Congress on Healthcare Leadership

ache.org/Congress

March 23–26, 2020
Hyatt Regency Chicago
New to Congress 2020

- 1-hour numbered seminars
- Women’s Leadership Sessions
- AHA, AMA and AHIP Special Session
- Industry Perspectives: The Current and Future State of the Healthcare Landscape
- Networking Roundtable Breakfasts
- Executives-in-Residence/Program Directors
- Administrative Fellows
- Masters Series Sessions
- Masters of Care Delivery
- Masters of Health Equity
- Conversations in Safety in the Connections Center

Connect With Over 4,200 Attendees

Gain Insights From 367+ Expert Faculty

Exclusive Fellows Access to Thought Leaders and Networking

Personalize Your Schedule With 15+ Topic Areas

Build Relationships at More Than 25 Networking Events

Education and Networking Opportunities for Students 20+

Determine Your Career Path With 500+ Career Advisory Appointments
Welcome to the 63rd Congress on Healthcare Leadership—an unparalleled opportunity to connect, inspire and empower.

Each year, more than 4,200 members from the healthcare leadership community gather in Chicago for healthcare’s premier education and networking event. With more than 670 activities available to you, Congress offers plenty of opportunities to connect and share perspectives and insights with a diverse array of interprofessional leaders.

When you attend Congress, you will be inspired by top thought leaders on a variety of hot topics, such as care delivery, patient safety, innovation and much more. This knowledge will empower our incredible leadership community to tackle the important challenges of today’s healthcare environment.

Whether you are a new healthcare leader or a seasoned executive, Congress offers a variety of career services to help you advance, including the complimentary Resume Review and Career Advising Services and Employer Connect.

The American College of Healthcare Executives exists because of you and for you. Just as you plan for the future to meet the needs of your patients and communities, ACHE plans for the future to create value and benefit for you. I am confident that no matter what opportunities you are seeking, you will find them at Congress. I look forward to seeing you in March.

Heather J. Rohan, FACHE
Chairman

Connect at Congress!
Be sure to like us on Facebook at facebook.com/ACHEConnect and follow us on Twitter at @ACHEConnect to receive real-time Congress news and updates. ACHE will be live-tweeting during Congress, and we want you to join us. You also can peek behind the scenes and see photos of key Congress moments on Instagram at instagram.com/ACHEConnect. Use the hashtag #ACHECongress to search for and start conversations throughout the week.
How to Register

Register online or use the registration forms available at ache.org/Congress. The basic Congress registration fee includes 12 ACHE Face-to-Face Education credits.

Need help? If you have questions during the registration process, contact the ACHE Customer Service Center at (312) 424-9400, Monday–Friday, 8:00 a.m. to 5:00 p.m. Central time, or email contact@ache.org.

Basic Registration Fee
The basic Congress registration fee is $1,449 for ACHE members and $1,749 for nonmembers. The registration fee includes the following:

- Opening Session and one Hot Topic Session OR two Hot Topic Sessions, each worth 1.5 ACHE Face-to-Face Education credits
- Numbered seminars totaling 9 ACHE Face-to-Face Education credits
- One Congress reception (Monday OR Wednesday evening)
- One luncheon
- Continental breakfasts Monday through Thursday
- Networking Roundtable Breakfast on Wednesday
- Use of Employer Connect
- Complimentary resume review and career counseling (Registration is required)
- Complimentary special sessions and events

Congress Express Registration Fee
The Congress Express registration fee is $1,049 for ACHE members and $1,349 for nonmembers. Congress Express registrants may select sessions on Wednesday and Thursday only. The registration fee includes the following:

- Two Hot Topic Sessions, each worth 1.5 ACHE Face-to-Face Education credits
- Numbered seminars totaling 9 ACHE Face-to-Face Education credits
- The Wednesday Congress Networking Reception
- The Leon I. Gintzig Commemorative Lecture and Luncheon (Wednesday)
- Continental breakfasts Wednesday and Thursday
- Networking Roundtable Breakfast on Wednesday
- Use of Employer Connect
- Complimentary resume review and career counseling (Registration is required)
- Complimentary special sessions and events

See Page 32 for Student Associate registration fees and what they include.

When registering, keep the following in mind:

Seminar/Program Selection:
When selecting your seminars, please do not select two seminars with the same number. For example, 13A is the same program as 13B. In addition, be aware of time conflicts as you register for various events. For a quick view of what Congress week looks like, see Pages 42–45 or visit ache.org/Congress to plan your Congress schedule and avoid conflicts.

Additional Programs:
You may earn more than 12 ACHE Face-to-Face Education credits by enrolling in additional seminars and programs and paying additional fees. Additional reception and luncheon tickets may only be purchased on-site, as space permits.

On-Site Registration:
While we encourage you to register early, on-site registration is available throughout Congress. Be advised that many sessions may sell out prior to the start of Congress.

Cancellation Policy:
To cancel your registration, please email contact@ache.org no later than March 13, 2020. All cancellations incur a $100 nonrefundable processing fee. After March 13, 2020, all payments are forfeited. You do have the option to send a qualified substitute if you are unable to attend.

Special Needs:
Do you have special needs or special accommodations that we can address to make your participation more meaningful? Please contact the ACHE Customer Service Center at (312) 424-9400, Monday–Friday, 8:00 a.m. to 5:00 p.m. Central time, or email contact@ache.org.

A Note About Dress:
Although dress for all Congress events is business or business casual (your preference), unless otherwise indicated, many attendees prefer to dress in business attire. Room temperature in the meeting rooms may be cool. To ensure your comfort, please bring a sweater or jacket to your seminars.
Travel Information

Special Congress Hotel Rates
To help you make your hotel arrangements, ACHE has reserved a number of rooms at a reduced rate, which are available on a first-come, first-served basis until Feb. 27, 2020, or until sold out.

Special rates are available to Congress attendees at the hotels listed on this page. Please make your reservations directly with the Congress hotels online or over the phone. You can access the hotels’ online booking systems through ache.org/Congress. The first night’s room deposit and tax will be charged to your credit card at the time the reservation is made. To receive special hotel rates, notify the hotel that you are attending ACHE’s Congress on Healthcare Leadership by referencing the codes on this page. The deadline to receive these special rates is Feb. 27, 2020. Be advised that due to heavy demand, rooms will likely sell out prior to this date.

Please note: All reservations are accepted on a first-come, first-served basis. Rates as noted exclude taxes (17.4 percent).

To make online reservations at these hotels, visit ache.org/Congress.

<table>
<thead>
<tr>
<th>Hyatt Regency Chicago*</th>
<th>Fairmont Chicago</th>
<th>Swissôtel Chicago*</th>
</tr>
</thead>
<tbody>
<tr>
<td>(Congress Headquarters Hotel)</td>
<td>200 N. Columbus Dr.</td>
<td>Make reservations online for the</td>
</tr>
<tr>
<td>151 E. Wacker Dr.</td>
<td>Chicago, IL 60601</td>
<td>Swissôtel: <a href="https://book.passkey.com/go/ACHECongress2020">https://book.passkey.com/go/ACHECongress2020</a></td>
</tr>
<tr>
<td>Chicago, IL 60601</td>
<td>(312) 565-8000 or (800) 526-2008</td>
<td>323 E. Wacker Dr.</td>
</tr>
<tr>
<td>(312) 565-1234 or (888) 421-1442</td>
<td>Single/Double: $235</td>
<td>Chicago, IL 60601</td>
</tr>
<tr>
<td>Refer to code: G-CCOH</td>
<td>The Fairmont Chicago is one block from the Hyatt Regency Chicago.</td>
<td>(312) 565-0565 or (888) 737-9477</td>
</tr>
<tr>
<td></td>
<td>Refer to code: ACHE2020</td>
<td>Single/Double: $235</td>
</tr>
<tr>
<td></td>
<td></td>
<td>The Swissôtel Chicago is one block from the Hyatt Regency Chicago and connected to the Hyatt Regency Chicago by an underground walkway. Please note: The walkway is subjected to posted hours.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Refer to code: ACHE Congress Main Block 2020</td>
</tr>
</tbody>
</table>

*Government Rates
Government room rates are available to uniformed service members and other government-employed Congress attendees at the prevailing government per diem for Chicago. Call the hotel directly to make reservations. Ask for the ACHE Congress on Healthcare Leadership government room block:

- For the Hyatt Regency Chicago, refer to code G-CCOH4
- For the Swissôtel Chicago, refer to code ACHE Congress Government Block 2020

Your credit card will be used to guarantee the reservation but will NOT be charged. The deadline to receive these special rates is Feb. 27, 2020. Please note, however, that due to heavy demand, rooms will likely sell out prior to this date. Making reservations early is recommended.

Airline Information
ACHE has arranged reduced airfares with United Airlines. Visit www.united.com and use the offer code ZHB9486036 to receive a 2 to 10 percent discount. All ticketing and booking fees will be waived with an online reservation. To make a reservation over the phone for a $25 service fee, call (800) 426-1122 and use the same offer code.

ACHE reserves the right to substitute faculty and cancel or reschedule programs due to unforeseen events. For this reason, we advise against purchasing nonrefundable airline tickets.

Apply for a Congress Tuition Waiver
ACHE makes available a limited number of tuition waivers to ACHE Members and Fellows whose organizations lack the resources to fund their tuition for educational programs. Waivers are based on financial need. Congress tuition waivers are available only for basic Congress registration. The application process will open on Dec. 19, 2019, and applications must be submitted by Jan. 24, 2020. Hotel accommodations fill early, so consider booking your hotel room before receiving a reply to your tuition waiver request. For information on the ACHE Tuition Waiver Assistance Program, visit ache.org/TuitionWaiver or contact ACHE’s Customer Service Center at (312) 424-9400.
The American College of Healthcare Executives is proud to recognize and thank our 2020 Premier Corporate Partners. The funding ACHE receives from our Partners helps to support our high-quality programs. Please thank our Partners for their commitment to ACHE and for helping us advance healthcare management excellence. For more information, please visit ache.org/CorporatePartners.

*List accurate as of Oct. 22, 2019

[Images of BD, Cerner, Change Healthcare, Envision, OPTUM, and Roche logos]
Navigating Congress

With more than 175 program options scheduled during Congress, there are countless ways to structure a personalized pathway to best meet your needs. Based on the experiences of healthcare professionals like you, here are some suggested itineraries to optimize your experience. Choose from a variety of 1-hour, 1.5-hour and 3-hour seminars throughout the week that best meet your interests.

**ACHE Fellow**
- Convocation Ceremony and Reception (Sunday) to walk as a new Fellow or to congratulate your peers
- Fellows’ Forums—just for Fellows—held after the General Sessions (Monday, Tuesday and Wednesday) for a “behind-the-scenes” conversation with the featured presenters
- Fellows “After Hours” Networking Reception (Monday) to connect with your Fellow peers

**CEO**
- CEO Boot Camp (Sunday)
- Opening Session: Incoming Chairman’s Remarks and Parker B. Francis Distinguished Lecture (Monday)
- One of the three luncheons offered (Monday through Wednesday) with prestigious presenters
- CEO Circle Session, “Fog, Focus and Future”—a special gathering and learning opportunity for CEOs (Tuesday)
- CEO Governance Roundtable (Seminar 75, Tuesday)
- Any of the Masters Series Sessions (Monday or Tuesday) to hear from industry leaders
- CEO Networking Roundtable Breakfast (Wednesday)
- Monday or Wednesday Congress Networking Receptions

**Early careerist**
- One of the three luncheons offered (Monday through Wednesday) with prestigious presenters
- Any of the Masters Series Sessions (Monday or Tuesday) to hear from industry leaders
- Early Careerists Networking Roundtable Breakfast (Wednesday)
- Monday or Wednesday Congress Networking Receptions
- Career Resource Center: ACHE’s Resume Review Service or Career Advising Service (Tuesday and Wednesday)
- Free executive portraits (Tuesday and Wednesday)
- ACHE’s Advancement Information Sessions (Monday through Wednesday)

**First-time attendee**
- Opening Session: Incoming Chairman’s Remarks and Parker B. Francis Distinguished Lecture (Monday)
- Speed Networking and First-Time Congress Attendees Orientation (Sunday or Monday)
- One of the three luncheons offered (Monday through Wednesday) with prestigious presenters
- One of the Networking Roundtable Breakfasts (Wednesday)
- Monday or Wednesday Congress Networking Receptions
- Career Resource Center: ACHE’s Resume Review Service or Career Advising Service (Tuesday and Wednesday)
- Free executive portraits (Tuesday and Wednesday)
- ACHE’s Advancement Information Sessions (Monday through Wednesday)

**Physician executive or leader**
- Physician Executive Boot Camp (Sunday)
- Opening Session: Incoming Chairman’s Remarks and Parker B. Francis Distinguished Lecture (Monday)
- One of the three luncheons offered (Monday through Wednesday) with prestigious presenters
- Any of the Masters Series Sessions (Monday or Tuesday) to hear from industry leaders
- Physician executives forum, “Physician Leadership? Greatly Needed”—a special gathering and learning opportunity for physician leaders (Seminar 95X, Wednesday)
- Women physician leadership session, “Women Physician Leadership: Strategies for Success” (Seminar 19, Monday)
- Physician Executives Forum Networking Reception (Tuesday)
- Physician Executives or Group Practice Executives Networking Roundtable Breakfasts (Wednesday)
- Monday or Wednesday Congress Networking Receptions

Of course, these are just suggestions.

