient relations and the ability to provide point-of-care patient care across an ever-expanding geography and continuum of care.

#### 10:30 am Creating Margin: How to Survive in a Fee for Service-based World While Transitioning to Value-based Health Care

*Don Klitgaard, MD, FAAFP, CEO, MedLink Advantage*

Practices and their leaders are challenged by changing reimbursement models and limited resources to adapt. Developing and refining ways to improve fee-for-service (FFS) revenue streams can help ease the burden during the transition to value-based payment (VBP). This session will discuss how to effectively incorporate quality improvement methodology into daily practice and how to connect those quality efforts to address health care costs.

Learning objectives:

- Discuss the driving factors of the changing health care payment world.
- Describe opportunities to maximize FFS revenue while preparing for VBP.
- Understand how to align meaningful quality-improvement initiatives with efforts to address cost.
- Discuss how risk adjustment affects VBP.
- Describe the main alternative payment models.

#### 1 pm Health Care Futurist (Part 2): Patient as a Partner in Care

*Steven Berkowitz, MD, Chief Physician Executive, Northern Light Health and President, Northern Light Medical Group*

Continuation of Part One

#### Post-event Opportunity - One-on-One CMO Coaching with Dr. Berkowitz

Dr. Berkowitz has offered a follow-up call with each participant after the event to discuss any issues or situations that participants may be facing.





# Physician Business LEADERSHIP Certificate Program

## CONTINUING EDUCATION

Certified medical education credits will be available for this program. Final approval of total hours is pending.

## REGISTRATION

Submit applications by emailing the enrollment page to Corey Martin at [martinc@ihaonline.org](mailto:martinc@ihaonline.org).

## REGISTRATION FEES

IHA/IMS/IAFP member – \$2,500

IHA nonmember – \$3,000

Paid in three installments (\$900/\$1,000 due at registration, \$800/\$1,000 due on 2/23 and \$800/\$1,000 due on 4/26).

## REGISTRATION/CANCELLATION/REFUND POLICY

- Cancellations and substitutions are welcome anytime. Cancellations and substitution requests must be sent to [iharegistration@ihaonline.org](mailto:iharegistration@ihaonline.org). No-shows will be billed.
- A full refund will be given to cancellations received 10 or more business days before the first session.
- A \$50 fee will be charged to cancellations received six to nine business days before the first session.
- Refunds will not be given to cancellations received five or fewer business days before the first session.
- Refunds will be calculated by the date received and the IHA business days remaining before the first session.
- IHA reserves the right to cancel the conference because of insufficient enrollment. If so, preregistered participants will be notified and full refunds provided.

## ADA POLICY

IHA does not discriminate in its educational programs based on race, religion, color, sex or disability. IHA wishes to ensure no individual with a disability is excluded, denied services or segregated or otherwise treated differently than other individuals because of the absence of auxiliary aids and services. If you need any of the auxiliary aids or services identified in the Americans with Disabilities Act in order to attend this conference, please call 515-288-1955 or write to the Department of Education at IHA.



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# Physician Business LEADERSHIP Certificate Program

## WAYS TO ENROLL

**Email:** [martinc@ihaonline.org](mailto:martinc@ihaonline.org)

**Mail:** Iowa Hospital Association • 100 E Grand Ave, Ste 100 • Des Moines, IA 50309 • Attn: Corey Martin

## ATTENDEE INFORMATION

Name \_\_\_\_\_ Title \_\_\_\_\_

Email Address (required) \_\_\_\_\_ Telephone \_\_\_\_\_

## ORGANIZATION INFORMATION

Name \_\_\_\_\_

Street Address \_\_\_\_\_

City \_\_\_\_\_ State \_\_\_\_\_ Zip \_\_\_\_\_

## REGISTRATION FEES

- ☐ IHA/IMS/IAFP member – \$2,500
- ☐ IHA nonmember – \$3,000
- ☐ Installments (\$900/\$1,000 due at registration, \$800/\$1,000 due on 2/23 and \$800/\$1,000 due on 4/26).

## PAYMENT INFORMATION

- ☐ Option 1: Bill my institution.
- ☐ Option 2: Enclosed is my check payable to IHA in the amount of \$ \_\_\_\_\_

### FOR IHA OFFICE USE ONLY

Program # 125-5130-202821

Date Received \_\_\_\_\_

Fee Amount \$ \_\_\_\_\_

Check # \_\_\_\_\_

Check Total \$ \_\_\_\_\_

☐ Organization ☐ Personal