Please spend some time looking over the course descriptions at [ache.org/Congress](http://ache.org/Congress) and the schedule of events to design your own customized Congress experience.

---

**Register Online Today**
ACHE’s dynamic registration process helps you register faster and more efficiently. Visit [ache.org/Congress](http://ache.org/Congress) to get started.
The following sessions are being presented by organizations with which we collaborate.

**AARP/American Organization for Nursing Leadership, American Hospital Association**

Academic/Practice Partnerships: What’s Hot and What’s Not for Population Health
Patricia Polansky, Director, AARP
Robyn Begley, DNP, RN, NEA-BC, CEO, American Organization for Nursing Leadership/Senior Vice President/CNO, American Hospital Association
(Seminar 30X, Page 15)

**American Academy of PAs**

How PA/NP Onboarding Impacts Organizational Finances
Andrea Lowe, PA-C, Director, Employer Strategy/Director, CHLM, American Academy of PAs
Christopher J. Anderson, PA-C, Director, Advanced Practice Providers, Memorial Sloan Kettering Cancer Center
(Seminar 113A/B, Pages 27, 28)

**American Hospital Association/American Medical Association/America’s Health Insurance Plans**

Industry Perspectives: The Current and Future State of the Healthcare Landscape
Richard J. Pollack, President/CEO, American Hospital Association
Matthew D. Eyles, President/CEO, America’s Health Insurance Plans
James L. Madara, MD, CEO/Executive Vice President, American Medical Association
(AHA, AMA and AHIP Special Session, Page 21)

**American Hospital Association**

American Hospital Association Health Policy and Legislative Update
Tom Nickels, Executive Vice President, Government Relations and Public Policy, American Hospital Association
(Tuesday Hot Topic Session 1, Page 17)

The Basics of Grassroots Advocacy
Erik Rasmussen, Vice President, Advocacy, American Hospital Association
(Seminar 51X, Page 18)

The Basics of Grassroots Advocacy (Student Edition)
Erik Rasmussen, Vice President, Advocacy, American Hospital Association
(Seminar S05X, Page 33)

**American Medical Association**

Training the Systems Citizen: The Impact of Health Systems Science on Medical Education
Kevin Heckman, Director, Product Development, American Medical Association
Luan Lawson, MD, Assistant Dean, Curriculum, Assessment and Clinical Academic Affairs, Brody School of Medicine, East Carolina University
(Seminar 93X, Page 25)

**American Society of Anesthesiologists**

The Business Case for Diversity
Joanne Conroy, MD, CEO/President, Dartmouth-Hitchcock and Dartmouth-Hitchcock Health
(Seminar 59H, Page 21)

Perioperative Brain Health Initiative: Update and Implementation Strategies
Lee A. Fleisher, MD, Robert Dunning Dripps Professor/Chair, Department of Anesthesiology and Critical Care, University of Pennsylvania Perelman School of Medicine
Carol Peden, MD, Professor, Clinical Anesthesiology/Director, Center for Health Systems Innovation, Keck School of Medicine, University of Southern California
(Seminar 103H, Page 26)

**American Society of Health-System Pharmacists**

Developing a High-Quality and High-Value Pharmacy Services Model of Care
Kathleen Pawlicki, FASHP, Vice President/Chief Pharmacist, Beaumont Health/President, American Society of Health-System Pharmacists
(Seminar 77H, Page 23)

**America’s Essential Hospitals**

Keeping the Promise: Leading Essential Hospitals in an Era of Competition
Bruce Siegel, MD, President/CEO, America’s Essential Hospitals
John M. Haupert, FACHE, President/CEO, Grady Health System
William Masterton, CEO, Adult Hospital Market, LCMC Health
(Seminar 23H, Page 15)

**Congress Express: March 25–26**

Congress Express provides many of the benefits and features of healthcare’s premier education and networking event with less time away from the office—available Wednesday and Thursday only. Congress Express participants still enjoy Hot Topic Sessions, the Wednesday luncheon session and the Wednesday networking reception while earning up to 12 ACHE Face-to-Face Education or continuing medical education credits. With Congress Express, you can leave home after work on Tuesday, enjoy a full Congress experience Wednesday and Thursday, and be back in the office Friday morning. Register at ache.org/Congress.

Look for the icon throughout this brochure, indicating the events Congress Express participants can attend.
Association of University Programs in Health Administration
Improving the Healthcare System: Innovative Leadership Is Essential
Ronald Wyatt, MD Chief Quality Officer, Cook County Health
(AUPHA/ACHE Joint Breakfast, Page 17)

Canadian College of Health Leaders
Growing Canadian Health Leadership Momentum Through LEADS
Alain Doucet President/CEO, Canadian College of Health Leaders
Graham Dickson, PhD Co-Founder, LEADS/Research Adviser, Canadian Health Leadership Network/Canadian Society of Physician Leaders
Brenda Lammi Vice President, Professional and Leadership Development, Canadian College of Health Leaders
(Seminar 104H, Page 26)

College of Healthcare Information Management Executives
Opioids: Frontline Solutions for Today and the Future
Jamie M. Nelson Senior Vice President/CIO, Hospital for Special Surgery
Steven K. Magid, MD Chief Medical Information Officer, Hospital for Special Surgery
(Thursday Hot Topic Session 2, Page 30)

DNV GL Healthcare
Using the Baldridge Performance Excellence and ISO 9001 Frameworks to Thrive in Uncertain Times
Denise Haynes, RN Performance Excellence Consulting, Quiet Excellence
Kenneth Maxik Director, Patient Safety, CompleteRx Ltd.
Maureen M. Washburn, FACHE Program Development and Certification, DNV GL Healthcare
(Seminar 132, Page 30)

The Equity Collaborative, The Carol Emmott Foundation
Creating Greater Gender Diversity in Healthcare Leadership Circles
Gayle L. Capozzalo, FACHE Executive Director, The Equity Collaborative, The Carol Emmott Foundation
Mike Apkon, MD, PhD President/CEO, Tufts Medical Center and Floating Hospital for Children
Joanne Conroy, MD CEO/President, Dartmouth-Hitchcock and Dartmouth-Hitchcock Health
Gina L. Calder, FACHE Administrator, Yale New Haven Health System/Vice President, Bridgeport Hospital
Jhaymee Wilson Tynan, FACHE Assistant Vice President, Integration, Atrium Health
Stephanie S. McCutcheon, FACHE CEO, Health Employer Exchange
(Seminar 58X, Page 19)

Healthcare Financial Management Association
Consumerism: The Next Chapter
Joseph J. Fifer, CPA, FHFMA President/CEO, Healthcare Financial Management Association
(Seminar 61H, Page 21)

Healthcare Information and Management Systems Society
Navigating Health Ecosystem Risks to Harness the Rewards for the Future of Healthcare
Harold “Hal” Wolf III President/CEO, Healthcare Information and Management Systems Society
(Seminar 79H, Page 23)

Institute for Diversity and Health Equity, American Hospital Association/National Association of Health Services Executives/National Association of Latino Healthcare Executives
2020 Vision: Clearly Seeing the Connection Between Health Equity and C-Suite Diversity
Moderator: Monica C. Vargas-Mahar, FACHE CEO, The Hospitals of Providence East Campus
Ebbin Dotson, PhD Assistant Professor, Department of Health Management and Policy, University of Michigan
Jahmal Miller Vice President, Equity and Inclusion, CommonSpirit Health
Robert S. Chaloner, FACHE Chief Administrative Officer, Stony Brook Southampton Hospital
Ajith Pai, PharmD, FACHE President, Texas Health/Harris Methodist Hospital Cleburne
(Seminar 18X, Page 13)

Institute for Healthcare Improvement/Occupational Safety and Health Administration
Tackling the “HAC” of Workforce Harm
Patricia McGaffigan, RN, CPPS Vice President, Safety Programs/President, CBPSS, Institute for Healthcare Improvement
Kathy Gerwig Vice President, Employee Safety, Health and Wellness/Environmental Stewardship Officer, Kaiser Permanente
Michael Hodgson, MD CMO, Occupational Safety and Health Administration
Mary Beth Kingston, RN, NEA-BC CNO, Advocate Aurora Health
(Seminar 36X, Page 16)
Institute for Healthcare Improvement
The Role of Leadership in Implementing the National Action Plan to Prevent Healthcare Harm
Tejal K. Gandhi, MD, CPPS Chief Clinical and Safety Officer, Institute for Healthcare Improvement/Lucian Leape Institute
Sam Watson, CPPS Senior Vice President, Field Engagement, Michigan Health & Hospital Association
(Seminars 62A/B, Pages 21, 23)

Focus on Safety in Ambulatory Care: A Growing Need for Safe, Effective Care
Tejal K. Gandhi, MD, CPPS Chief Clinical and Safety Officer, Institute for Healthcare Improvement/Lucian Leape Institute
Mark P. Jarrett, MD Senior Vice President/Chief Quality Officer/Associate Chief Medical Officer, Northwell Health
(Wednesday Hot Topic Session 2, Page 24)

The Role of Health Systems in Advancing Equity
Amy Reid Director, Institute for Healthcare Improvement
(Thomas C. Dolan Diversity Address and Breakfast, Page 24)

International Hospital Federation
Mentoring Lessons From the International Hospital Federation
Risto Miettunen, DrMedSc CEO, Kuopio University Hospital/President, International Hospital Federation
Rulon F. Stacey, PhD, FACHE Managing Director, Navigant Consulting/Chair, CEO Circle, International Hospital Federation
(Seminar 83H, Page 23)

The Joint Commission
Leading for High-Reliability Healthcare
M. Michael Shabot, MD Founding Partner, Relia Healthcare Advisors
Mark R. Chassin, MD President/CEO, The Joint Commission
(Seminar 22, Page 15)

Using Robust Process Improvement to Facilitate Change and Transform Your Culture
Dawn Allbee Executive Director, Customer Engagement, Joint Commission Center for Transforming Healthcare
Anna tenNapel Vice President, Care Management and Performance Improvement, Catholic Health Services of Long Island
(Seminar 100, Page 26)

Office of the Assistant Secretary for Preparedness and Response, U.S. Department of Health and Human Services
Innovations in Healthcare Disaster Preparedness and Response: The Regional Disaster Health Response System and Healthcare’s Role in Preparedness
David J. Reisman, FACHE Executive Director, Emergency Preparedness/Associate Director, Center for Disaster Medicine/Senior Administrative Director, Department of Emergency Medicine, Massachusetts General Hospital
Jack Herrmann Acting Director, National Healthcare Preparedness Programs, Office of the Assistant Secretary for Preparedness and Response, U.S. Department of Health and Human Services
(Seminar 134, Page 31)

Society for the Advancement of Blood Management
Patient Blood Management: Low-Hanging Fruit to Improve Quality and Promote Safety While Saving Millions
Pierre Tibi, MD Chair, Cardiovascular Medicine, Yavapai Regional Medical Center/President, Phoenix Cardiac Surgery/President, Society for the Advancement of Blood Management
Diane M. Drexler, DNP, RN, FACHE CNO, Yavapai Regional Medical Center
(Seminar 102H, Page 26)

Society for Health Care Strategy & Market Development, American Hospital Association
Integrate and Co-Create: Bridging Connections for Growth and Value
Jennifer Weiss Wilkerson, FACHE Chief Strategy Officer, Sheppard Pratt Health System
Holly A. Sullivan Senior Director, Strategic Marketing, Spectrum Health
(Seminar 126X, Page 30)

Society to Improve Diagnosis in Medicine
A Systems-Based Approach to Improving Diagnostic Quality and Safety
M. Suz Schrandt, JD Senior Patient Engagement Adviser, Society to Improve Diagnosis in Medicine
Harry Hoar III, MD Associate Designated Institutional Official, Baystate Medical Center
(Seminar 57X, Page 19)
Pre-Congress Seminars

Take advantage of additional learning opportunities the weekend before Congress. These two-day seminars enable you to earn an additional 12 ACHE Face-to-Face Education and continuing medical education credits. Continental breakfast and lunch will be provided. The price for attending these sessions is $1,599 for members and $1,899 for nonmembers.

Saturday, March 21, and Sunday, March 22, 7:00 a.m.–1:30 p.m.

Behavioral Health Challenges, Strategies and Solutions: The Business Case for Meeting Community Needs

Howard J. Gershon, LFACHE Founding Principal, New Heights Group
Stephen M. Merz, FACHE Senior Consultant, Crescendo Consulting Group
Leslie S. Zun, MD Medical Director, Lake County Health Department

With national suicide and addiction rates surging and overdose deaths a familiar headline in many communities, managing access to and cost for behavioral healthcare is a top concern. This seminar provides practical strategies for creating access to comprehensive, high-quality behavioral healthcare services. Discover solutions that can improve outcomes in your community; reduce ED use, avoidable inpatient readmissions and nonvalue-added costs; and increase revenue. Gain insights of how to better integrate these services into the overall healthcare delivery and financing system and collaborate more effectively with community partners outside healthcare.

Behavior Smarts: Increasing Healthcare Leadership Performance

Michael E. Frisina, PhD CEO, The Frisina Group

Influential leadership is about inspiring and motivating performance excellence at all levels of the organization through a highly developed emotional intelligence capacity. However, many healthcare executives do not have a clear idea of how their EQ measures up or understand why EQ is a competitive advantage for team performance. Participants in this seminar will learn and practice the key behaviors needed to connect with team members and build stronger personal relationships. This program identifies the causes that create the gap between consistent leadership behavior and sustained organizational performance and offers solutions to closing it.

Fulfill Your Face-to-Face Recertification Requirements at Congress

For the basic registration fee, you can earn up to 12 ACHE Face-to-Face Education credits, which fulfill the Face-to-Face recertification requirement for ACHE Fellows. We’ve expanded programming to provide you with even more ways to obtain your 12 credits. Congress now includes more sessions on some of the hottest topics in healthcare management. Take advantage of this convenient, one-stop opportunity to meet your recertification requirements and obtain the knowledge and solutions you need to effectively lead your team and your organization.
Offered the Sunday before Congress, these targeted programs examine the factors that determine success in key special interest areas. Faculty presentations will be enhanced by interactive group discussion. Share personal experiences while developing a professional network of colleagues who can provide advice and counsel in the future. Programs are approved for 7 ACHE Face-to-Face Education and continuing medical education credits. Continental breakfast and lunch will be provided for all Boot Camps. The price for attending these sessions is $949 for members and $1,199 for nonmembers.

Sunday, March 22, 8:00 a.m.–5:00 p.m.

Baldrige Boot Camp

Robert M. “Bo” Snyder Jr., FACHE President, Bo Snyder Consulting Inc.

Leading organizations to achieve higher performance and improve results are healthcare leaders’ primary challenges and responsibilities. The Malcolm Baldrige Health Care Criteria for Performance Excellence were created as a framework for this challenge. This program provides an introduction to the Baldrige Criteria in simple, actionable terms, demystifies the Baldrige journey, and discusses the best learning and development practices used by Malcolm Baldrige National Quality Award winners in the healthcare sector.

CEO Boot Camp

Britt R. Berrett, PhD, FACHE Director, Center for Healthcare Leadership and Management, Jindal School of Management, University of Texas at Dallas

Natalie D. Lamberton, FACHE CEO, Talas Harbor Healthcare

Todd C. Linden, FACHE President, Linden Consulting

The CEO Boot Camp provides insights into the primary determinants of CEO success in responding to the rapidly changing healthcare environment. Designed for attendees with executive responsibilities, this program builds skills in critical areas of leadership and management development, including organizational culture and performance, cultivating relationships with clinical staff, collaboration with trustees, and community involvement. Participants will engage in discussions with fellow participants and faculty to highlight leadership challenges and opportunities. Participants also will develop a personal leadership development plan to strengthen key leadership skills. (Limited space also is available to those who have a goal of becoming a CEO in the near future.)

COO Boot Camp

Rod Brace, PhD Founding Partner, Relia Healthcare Advisors

David A. James, MD, JD President, Sentara Medical Groups & Ambulatory Services, Sentara Healthcare

The uniquely diverse role of the COO requires operational acumen and the ability to develop strong interpersonal relationships and physician leadership partnerships to enhance operating efficiency and bottomline accountability. The COO Boot Camp provides the essential skills needed by today’s operations executive to address challenges with a high degree of expertise and innovative solutions. This interactive program is designed for individuals who have been in a senior operations role for less than two years.

Emerging Executive Boot Camp

Carson F. Dye, FACHE President/CEO, Exceptional Leadership LLC

Denise Brooks-Williams, FACHE Senior Vice President/CEO, North Market, Henry Ford Health System

The Emerging Executive Boot Camp is ideal for relatively new managers and more experienced managers seeking a fresh approach to leading with confidence. Learn how to effectively choose, coach, retain and, if necessary, reposition members of your functional team and, in the process, become an effective, productive and organized manager. Discuss the fundamentals of leadership while focusing on key objectives and strategies needed to assume greater responsibility and authority.
Healthcare Consultants Boot Camp—NEW!

Scott A. Mason, DPA, FACHE Managing Partner, SKM Enterprises LLC

The Healthcare Consultants Boot Camp introduces the core competencies a consultant needs to become an effective and trusted long-term adviser. Whether you are from a large firm or are an independent consultant, this program will delve into the core competencies and the nuts and bolts of a consultant’s toolbox. It will also highlight the do’s and don’ts of consulting, strategies to secure client engagements and resources to be successful in today’s healthcare marketplace.

High-Reliability Healthcare Boot Camp

M. Michael Shabot, MD Founding Partner, Relia Healthcare Advisors
Mark R. Chassin, MD President/CEO, The Joint Commission

Although high reliability is clearly possible in complex industries, the question remains how to achieve it in healthcare. This program will teach the organizational requirements for starting on a high-reliability journey and the tools to achieve it over time. The critical importance of leadership commitment at the board and CEO levels to achieving the ultimate goal of zero harm will be discussed, including the report from ACHE and the IHI Lucian Leape Institute, Leading a Culture of Safety: A Blueprint for Success. The session will illustrate how the adoption of robust process improvement can provide an organization with a positive ROI while enabling substantial improvements in quality of care.

Lead Through Lean Boot Camp

Ian R. Lazarus, LFACHE President/CEO, Creato Performance Solutions

The benefits of a Lean healthcare enterprise have been well-established, but the journey toward Lean is not always a straight line. The Lead Through Lean Boot Camp, which is equally beneficial for senior-level and early careerists, takes participants through a series of proof-of-concept exercises that will demonstrate and motivate people to embrace and implement Lean practices in a more consistent and effective manner. Healthcare-specific case studies will illustrate the potential of Lean, and the faculty will introduce a proven formula for applying Lean and demonstrate strategies to achieve the sustainability of Lean benefits.

Patient Experience Boot Camp: A Blueprint for Success—NEW!

Jake Poore President/Chief Experience Officer, Integrated Loyalty Systems Inc.

Learn to build a comprehensive plan for a cultural transformation using a proven methodology and framework for building and sustaining exceptional patient experiences. This program is designed for both new and seasoned healthcare leaders who are responsible for leading or improving the patient experience and employee culture. This program will provide leaders with the tools and tested blueprints needed for sustaining long-term success.

Physician Executive Boot Camp

Stuart Marcus, MD Chief Clinical Officer, AMITA Health
Karin Larson-Pollock, MD, FACHE Chief Quality and Analytics Officer, Providence Regional Medical Center Everett

The Physician Executive Boot Camp introduces physicians to the concepts and strategies needed to bridge clinical expertise and management competence. As pressures increase to improve financial and clinical performance and patient experiences and outcomes, it is critical that physicians are well-positioned to tackle these issues. This program, designed for physicians who recently have moved to a physician executive position or physicians who are contemplating a move to a leadership position, will provide physician executives the tools to assume more active roles in the leadership and management of their organizations.

Faculty Comments

The comments and opinions of presenters made during Congress are their own. Such comments are meant to be informative, illustrative or educational in nature and are neither endorsed by nor are they the official policy of ACHE.
8:00–9:30 a.m.: Opening Session

Chairman’s Remarks
Michael J. Fosina, FACHE President, NewYork-Presbyterian Lawrence Hospital

Parker B. Francis Distinguished Lecture: The Fallacy of the Impossible
Mick Ebeling CEO/Founder, Not Impossible Labs

Once upon a time, people considered all of the modern conveniences we see around us to be “impossible.” Cars, computers, cell phones and digital watches were all figments of the imagination until inspiration met execution and the impossible became a reality. Join Mr. Ebeling, CEO and founder of an award-winning social innovation lab and production company, to take a deeper dive into exploring “The Fallacy of the Impossible” to enable true innovation.

Award Presented: Gold Medal Awards

10:00–11:30 a.m.: Fellows’ Forum 1
With Mick Ebeling CEO/Founder, Not Impossible Labs

10:00–11:30 a.m.: Emotional Intelligence Assessment (See Page 39 for information)

10:00–11:30 a.m.: Seminars 1A–16A 1.5 credit hours each

01A Positioning Your Organization to Win in the Post-Disruption Healthcare World
Nathan S. Kaufman Managing Director, Kaufman Strategic Advisors LLC

02A From the Ground Up: A Journey to Zero Suicides
Lori B. Knitt, RN, FACHE Vice President, Nursing, Advocate Aurora Health–Aurora Sheboygan Memorial Medical Center
Rebecca L. Babcock Performance Advisory Consultant, Advocate Aurora Health
Shelby L. Kuhn Manager, Behavioral Health Programming, Advocate Aurora Health, Aurora Behavioral Health Center–Sheboygan

03A Active Shooter Preparedness in the Healthcare Environment
Mark V. Denham Regional Security Director, Memorial Hermann Health System

04A The Invisible Workforce Becomes Visible: A Leading Health System’s Story
Dale E. Beatty, DNP, RN, NEA-BC CNO/Vice President, Patient Care Services, Stanford Health Care
Clair Kuriakose, PA-C Executive Director, Advanced Practice, Stanford Health Care
Trish A. Anen, RN, NEA-BC Principal/APP Workforce Practice Leader, SullivanCotter

05A Selecting the Best Physician Leaders: Avoiding Costly Mistakes
Carson F. Dye, FACHE President/CEO, Exceptional Leadership LLC
Raul H. Zambrano, MD, FACHE CMO, Lutheran Hospital

06A Virtual Health: Improving Quality and Care Delivery
CAPT Valerie J. Riege Chief Innovation and Integration Officer, Navy Bureau of Medicine and Surgery
CAPT Konrad Davis Director, Navy Tele-Critical Care and Virtual Medical Center San Diego, Navy Bureau of Medicine and Surgery

07A Beyond the Hospital Walls: Harnessing Outside Innovation to Make the Outpatient Strategy Succeed
Shawn Nason CEO, Nason Group
Charles Black CEO, RES
Sean Keathley CEO, Adrenaline
Lynn Murphy Director, Planning and Construction, Northwestern Memorial Healthcare
Joan Bachleitner, JD Chief Strategy Officer, Ascension Health
08A  The Journey Toward Systemness
Chip Holmes Division Vice President, Quorum Health Resources
David Shannon CEO, Three Rivers Health
Gerald J. Barbini President/CEO, Allegan General Hospital
Kira M. Carter-Robertson, FACHE Senior Vice President, Affiliate Operations, Sparrow Health System

09A  Advancing the Anchor Mission to Address Health Disparity
Coletta C. Barrett, RN, FACHE Vice President, Mission, Our Lady of the Lake Regional Medical Center
David Zuckerman Director, Healthcare Anchor Network, The Democracy Collaborative

10A  What If Hospitals Ran Disney?
Jake Poore President/CEO, Integrated Loyalty Systems Inc.

11A  Advancements in Patient Experience: Building Partnerships in a Changing Care Setting
Caroline Costello, FACHE Director, Friends & Family Program, Patient & Family Insights, Destination UChicago Medicine, University of Chicago Medicine
Julie Kosinski Patient and Family Insights Specialist, UChicago Medicine
Melba Bossi Patient and Family Insights Specialist, UChicago Medicine

12A  Tailoring Talent Cultivation: A Differentiator
Dana Bledsoe, DHA, FACHE President, Nemours Children’s Hospital
Allison B. Craft, PhD Director, Talent Development, Nemours Children’s Health System

13A  Movies, Medicine and Media: Leadership and Ethical Decision Making in Today’s Competitive Environment
Philip A. Newbold, FACHE CEO, Newbold Visionaries
Gary B. Fromm, MD Assistant Professor, Indiana University, School of Medicine

14A  From Charge Nurse to CNO: A Vision for Transformational Nursing Leadership Development
Stephan Davis, DNP, FACHE Clinical Assistant Professor, Georgia State University/Founder/Principal, illuminant
Jill Case-Wirth, RN Senior Vice President/Chief Nurse Executive, WellStar Health System

15A  Using Governance and Technology to Build Service-Line Alignment
Ashley G. Clary, FACHE Vice President, Imaging Services, Ochsner Health System
Ashley Weber Director, Informatics, Ochsner Health System

16A  Operationalizing Engagement
Kim Brown Sims, RN, FACHE CEO/Founder, KBS Leadership Consulting
Jay R. Hodge Founder/President, Jay Hodge & Associates

10:00–11:30 a.m.: Seminars 17X–18X 1.5 credit hours each

17X  The Role of Private Equity and Venture Capital in the Health System: Innovation, Transformation and Disruption
Moderator: Ian Morrison PhD Healthcare Futurist
Alan Frazier Founder/Chairman, Frazier Healthcare Partners
Brian A. Gragnolati, FACHE President/CEO, Atlantic Health System/Chair, American Hospital Association
Joseph R. Swedish, LFACHE Co-Founder, Concord Health Partners/Former Chairman/President/CEO, Anthem

18X  2020 Vision: Clearly Seeing the Connection Between Health Equity and C-Suite Diversity
Moderator: Monica C. Vargas-Mahar, FACHE CEO, The Hospitals of Providence East Campus
Ebbin Dotson, PhD Assistant Professor, Department of Health Management and Policy, University of Michigan
Jahmal Miller Vice President, Equity and Inclusion, CommonSpirit Health
Robert S. Chaloner, FACHE Chief Administrative Officer, Stony Brook Southampton Hospital
Ajith Pai, PharmD, FACHE President, Texas Health/Harris Methodist Hospital Cleburne

Please visit ache.org/Congress for current listing of seminar descriptions and learning objectives.
10:00–11:30 a.m.: Masters Series Session 1
Masters of Care Delivery
Laura S. Kaiser, FACHE President/CEO, SSM Health
Michael A. Slubowski, FACHE, FACHE, FACMPE President/CEO, Trinity Health
Join two of healthcare's leading CEOs to gain insight into the role that senior leaders play in leading delivery of care initiatives and improving work processes on a large scale. Ms. Kaiser and Mr. Slubowski will take a deep dive into leading change to achieve enhanced patient care alongside overall organizational advancement for the success of their systems.

11:45 a.m.–1:45 p.m.: Arthur C. Bachmeyer Memorial Address and Luncheon
Tech Innovation and Disruption in the Healthcare Ecosystem
Indu Subaiya, MD President/Co-Founder, Catalyst @ Health 2.0
Technological breakthroughs can be simultaneously innovative and disruptive, but in the end, ultimately meant to improve health. Join this visionary leader to discuss how technological disrupters in healthcare are changing delivery models from the perspective of patient health, access and treatment.

Recognitions: Outgoing ACHE Chairman Officer, Governor and Regent Recognition

2:15–3:15 p.m.: Advancement Information Session: Advancing to Fellow (See Page 38 for information)

2:15–3:45 p.m.: Fellows' Forum 2
With Indu Subaiya, MD President/Co-Founder, Catalyst @ Health 2.0

2:15–3:45 p.m.: Masters Series Session 2
Masters of Executive Leadership
Nancy H. Agee President/CEO, Carilion Clinic
Wright L. Lassiter III President/CEO, Henry Ford Health System
Given today’s rapidly changing healthcare environment, leaders regularly face a variety of challenging situations. Join these two leading healthcare executives as they share advice for making difficult and sometimes unpopular decisions for the betterment of their organization, workforce and community.

2:15–3:45 p.m.: Seminars 1B–16B 1.5 credit hours each
(See Pages 12–13 for session titles and faculty; please keep in mind that A/B seminars are identical/repeated sessions held at different times.)

2:15–5:30 p.m.: Seminars 19–22 3.0 credit hours each
(Seminars 19–22 are held at the Swissôtel Chicago.)
19  Women Physician Leadership: Strategies for Success
Fayola Edwards-Ojeba, MD Founder/CEO, RechargedMD
Joanne Conroy, MD CEO/President, Dartmouth-Hitchcock and Dartmouth-Hitchcock Health
Susan P. Ehrlich, MD CEO, Zuckerberg San Francisco General Hospital and Trauma Center
Bobbie S. Gostout, MD President, Mayo Clinic Health System
Tama VanDecar, MD CMO, HCA TriStar Division

20  Optimizing Ambulatory Management
Jonathan Burroughs, MD, FACHE President/CEO, The Burroughs Healthcare Consulting Network Inc.

Maximize Your Travel Dollar
Take a Pre-Congress Seminar or Boot Camp and earn an additional 7 to 12 credits of continuing education! See Pages 9–11 for more details.
Promoting Wellness and Engagement in Healthcare Organizations: Leveraging Behavior to Optimize Performance
Michael E. Frisina, PhD CEO, The Frisina Group LLC
Krystal White, PhD Performance Psychologist/Founder, The Executive Shaman

Leading for High-Reliability Healthcare
M. Michael Shabot, MD Founding Partner, Relia Healthcare Advisors
Mark R. Chassin, MD President/CEO, The Joint Commission

4:15–5:15 p.m.: Advancement Information Session: Advancing to Fellow (See Page 38 for information)

4:15–5:15 p.m.: Seminars 23H–26H 1.0 credit hour each—NEW!
23H Keeping the Promise: Leading Essential Hospitals in an Era of Competition
Bruce Siegel, MD President/CEO, America’s Essential Hospitals
John M. Haupert, FACHE President/CEO, Grady Health System
William Masterton CEO, Adult Hospital Market, LCMC Health

24H Patient Experience: The Strategic Heart of Healthcare Leadership
Jason A. Wolf, PhD, CPXP President/CEO, The Beryl Institute

25H Lessons From Robert S. Hudgens Memorial Award Winners
Rulon F. Stacey, PhD, FACHE Managing Director, Navigant Consulting
Carrie Owen Plietz, FACHE Executive Vice President/COO Hospital Division, WellStar Health System
Nicholas R. Tejeda, FACHE Group CEO, The Hospitals of Providence
Kevin L. Unger, PhD, FACHE President/CEO, UCHealth–Poudre Valley Hospital/Medical Center of the Rockies

26H Life-Planned Communities: 2020 National Research of Top-Margin Improvement
Raymond M. Johnson Managing Principal, Caldwell Butler & Associates LLC
Gerry Stryker President/CEO, John Knox Village of Florida
Bruce Chittenden CFO, John Knox Village of Florida

4:15–5:45 p.m.: Seminars 27X–38X 1.5 credit hours each
27X Building Organizational Culture: A Playbook for Early Careerists
Britt R. Berrett, PhD, FACHE Director, Center for Healthcare Leadership and Management, Jindal School of Management, University of Texas at Dallas
Dan E. Springer CEO, Lea Regional Medical Center

28X Improving Margins for Rural Community Hospitals
Kevin A. Rash, FACHE Director, BKD, Health Care Performance Advisory Services
Angy Littrell CFO/COO, Fitzgibbon Hospital

29X Margin Improvement Versus Incremental Improvement: Experiences of a CEO and COO
Kevin S. Cook President/CEO, University Hospitals & Health System/University of Mississippi Medical Center
Britt H. Crewse COO, University of Mississippi Health System

30X Academic/Practice Partnerships: What’s Hot and What’s Not for Population Health
Patricia Polansky Director, AARP
Robyn Begley, DNP, RN, NEA-BC CEO, American Organization for Nursing Leadership/Senior Vice President/CNO, American Hospital Association

31X Hardwiring Culture Change From the Ground Up: A Case Study
Paul L. Grossman CEO/Chief Experience Officer, PLG Experience Solutions LLC
Luanne M. Thomas-Ewald, FACHE CEO, Children’s Hospital of Michigan

Please visit ache.org/Congress for current listing of seminar descriptions and learning objectives.
Diversity and Inclusion: A Pragmatic Organizational Framework for Achieving Health Equity
Trina Parks, FACHE Corporate Chief Diversity and Inclusion Officer, RWJBarnabas Health
Franck D. Nelson, RN Corporate Health Equity Manager, RWJBarnabas Health

Engaging Clinicians in HIT Initiatives: Myth or Reality?
Frank D. Sottile, MD Senior Director/CMO, Foundation and ITWorks Clients, Cerner Corporation
Erine Erickson, MD Chief Medical Information Officer, Dignity Health
Lu de Souza, MD Senior Director/CMO, Physician Relationship Organization, Cerner Corporation

Driving Strategic Growth in the Age of Consumerism: A New Perspective on Access
Aja Lystila, MD Associate Medical Director, Primary Care Access, Carle Foundation
Matthew Farrell Administrator, Essentia Health–Duluth Clinic/Senior Adviser, Office of Access Management, Essentia Health
Mark J. Werner, MD Director, Clinical Consulting, Chartis Physician Leadership Institute and the Physician Segment, The Chartis Group
Todd Hoisington Principal, The Chartis Group

Value-Based Payment Updates for Healthcare Executives
Christopher P. Chen, MD Associate Medical Director, Washington Health Care Authority
Joshua M. Liao, MD Medical Director, Payment Strategy, University of Washington Medicine

Tackling the “HAAC” of Workforce Harm
Patricia McGaffigan, RN, CPPS Vice President, Safety Programs/President, CBPPS, Institute for Healthcare Improvement
Kathy Gerwig Vice President, Employee Safety, Health and Wellness/Environmental Stewardship Officer, Kaiser Permanente
Michael Hodgson, MD CMO, Occupational Safety and Health Administration
Mary Beth Kingston, RN, NEA-BC CNO, Advocate Aurora Health

The Leadership Behavior Change Needed to Build a Culture of Continuous Improvement
John S. Toussaint, MD Executive Board Chairman, Catalysis

Journey to Excellence: Using the Baldrige Framework to Improve Performance
Kyle Bennett President/CEO, Memorial Hospital and Health Care Center
Sue Dunn President/CEO, Donor Alliance

4:15–5:45 p.m.: Strategic Career Planning (See Page 39 for information)
5:45–6:15 p.m.: Speed Networking (See Page 36 for information)
6:15–7:15 p.m.: Monday Congress Networking Reception (See Page 36 for information)
9:30–10:30 p.m.: Fellows “After Hours” Networking Reception (See Page 36 for information)

Mobile App—ACHE 365
While you’re at Congress, use our mobile app, ACHE 365, to enhance your experience. Features will include:
- Your personal Congress schedule
- Faculty and exhibitor info
- Attendee directory
- Hotel map
- Links to social media
- Session handouts
- And more

The Congress event within ACHE 365 will be available in early 2020.
7:00–8:30 a.m.: Tuesday Hot Topic Session 1

American Hospital Association Health Policy and Legislative Update

Tom Nickels Executive Vice President, Government Relations and Public Policy, American Hospital Association

Join Mr. Nickels for a deep dive into the intricate and shifting world of healthcare policy. Participants of this session will leave equipped to develop a strategy to advocate for quality health care.

Award Presented: James A. Hamilton Award The Hamilton Award is supported in part by the Alumni Association of the Graduate Program in Healthcare Administration of the University of Minnesota.

7:00–8:30 a.m.: Tuesday Hot Topic Session 2

Industry Insights: Leadership, Innovation and Value Creation

Bill Hagan President, Clinical Services, UnitedHealthcare
Rhonda M. Medows, MD President, Population Health Management, Providence St. Joseph Health/CEO, Ayin Health Solutions
Warner L. Thomas, FACHE President/CEO, Ochsner Health System

Value creation in today’s complex healthcare environment requires new approaches and dynamic leadership. Join our innovation leadership roundtable discussion with leaders from across the healthcare spectrum to discuss their innovative approaches to rethinking the value equation to positively impact patient outcomes.

Award Presented: Leader-to-Leader Recognition

7:00–8:30 a.m.: Women Healthcare Executives Breakfast

A New Day Is Dawning: Building the Competencies to Thrive

Sister Carol Keehan, DC (Daughters of Charity) Former President/CEO, Catholic Health Association of the United States

The healthcare enterprise has changed drastically over the past decade, and today’s leaders face the daunting responsibilities of managing and taking risk for all of it and promoting health, too. Join Sister Keehan, DC, to discuss how to develop the skills needed to handle the complexity of leadership in healthcare today. The price for this breakfast is $75.

7:00–8:30 a.m.: AUPHA/ACHE Joint Breakfast

Improving the Healthcare System: Innovative Leadership Is Essential

Ronald Wyatt, MD Chief Quality Officer, Cook County Health

In today’s healthcare environment, leadership is synonymous with change. Dr. Wyatt will explore the attributes of today’s successful transformational leaders, including expected leadership behaviors, analytical knowledge required and the ability to have difficult conversations on difficult topics.

7:30 a.m.–2:00 p.m.: Board of Governors Examination in Healthcare Management (See Page 38 for information)

8:45–10:15 a.m.: Seminars 39A–50A 1.5 credit hours each

39A Drug Diversion in Healthcare Workers
Pamela Letzkus Senior Director, Pharmacy, Scripps Health
Lisa M. Thakur, FACHE Corporate Senior Vice President, Ancillary Operations, Scripps Health

40A Market-Driven Rebranding and Reorganizing of Primary Care
Thomas A. Charland CEO, Merchant Medicine LLC
Zeev Neuwirth, MD Chief Clinical Executive, Care Transformation and Strategic Services, Atrium Health
Managing the Tides: Navigating Your Way to High Reliability
Christopher Rees, FACHE Vice President, Clinical Transformation, Tidelands Health
Laura Sousa Manager, Clinical Risk Management, Tidelands Health
Ashton S. Roberts Manager, Medical Staff Office, Tidelands Health
Gregory W. Nobles Patient Safety Officer, Tidelands Health

Improving Ambulatory Patient Access Through a Comprehensive Model
Michael A. O’Connell, FACHE Senior Vice President, Stanford Health Care
Hilary Garrigan Senior Administrator, University Medical Partners, Stanford Health Care

Practical Guidance to Accelerate Change in Healthcare
Dennis R. Delisle, ScD, FACHE Vice President, Operations, Thomas Jefferson University & Hospitals
Brian E. Sweeney, FACHE COO, Thomas Jefferson University & Hospitals

Optimizing Staffing Across 450 EDs: The Science Behind Lean Staffing Optimization and the Art of Implementing Broad-Scale Change
Jody Crane, MD CMO, TeamHealth
Matt Ledges, MD Vice President, Clinical Analytics/Regional Medical Director, TeamHealth
Todd Bethel Regional Clinical Analytics Director, Emergency Medicine Southeast Group/Facility Medical Director, TeamHealth

Medicare Advantage 101: Lessons Learned From a Provider-Sponsored Health Plan
Edward M. Rafalski, PhD, FACHE Senior Vice President/Chief Strategy and Marketing Officer, BayCare Health System
Kristy Croom Tucker Director, Marketing Health Plans, BayCare Health System
Patrick Cimino, MD, BayCare Solutions, BayCare Health System

Leadership to Drive Safety, Quality and Experience Across the Continuum
Christy J. Dempsey, RN CNO, Press Ganey Associates Inc.

New Strategies in Service-Line Co-Management: Case Studies of Turning Conflict Into Partnering
Paul DePriest, MD Executive Vice President/COO, Baptist Memorial Health Care Corporation
Richard A. Sheff, MD CMO, The Greeley Company
Thomas Anthony Senior Partner, Frost Brown Todd

Leveraging Payer and Provider Partnerships: Innovative Approaches to Addressing Complex Patients
John “Jack” Lynch III, FACHE President/CEO, Main Line Health
Phillip D. Robinson, FACHE President, Lankenau Medical Center, Main Line Health
Chinwe Onyekere System Director, Health Equity & Graduate Medical Education, Lankenau Medical Center, Main Line Health
Shonalie Roberts Program Administrator, Medical Student Advocate Program and Health Equity, Lankenau Medical Center, Main Line Health

The Pivotal Role of the Chief Medical Informatics Officer in the Ever-Changing Landscape of Healthcare Finance
Tinu Tadese, MD Chief Medical Informatics Officer, Lake Health System

Transforming Your Organization to Accelerate and Sustain Profitability Growth
Richard J. Henley, FACHE Managing Director, ViciPartners

The Basics of Grassroots Advocacy
Erik Rasmussen Vice President, Advocacy, American Hospital Association

The Next Life Chapter: Reinvention, Not Retirement
Ann S. Blouin, PhD, RN, FACHE President/CEO, PSQ Advisory
Rhonda M. Anderson, DNSc, RN, LFACHE President, RMA Consulting
Peter W. Butler Professor/Chairman, Department of Health Systems Management, Rush University

Please visit ache.org/Congress for current listing of seminar descriptions and learning objectives.
8:45 a.m.–12:00 p.m.: Seminars 53–56 3.0 credit hours each
(Seminars 53–56 are held at the Swissôtel Chicago.)

53  Governance Forum: Taking the Leap Toward Exceptional and Courageous Board Governance and Leadership
    J. Larry Tyler, FACHE, FHFMA, CMPE Chairperson/CEO, Practical Governance Group
    Frank D. Byrne, MD, FACHE, FACPE Associate, Practical Governance Group/President Emeritus/Foundation Board Member, SSM Health St. Mary’s Hospital

54  Responding to Patient Harm: The Case for CANDOR
    Timothy McDonald Director, Center for Open and Honest Communication
    Martin J. Hatlie, JD Co-Director, MedStar Institute for Quality and Safety
    Barbara Pelletreau, RN Patient Safety Officer, CommonSpirit Health
    Jack Gentry Patient Advocate, MedStar Health
    Teresa Gentry Patient Advocate, MedStar Health

55  How to Operationalize and Contract for Population Health
    Jonathan Burroughs, MD, FACHE President/CEO, The Burroughs Healthcare Consulting Network Inc.

56  Diversity Candidates’ Journeys to the C-Suite: A Practical Approach
    Raul H. Zambrano, MD, FACHE CMO, Lutheran Hospital
    Lily Henson, MD, FACHE Medical Director, General Neurology, Swedish Neuroscience Institute
    Larry D. Chadwick, FACHE Strategic Healthcare Operational Leader
    Sally A. Hurt-Deitch, RN, FACHE CNO, Tenet Healthcare Corporation
    Paula Autrey CEO, Lutheran Hospital

10:00 a.m.–3:00 p.m.: Volunteer Event (See Page 38 for information)

10:45 a.m.–12:15 p.m.: Seminars 39B–50B 1.5 credit hours each
(See Pages 17–18 for session titles and faculty; please keep in mind that A/B seminars are identical/repeated sessions held at different times.)

10:45 a.m.–12:15 p.m.: Seminars 57X–58X 1.5 credit hours each

57X  A Systems-Based Approach to Improving Diagnostic Quality and Safety
    M. Suz Schrandt, JD Senior Patient Engagement Adviser, Society to Improve Diagnosis in Medicine
    Harry Hoar III, MD Associate Designated Institutional Official, Baystate Medical Center

58X  Creating Greater Gender Diversity in Healthcare Leadership Circles
    Gayle L. Capozzalo, FACHE Executive Director, The Equity Collaborative, The Carol Emmott Foundation
    Mike Apkon, MD, PhD President/CEO, Tufts Medical Center and Floating Hospital for Children
    Joanne Conroy, MD CEO/President, Dartmouth-Hitchcock and Dartmouth-Hitchcock Health
    Gina L. Calder, FACHE Administrator, Yale New Haven Health System/Chief Medical Officer, Bridgeport Hospital
    Jhaymee Wilson Tynan, FACHE Assistant Vice President, Integration, Atrium Health
    Stephanie S. McCutcheon, FACHE CEO, Health Employer Exchange

ACHE Is Your Career Partner
ACHE is here to help advance your career. Take advantage of some of the many career development programs offered at Congress. See Pages 39–40 for more information on offerings from ACHE’s Career Resource Center.
10:45 a.m.–12:15 p.m.: Change Management Leadership Assessment (See Page 39 for information)

10:45 a.m.–12:15 p.m.: Executive Search in Healthcare: Tips for Working With a Search Firm (See Page 39 for information)

10:45 a.m.–12:15 p.m.: Masters Series Session 3

Masters of Innovation

Ninfa M. Saunders, PhD, FACHE President/CEO, Navicent Health
Marc L. Boom, MD, FACHE, FACP President/CEO, Houston Methodist

Join two healthcare leaders recognized for employing innovation in their strategies and operations to improve patient outcomes, engage their staff and clinicians, and provide more efficient and positive results. Gain lessons learned from their systems’ success stories that can be employed in your healthcare setting.

10:45 a.m.–12:15 p.m.: CEO Circle Session

Fog, Focus and Future

Alan S. Kaplan, MD, FACHE CEO, UWHealth

The pace of industry disruption, the flood of information about its implications and the pressure to respond with innovation can force CEOs to choose between maintaining the status quo or investing in uncertainty. Join Dr. Kaplan in exploring strategies for sifting through the disruptions, creating organizational focus and guiding healthcare organizations through transformational change. This program is only open to CEO Circle members and hospital CEOs. CEO Circle members may attend this session free of charge; CEOs who are not CEO Circle members may attend for a fee of $185, which may be applied toward CEO Circle membership. For information on joining CEO Circle, call (312) 424-9328 or visit the Member Center area of ache.org and click on the CEO Circle link. This session is approved for 1.5 ACHE Face-to-Face Education credits but does not count against the 9 CEUs included in the basic registration fee.

12:30–2:00 p.m.: Malcolm T. MacEachern Memorial Lecture and Luncheon

The Politics of Healthcare

Ronald Brownstein Senior Editor, The Atlantic/Senior Political Analyst, CNN/Contributing Editor, National Journal

Join Mr. Brownstein to gain insights into how changes in federal and state policy will remake the healthcare landscape and how the 2020 election is shaping these policies. This lecture is supported by the Alumni Association of the Graduate Program in Health Industry Management of Northwestern University.

Awards Presented: Immediate Past Chapter Presidents Recognition; Award for Chapter Excellence; Robert S. Hudgens Memorial Award The Hudgens Award is sponsored by the Alumni/ae Association of the Department of Health Administration at Virginia Commonwealth University.

2:15–3:15 p.m.: Advancement Information Session: Advancing to Fellow (See Page 38 for information)

Smile! Executive Portraits Taken at Congress

Need a new headshot? ACHE will have a professional photographer available to take photos on Tuesday and Wednesday during Congress at select times. See the on-site program, available in 2020, for more details. Images will be available within 24 hours. ACHE is proud to offer Congress attendees this complimentary service.
2:15–3:15 p.m.: Seminars 59H–61H 1.0 credit hour each—NEW!

59H The Business Case for Diversity
Joanne Conroy, MD CEO/President, Dartmouth-Hitchcock and Dartmouth-Hitchcock Health

60H Five Key Skills to Achieve Margin Improvement Through Middle Management Development
Lynn M. Torossian, FACHE Founder/Chief Executive Coach, LMT Executive Advisors LLC
Robert Folden Vice President/COO, Mercy Medical Center Redding

61H Consumerism: The Next Chapter
Joseph J. Fifer, CPA, FHFMA President/CEO, Healthcare Financial Management Association

2:15–3:45 p.m.: Seminars 62A–70A 1.5 credit hours each

62A The Role of Leadership in Implementing the National Action Plan to Prevent Healthcare Harm
Tejal K. Gandhi, MD, CPPS Chief Clinical and Safety Officer, Institute for Healthcare Improvement/Lucian Leape Institute
Sam Watson, CPPS Senior Vice President, Field Engagement, Michigan Health & Hospital Association

63A Closing the Communication Gap and Achieving Buy-In: Patients, Families and Workforce
Jennifer Volland, RN, FACHE Vice President, Program Development, NRC Health
Diane M. Drexler, DNP, RN, FACHE CNO, Yavapai Regional Medical Center

64A Primary Care Strategy: From A to Z
Anna R. Steelman, FACHE Vice President, System Strategy, RWJ Barnabas Health

65A Transitioning From Acute Care to a Federally Qualified Health Center
Dennis J. Kain, FACHE Senior Vice President, Tyler & Company Inc.
Patrick F. Mutch President/CEO, Chase Brexton Health Care
Darlene Stromstad, FACHE President/CEO, Mohawk Valley Health System

Please visit ache.org/Congress for current listing of seminar descriptions and learning objectives.
**TUESDAY**

<table>
<thead>
<tr>
<th>Session</th>
<th>Title</th>
<th>Presenters</th>
</tr>
</thead>
<tbody>
<tr>
<td>66A</td>
<td>Nobody Fights Their Own Ideas: Innovation as a Source of Engagement</td>
<td>Craig E. Deao, Managing Director/National Speaker/Author, Studer Group</td>
</tr>
<tr>
<td>67A</td>
<td>Executive Vacancies: Impact and Recovery</td>
<td>Stephen Black, FACHE, Medical Center Director/CEO, Robley Rex VA Medical Center; Elizabeth Scheu, Director, VISN 09 Behavioral Health Lab Call Center, Robley Rex VA Medical Center; Ryan Derickson, Data Scientist, National Center for Organizational Development</td>
</tr>
<tr>
<td>68A</td>
<td>Reimagining Service Lines to Achieve Strategic Growth</td>
<td>Sushil K. Bose, Associate Director, Navigant Consulting; Mike Nugent, Managing Director, Navigant Consulting; Kathy Kuhlenbeck, Vice President, Service Line Growth and Development, Banner Health</td>
</tr>
<tr>
<td>69A</td>
<td>Bending the Curve: Innovative Health Plan Collaboration to Reduce Unnecessary ED Visits and Inpatient Stays</td>
<td>Bill R. Butcher, FACHE, Regional Market Director, DispatchHealth; Dave K. Dookeeram, FACHE, Chief Administrative Officer, DispatchHealth; Laurine Tibaldi, MD, FACP, CMO, UnitedHealthcare Nevada, Utah/Health Plan of Nevada/Sierra Health and Life</td>
</tr>
<tr>
<td>70A</td>
<td>Critical Disruption: A Call to Action Using Remote Telemetry</td>
<td>Timothy R. Layman, DNP, RN, CEO/CNO, Highlands–Cashiers Medical Center; Karen S. Gorby, RN, FACHE, CEO/CNO, Angel Medical Center; Shauna Maxson, RN-BC, Clinical Professional Development Educator, HCA; Mary O. Palazzo, RN, FACHE, Director, Cardiovascular Services and Central Monitoring, HCA</td>
</tr>
</tbody>
</table>

**2:15–3:45 p.m.: Seminars 71X–72X** 1.5 credit hours each

71X | From Buzzwords to Implementation: Improving Healthcare Management Systems | Jordan Peck, PhD, Senior Director, Performance Improvement, MaineHealth; Miriam A. Leonard, FACHE, COO, Franklin Community Health Network–MaineHealth; Patricia Aprile, FACHE, COO, Southern Maine Health Care–MaineHealth; Tiffany A. Love, PhD, FACHE, Healthcare Consultant |

72X | HAP Talks: Quick Takes on What Is Happening in Healthcare Today From Health Administration Press Authors | Information about author presentations will be available at a later date. |

**2:15–4:00 p.m.: The Benchmarks® Workshop** (See Page 40 for information)

**2:15–5:30 p.m.: Seminars 73–76** 3.0 credit hours each (Seminars 73–76 are held at the Swissôtel Chicago.)

73 | Leading a Successful Multigenerational Healthcare Organization | John W. Sharpe, FACHE, VA/DOD Academic Affiliations Liaison, Office of Academic Affiliations, Veterans Health Administration, Department of Veterans Affairs; Adam C. Walmus, FACHE, CEO (Retired), Houston VA Medical Center; Ann R. Brown, FACHE, Medical Center Director/CEO, Atlanta VA Healthcare System; Deborah Ludke, National Operations Officer, Advanced Fellowships and Professional Development, Office of Academic Affiliations, Veterans Health Administration, Department of Veterans Affairs; Tiffany C. Jennings, Innovation Manager/Patient Experience Officer, Southern Arizona VA Health Care System; Zachary Myers, MHA Student, Virginia Commonwealth University |

74 | Superior Productivity in Healthcare Organizations: How to Get It, How to Keep It | Paul A. Fogel, President, Executive Information Systems Inc.; Amanda Hullet, RN, CNO, Hutchinson Regional Healthcare System |

75 | CEO Governance Roundtable | This session is open only to CEOs of healthcare provider organizations. | J. Larry Tyler, FACHE, FHFA, CMPE, Chairman/CEO, Practical Governance Group; Errol L. Biggs, PhD, FACHE, Director, Graduate Programs in Health Administration/Director, Center for Health Administration, University of Colorado Denver |
2:45 p.m.: Nominating Committee Meeting Open Session (See Page 38 for information)

3:30–4:30 p.m.: Seminars 77H–79H 1.0 credit hour each—NEW!
77H Developing a High-Quality and High-Value Pharmacy Services Model of Care
   Kathleen Pawlicki, FASHP Vice President/Chief Pharmacist, Beaumont Health/President, American Society of Health-System Pharmacists

78H Rural Hospitals: Moving From Surviving to Thriving
   Tim J. Alba, FACHE Partner, Caldwell Butler & Associates LLC
   Will E. Flett Operational Finance Officer, Avera Queen of Peace

79H Navigating Health Ecosystem Risks to Harness the Rewards for the Future of Healthcare
   Harold “Hal” Wolf III President/CEO, Healthcare Information and Management Systems Society

4:15–5:45 p.m.: Seminars 62B–70B 1.5 credit hours each
(See Pages 21–22 for session titles and faculty; please keep in mind that A/B seminars are identical/repeated sessions held at different times.)

4:15–5:45 p.m.: Seminars 80X–81X 1.5 credit hours each
80X ACHE Senior Executive Program and Executive Program Innovations
   2019 Senior Executive Program and Executive Program Innovation winners to be announced at a later date.

81X So You Want to Be a Healthcare Consultant
   Moderator: Scott A. Mason, DPA, FACHE Managing Partner, SKM Enterprises LLC
   Julie Hamilton, FACHE Managing Director, Deloitte & Touche
   Kim A. King, FACHE Founder/President, Strategy Advantage
   Richard D. Lopez, FACHE Vice President, inSight Advisory Services, HealthTrust Workforce Solutions
   David A. Tapia, FACHE, FHIMSS Senior Consultant/Founder, Exegete Healthcare International LLC

4:45–5:45 p.m.: Seminars 82H–84H 1.0 credit hour each—NEW!
82H Addressing Social Determinants of Health Through Community Hiring
   Darrell K. Terry Sr., FACHE President/CEO, Newark Beth Israel Medical Center and Children’s Hospital of New Jersey
   Myra Norton President/COO, Arena

83H Mentoring Lessons From the International Hospital Federation
   Risto Miettunen, DrMedSc CEO, Kuopio University Hospital/President, International Hospital Federation
   Rulon F. Stacey, PhD, FACHE Managing Director, Navigant Consulting/Chair, CEO Circle, International Hospital Federation

84H Key Ingredients for Successful Innovation Partnerships
   Steven Collens CEO, MATTER
   Mike Rodgers Vice President, Commercial Innovation, Advocate Aurora Health
   Adeel Malik CEO, Clearstep

5:45–6:45 p.m.: Healthcare Consultants Forum Networking Reception (See Page 37 for information)

5:45–6:45 p.m.: International Networking Reception (See Page 37 for information)

5:45–6:45 p.m.: Physician Executives Forum Networking Reception (See Page 37 for information)

7:00–8:00 p.m.: Joint Federal Sector Awards and Networking Reception (See Page 37 for information)
6:00–7:30 a.m.: Annual Fun Run/Walk (See Page 38 for information)

7:00–8:30 a.m.: Wednesday Hot Topic Session 1

**Employer Perspectives: Walmart and Direct Provider Partnerships for Superior Employee Health**

**Lisa Woods** *Senior Director, U.S. Strategy & Design of Benefits*, Walmart Stores Inc.

Join the conversation with the largest private employer in the United States offering alternative solutions to the delivery of value-based care. Learn Walmart's strategy for Centers of Excellence, narrow network plans and direct contracting with accountable care organizations to deliver superior employee health outcomes.

Award Presented: Dean Conley Award

7:00–8:30 a.m.: Wednesday Hot Topic Session 2

**Focus on Safety in Ambulatory Care: A Growing Need for Safe, Effective Care**

**Tejal K. Gandhi, MD, CPPS** *Chief Clinical and Safety Officer*, Institute for Healthcare Improvement/Lucian Leape Institute

**Mark P. Jarrett, MD** *Senior Vice President/Chief Quality Officer/Associate Chief Medical Officer*, Northwell Health

Options for ambulatory care are rapidly expanding. During this session, Dr. Gandhi and Dr. Jarrett will provide participants with a clear understanding of the specific safety issues present in ambulatory care and practical tactics and tools to improve them.

Award Presented: Edgar C. Hayhow Award

7:00–8:30 a.m.: Thomas C. Dolan Diversity Address and Breakfast

**The Role of Health Systems in Advancing Equity**

**Amy Reid** *Director*, Institute for Healthcare Improvement

Healthcare organizations have a critical role to play improving health equity for their employees, patients and communities. Join Ms. Reid to examine the IHI five-component framework to guide health systems in their efforts to improve health equity.

7:00–8:30 a.m.: Networking Roundtable Breakfasts (See Page 37 for information)

8:45–10:15 a.m.: Richard J. Stull Student Essay Competition: Finalists' Presentations
(See Page 38 for information)

8:45–10:15 a.m.: Seminars 85X–97X 1.5 credit hours each

**85X**

**Driving Systemization and Regionalization of Healthcare Philanthropy**

**Betsy C. Taylor** *President*, Accordant Philanthropy

**86X**

**Leveraging Pharmacist Providers to Increase Access: Strategies for Success in Team-Based Models of Care**

**Linda L. Kight, FACHE** *Health Systems Specialist*, Department of Veterans Affairs

**Heather Ourth** *National Pharmacy Benefits Management Program Manager*, Department of Veterans Affairs

**Julie Groppi** *National Pharmacy Benefits Management Program Manager*, Department of Veterans Affairs

Please visit ache.org/Congress for current listing of seminar descriptions and learning objectives.
Interoperability and the 21st Century Cures Act Imperative: The Advantages of Interoperability Advancements for Health Systems
Nicole Antonson Vice President, Product Management Identity and CommonWell Services, Change Healthcare

Training Physicians to Lead in Quality and Safety
Willie H. Oglesby III, PhD, FACHE Interim Dean, Jefferson College of Population Health, Thomas Jefferson University
Mary Reich Cooper, MD, JD Program Director, Healthcare Quality and Safety, Jefferson College of Population Health, Thomas Jefferson University

Online Communities: A Health System Achieves Fast, Comprehensive Solutions to Healthcare Issues
Edward M. Rafalski, PhD, FACHE Senior Vice President/Chief Strategy and Marketing Officer, BayCare Health System
Brian Curtiss Director, Marketing, BayCare Health System
Reid Yoder Special Projects Strategist, BayCare Health System

The Digital Imperative for Healthcare: Leading the Innovation Revolution
Eric Langshur CEO/Co-Founder, AVIA
Cathy Jacobsen President/CEO, Froedtert Health

CEO Panel on Successful and Unsuccessful Margin Improvement Approaches
Patty M. White, RN, FACHE Former CEO, St. Joseph’s Hospital & Medical Center/Consultant, Dignity Health
Larkin Kennedy, FACHE President/CEO, Rush Health Systems
Todd Smith CEO, Mercy Medical Center Redding

Building Successful Payer/Provider Relationships
Matthew Penziner Executive Director, NYUPN Clinically Integrated Network
Tushar Mehrotra Senior Vice President, Analytics, Optum Advisory Services
Jay Hazelrigs Vice President, OptumInsight

Training the Systems Citizen: The Impact of Health Systems Science on Medical Education
Kevin Heckman Director, Product Development, American Medical Association
Luan Lawson, MD Assistant Dean, Curriculum, Assessment and Clinical Academic Affairs, Brody School of Medicine, East Carolina University

Transforming Our People Strategies: Innovative Approaches From Leading Health Systems
Andrew N. Garman, PsyD Professor, Rush University
Dick Argyss Senior Vice President/Chief Administrative Officer, Boston Children’s Hospital
Jeanne Armentrout Executive Vice President/Chief Administrative Officer, Carillion Clinic
Robert Riney President, Healthcare Operations/COO, Henry Ford Health System

Physician Leadership? Greatly Needed
Moderator: Carson F. Dye, FACHE President/CEO, Exceptional Leadership LLC
Marci Moore-Connelly, MD Senior Vice President/CMO, Southern Illinois Healthcare
Kathleen L. Forbes, MD Executive Vice President, Academic Group, Methodist Le Bonheur Healthcare
Raul H. Zambrano, MD, FACHE CMO, Lutheran Hospital

Cybersecurity Essentials for Healthcare Executives
Theresa Meadows, RN, FACHE, FCHIME Senior Vice President/CIO, Cook Children’s Health Care System
Stanley David, FACHE COO, Cook Children’s Health Care System

Looking for a specific topic? Visit ache.org/Congress to find sessions focused on care delivery, diversity and inclusion, leadership, business operations, and patient safety and quality
8:45 a.m.–12:00 p.m.: Seminars 98–101 3.0 credit hours each
(Seminars 98–101 are held at the Swissôtel Chicago.)

98  Being at the Table: Your Emerging Executive Presence
    Kevin E. O’Connor Consultant, Kevin E O’Connor & Associates Ltd.

99  Transitioning From Military to Civilian Healthcare
    J. Larry Tyler, FACHE, FHFMA, CMPE Chairman/CEO, Practical Governance Group
    Christopher L. Morgan, FACHE CEO, Health Strategies LLC

100 Using Robust Process Improvement to Facilitate Change and Transform Your Culture
    Dawn Allbee Executive Director, Customer Engagement, Joint Commission Center for Transforming Healthcare
    Anna tenNapel Vice President, Care Management and Performance Improvement, Catholic Health Services of Long Island

101 Making the Business Case for Value: Integrating Quality and Finance
    Richard J. Priore, ScD, FACHE President/CEO, Excelsior HealthCare Group/Senior Research Fellow, University of Minnesota

8:45 a.m.–12:15 p.m. Executive Job Search Workshop (See Page 40 for information)

9:00–10:00 a.m.: Advancement Information Session: Advancing to Fellow (See Page 38 for information)

10:00 a.m.–3:00 p.m.: Volunteer Event (See Page 38 for information)

10:45–11:45 a.m.: Seminars 102H–104H 1.0 credit hour each—NEW!

102H Patient Blood Management: Low-Hanging Fruit to Improve Quality and Promote Safety While Saving Millions
    Pierre Tibi, MD Chair, Cardiovascular Medicine, Yavapai Regional Medical Center/President, Phoenix Cardiac Surgery/President, Society for the Advancement of Blood Management
    Diane M. Drexler, DNP, RN, FACHE CNO, Yavapai Regional Medical Center

103H Perioperative Brain Health Initiative: Update and Implementation Strategies
    Lee A. Fleisher, MD Robert Dunning Dripps Professor/Chair, Department of Anesthesiology and Critical Care, University of Pennsylvania Perelman School of Medicine
    Carol Peden, MD Professor, Clinical Anesthesiology/Director, Center for Health Systems Innovation, Keck School of Medicine, University of Southern California

104H Growing Canadian Health Leadership Momentum Through LEADS
    Alain Doucet President/CEO, Canadian College of Health Leaders
    Graham Dickson, PhD Co-Founder, LEADS/Research Adviser, Canadian Health Leadership Network/Canadian Society of Physician Leaders
    Brenda Lammi Vice President, Professional and Leadership Development, Canadian College of Health Leaders

If for any reason a Congress seminar does not meet your expectations, you may receive a refund for that seminar or attend another Congress seminar.
10:45 a.m.–12:15 p.m.: Job Interviewing Skills—Student and Early Careerist Session (See Page 40 for information)

10:45 a.m.–12:15 p.m.: Seminars 105A–114A 1.5 credit hours each

105A  Best Practices in LGBTQ+ Inclusion: Lessons Learned From Leaders in Healthcare Equality
   Stephan Davis, DNP, FACHE  Clinical Assistant Professor, Georgia State University/Founder/Principal, illuminant
   Kenneth R. White, PhD, RN, FACHE  Associate Dean, Strategic Partnerships and Innovation, University of Virginia

106A  Strategies, Marketing and Policy for Virtual Urgent Care
   Attila J. Hertelendy, PhD  Assistant Professor, Florida International University
   Cynthia M. LeRouge, PhD  Associate Professor/Director, Florida International University
   Ryan Sterling  Doctoral Candidate, University of Washington

107A  Collaborative Physician Engagement for Global Performance Evolution
   Douglas Monroe, MD  Founding Collaborator, Healthcare Advisory Collaborative
   Khalid Almoosa, MD  Vice President/CMO, Memorial Hermann Cypress and Katy Hospitals
   Jessica J. Rivas, RN, FACHE  Vice President/COO, Memorial Hermann Cypress

108A  Leveraging Artificial Intelligence to Improve Quality of Care
   Hassan Tetteh, MD, FACHE  Captain, Medical Corps, U.S. Navy/Health Mission Chief, Join Artificial Intelligence Center, Department of Defense

109A  Redefining Health Access and Addressing Social Determinants of Health: A Panel Discussion With a Leading Payer
   Scott B. Ransom, DO, FACHE  Partner, PwC | Strategy&
   Nicole J. Cooper, DrPH  Vice President, Social Responsibility, UnitedHealthcare
   Jeffrey Brenner  Senior Vice President, Clinical Redesign, UnitedHealthcare Community & State, UnitedHealthcare
   Shelia Shapiro  Senior Vice President, National Strategic Partnerships, Clinical Services, UnitedHealthcare

110A  Rethinking the Acute Care Delivery Model From a Financial Sustainability and Patient and Staff Benefit Perspective
   Gary S. DiPersi, RN, FACHE  System Director, Nursing Operations & Performance Improvement, CHRISTUS Health
   Debi Pasley, RN  System Senior Vice President/CNO, CHRISTUS Health

111A  How to Realize the Full Value Potential of Your Advanced Practice Providers
   Debra A. Albert, RN, NEA-BC  Senior Vice President, Patient Care Services/CNO, University of Chicago Medicine
   Catherine G. Brown, CRNP, FNP-BC  Associate Vice President, Advanced Practice Providers, UAB Medicine
   Melissa McCain  Director/Practice Leader, Clinical Management/Patient Engagement and Access, The Chartis Group
   Akofa Bonsi  Engagement Manager, The Chartis Group

112A  Improving Clinical Outcomes Through Culture Change
   Carey H. Gallagher, FACHE  Principal, CFAR
   Patrick J. Brennan, MD  CMO/Senior Vice President, University of Pennsylvania Health System
   Michael Acker, MD  Chief, Division of Cardiovascular Surgery/Director, Penn Medicine Heart/Vascular Center
   Julian Johnson  Professorship of Cardiothoracic Surgery, University of Pennsylvania Health System
   LuAnn Y. Brady  COO, Hospital of the University of Pennsylvania

113A  How PA/NP Onboarding Impacts Organizational Finances
   Andrea Lowe, PA-C  Director, Employer Strategy/Director, CHLM, American Academy of PAs
   Christopher J. Anderson, PA-C  Director, Advanced Practice Providers, Memorial Sloan Kettering Cancer Center

114A  Advancing Ethical Leadership in Today’s Healthcare Climate
   Jason Lesandrini  Associate Vice President, Ethics, Advance Care Planning & Spiritual Health, WellStar Health System
   Carrie Owen Plietz, FACHE  Executive Vice President/COO, Hospital Division, WellStar Health System

Please visit ache.org/Congress for current listing of seminar descriptions and learning objectives.
2:15–3:45 p.m.: Conflict Management Assessment (See Page 40 for information)

2:15–3:45 p.m.: Job Interviewing Skills—Senior-Level Healthcare Executive Session (See Page 40 for information)

2:15–3:45 p.m.: Seminars 105B–114B 1.5 credit hours each (See Page 27 for session titles and faculty; please keep in mind that A/B seminars are identical/repeated sessions held at different times.)

2:15–5:30 p.m.: Employment Opportunities in the Federal Sector (See Page 40 for information)

4:15–5:45 p.m.: Seminars 115X–124X 1.5 credit hours each

115X  Getting (and Keeping) Patients Home Through Vertical Care Integration
  Julie R. Idoine-Fries, FACHE CEO, Select Specialty Hospital, Select Medical/Cleveland Fairhill
  Chad Tuttle President, Spectrum Health Continuing Care
  David Key Senior Vice President, Operational Solutions, Select Medical

116X  Growing Physician Leaders: A Military Construct for Civilian Organizations
  CPT Brian F. Turner, FACHE Administrator, Department of Surgery, Brooke Army Medical Center
  COL Dean H. Hommer, MD, FACHE CMO, William Beaumont Army Medical Center

117X  Challenges in Forming Successful International Joint Ventures: The Importance of Culture
  John Osborn Operations Administrator, Mayo Clinic
  Andrew Parks Regional Operations Manager, Europe/U.K., Mayo Clinic

Please visit ache.org/Congress for current listing of seminar descriptions and learning objectives.
One Organization’s EasyPass Membership Program: Delivering Patient Satisfaction, Competitive Advantage and Population Health
Edward M. Rafalski, PhD, FACHE Senior Vice President/Chief Strategy and Marketing Officer, BayCare Health System
Reid Yoder Special Projects Strategist, BayCare Health System
Brian Curtiss Director, Marketing, BayCare Health System

Human Trafficking: A Hospital's Call to Action in Identifying and Supporting Victims
Kimberley M. DuBose, FACHE Operations Manager, Emergency Services, Houston Methodist Hospital
Johnie Leonard, RN Nursing Director, Houston Methodist Hospital System
Laura Castellanos Associate Director, American Hospital Association

More Than a Call Center: Creating a Family-Centric Experience to Increase Access and Revenue
Connie S. Lee, FACHE Director, The Appointment Center, Children's Hospital Los Angeles
Christine Snell Manager, Children’s Hospital Los Angeles
Scott Lieberenz, CPA Senior Vice President/CFO, Children’s Hospital Los Angeles

The Value of the In-System Laboratory in Today’s Healthcare Environment
Gabrielle M. Cummings, FACHE President, Highland Park Hospital, NorthShore University HealthSystem
Karen Kaul, MD, PhD Chair, Department of Pathology and Laboratory Medicine, NorthShore University HealthSystem

The Next Frontier: Evidence-Based Care Under Value-Based Contracts
Moderator: Tom Merrill Manager, ACLC, Leavitt Partners
Ursula Wright, RN Vice President, Care Redesign and Optimization, Mercy Health System
Laura Cullen, DNP, RN Evidence-Based Practice Scientist, University of Iowa Hospitals and Clinics

Turning EHR Resistors Into Champions
Gina Altieri Senior Vice President, Corporate Services/Chief Strategy Officer, Nemours Children’s Health System
David West, MD Director, Health IT, Nemours Children’s Health System

Addressing the Opiate Crisis: ALTO and ERAS—Novel Approaches to Avoiding Narcotics
Diku Mandavia, MD Senior Vice President/CMO, FUJIFILM Healthcare
Mark Rosenberg, MD Chairman, Emergency Medicine, St. Joseph’s Healthcare System
Alexis LaPietra, DO Director, Emergency Medicine Addiction & Mental Health Fellowship, St. Joseph’s Healthcare System
Theresa Bowling, MD Assistant Professor, Anesthesiology, Netter School of Medicine, Quinnipiac University

6:15–7:15 p.m.: Wednesday Congress Networking Reception (See Page 37 for information)

ACHE Social Responsibility
In 2009, ACHE became one of the Pioneer Signatories of the Global Principles for Socially Responsible Associations and Nonprofits sponsored by the American Society of Association Executives. The six voluntary principles cover: responsible advocacy; environmental and economic sustainability; public protection—ethics, self-regulation and human rights; diversity; philanthropic/community service; and leadership.

With this commitment, ACHE will advance these principles throughout every level of the organization and broadly within its sphere of influence. At the 2020 Congress, where leadership is the essence of the gathering, the principles of environmental sustainability and community service will be especially evident.
8:45–10:15 a.m.: Seminars 125X–131X  1.5 credit hours each
125X  Rapid Budget Variance Response for the C-Suite: Improving the Productivity System From Excuses to Rapid Action
   Chip Caldwell, FACHE  Chairman, Caldwell Butler & Associates LLC  
   Alan Dial Jr.  President, Nexus Process Engineering LLC  
   Mark F. Slyter, FACHE  CEO, Dignity East Valley Health System

126X  Integrate and Co-Create: Bridging Connections for Growth and Value
   Jennifer Weiss Wilkerson, FACHE  Chief Strategy Officer, Sheppard Pratt Health System  
   Holly A. Sullivan  Senior Director, Strategic Marketing, Spectrum Health

127X  Wrongful Death or Wrongful Life: Is Your Hospital at Risk?
   M. Jane Markley, RN, FACHE  President, M. Jane Markley Consulting LLC  
   Ferdinando Mirarchi, DO  Medical Director, Emergency Department, University of Pittsburgh Medical Center–Hamot  
   Nathan Kottkamp  Senior Counsel, McGuireWoods LLC

128X  Inpatient Rehabilitation Facilities Partnering With Acute Care to Maximize Patient Flow and Value-Based Efficiencies
   Michael Tsang  Director, Operations, Rusk Rehabilitation, NYU Langone Health  
   Kate Parkin  Senior Director, Rehabilitation Therapy Services, NYU Langone Health

129X  Encouraging Excellence Through a Coaching Model of Leadership
   Stefanie Simmons  Vice President, Patient and Clinician Engagement, Envision Physician Services  
   Susan Kheder  Executive Director (Retired), Patient and Community Engagement, Saint Joseph Mercy Health System/Co-Owner, FASK Consulting

130X  The Board and CEO Relationship: The First 120 Days
   Kimberly A. Russel, FACHE  President/CEO, Bryan Health

131X  Creating a Culture of Engaged Mid-Level Leadership
   Catherine Z. Baumgardner, PhD, FACHE  Associate Teaching Professor, The Pennsylvania State University  
   Elyce M. Wolfgang  Director, Imaging Services, WellSpan York Hospital

8:45 a.m.–12:00 p.m.: Seminars 132–135  3.0 credit hours each
132  Using the Baldrige Performance Excellence and ISO 9001 Frameworks to Thrive in Uncertain Times
   Denise Haynes, RN  Performance Excellence Consulting, Quiet Excellence  
   Kenneth Maxik  Director, Patient Safety, CompleteRx Ltd.  
   Maureen M. Washburn, FACHE  Program Development and Certification, DNV GL Healthcare
Inspiring and Leading Change in Turbulent Times: Agility and Resilience in Healthcare Leadership
Amer Kaissi, PhD Professor, Healthcare Administration, Trinity University/Author/Executive Coach

Innovations in Healthcare Disaster Preparedness and Response: The Regional Disaster Health Response System and Healthcare’s Role in Preparedness
David J. Reisman, FACHE Executive Director, Emergency Preparedness/Associate Director, Center for Disaster Medicine/Senior Administrative Director, Department of Emergency Medicine, Massachusetts General Hospital
Jack Herrmann Acting Director, National Healthcare Preparedness Programs, Office of the Assistant Secretary for Preparedness and Response, U.S. Department of Health and Human Services

Building a Center for Innovation and an Innovative Culture in a Health System
Robert L. Schwartz, PhD, FACHE Executive Vice President/Chief Innovation Officer, Chief Executive Officer, Houston Methodist
LeTesha D. Montgomery, RN, FACHE Vice President, Operations and Patient Access, Houston Methodist
Kenneth Letkeman Senior Vice President/CIO, Houston Methodist
Thomas Vernon Vice President, Talent and Experience, Houston Methodist
Murat Uralkan Innovation Program Manager, Houston Methodist

9:00–10:00 a.m.: Give Your Resume a Competitive Edge (See Page 40 for information)

10:45 a.m.–12:15 p.m.: Seminars 136X–142X 1.5 credit hours each

136X Redesigning Peer Review: Making an IMPACT
Tommy Ibrahim, MD, FACHE Executive Vice President/Chief Physician Executive, INTEGRIS Health
Michael Thompson Vice President, Provider Services & Integration, INTEGRIS Health
Mendy A. Koscinski System Director, Provider Services and Integration, INTEGRIS Health

137X Planting the Seeds of Healthcare Leadership in Our Future Physicians: Methods to Our Madness?
Robert D. Barraco, MD Chief Academic Officer, Lehigh Valley Health Network
Thomas V. Whalen, MD, FACHE Executive Vice President/CMO, Lehigh Valley Health Network
David Musick, PhD Professor, Internal Medicine/Associate Dean, Faculty Affairs, School of Medicine, Virginia Tech Carilion

138X Using Diversity and Inclusion Models to Improve Access to Healthcare for the Aging and Persons With Disabilities
Theresa L. Flanders, FACHE Manager, Provider Network Performance, Centene
Tanya Demirjian Supervisor, Physical Accessibility Review, Health Net of California

139X Clinical Optimization: One Health System’s Approach to Integration
Patrick J. Briody System Director, Integration, Rochester Regional Health
James P. Williams Vice President, Integration, Rochester Regional Health
Hiloni M. Bhavsar, MD Associate Medical Director, Quality and Safety, Rochester General Hospital

140X Current and Future Challenges and Opportunities in Nuclear Medicine
Johannes Czernin, MD Professor/Vice Chair, Department of Molecular and Medical Pharmacology, University of California, Los Angeles
Richard D. Johnson, FACHE Administrator, Imaging Services, The Ohio State University Wexner Medical Center
Bradley A. Reed Senior Director, Diagnostic Imaging Services and School of Medicine (Radiology), Oregon Health & Science University
Michael Vinzenz Knopp Professor, Radiology/Novartis Chair of Imaging Research, The Ohio State University Wexner Medical Center

141X Building Data Capacity for Population Health: Cross-Sector Data Linkages and Longitudinal Patient Records
Pradeep S.B. Podila, PhD, FACHE Public Health Informatics Fellow, Centers for Disease Control and Prevention
Arthur Davidson, MD Advanced Physician/Researcher, Denver Public Health
Raymond King, PhD Epidemiologist/Informaticist, Centers for Disease Control and Prevention
Kenneth Scott, PhD Epidemiologist, Denver Public Health
Dawn Heisey-Grove Principal Epidemiologist, MITRE Corporation

142X Achieving Meaningful ROI in the Pay-for-Performance Era Through Data Analytics and Lean Six Sigma
Sapan S. Desai, MD, PhD CEO, Surgisphere Corporation
Congress includes special sessions specifically designed to meet the needs of Student Associates. Student Associates registering for Congress will have the opportunity to interact with both senior executives and other students through a variety of events and educational sessions. A panel of undergraduate and graduate program directors and students selected the seminars that comprise the Student Track.

Student Associates may attend the Student Track for $644, including one luncheon, or they can attend the Student Track without a luncheon for only $549. Student Associates also may select the basic Congress registration fee of $1,449 instead of the Student Track.

The Student Track includes:
- The Opening Session and one Hot Topic Session OR two Hot Topic Sessions
- 9 ACHE Face-to-Face Education credits’ worth of seminars (either Student Track seminars on Monday and Tuesday or numbered seminars offered on Wednesday and Thursday; all Student Track seminars are worth 1.5 or 3.0 ACHE Face-to-Face Education credits)
- Student Associate Orientation
- Choice of Monday Student Associate Networking Reception OR Wednesday Congress Networking Reception
- Use of Employer Connect
- Complimentary resume review and career counseling (Registration is required)
- One Networking Roundtable Breakfast
- Complimentary continental breakfasts

Register online or use the special Student Associate registration form on ache.org/Congress. To qualify for the Student Track, you must be a Student Associate of ACHE. All numbered educational seminars for Student Associates will be held at the Fairmont Chicago, except for Seminars S04 and S05X, which will be held at the Hyatt Regency Chicago.

A Student Associate Guide will be available in 2020 on ache.org/Congress to help you enhance your on-site Congress experience.

Sunday, March 22
1:00–5:00 p.m. Employer Connect (See Page 41 for information)

Monday, March 23
7:00 a.m.–6:00 p.m. Employer Connect (See Page 41 for information)

10:00–11:30 a.m.: Student Associate Orientation
All Student Associates registered for Congress are invited to attend this orientation. Attendees will learn how to optimize their Congress experience, hear from engaged ACHE leaders and understand the benefits of their ACHE membership.

2:15–3:45 p.m.: Seminars S01A–S03A 1.5 credit hours each
S01A  Never Be Boring Again: Present Like a Pro
Kevin E. O’Connor Consultant, Kevin E O’Connor & Associates Ltd.

S02A  Six Leadership Principles for Sustaining a Continuous Improvement Culture
Eddie Perez-Ruberte Senior Lean Manager, BayCare Health System/Healthcare Transformation Leader, Areito Group
Philip S. Minden, FACHE President, St. Joseph’s Hospital–South, BayCare Health System
Javier Figueroa Performance Improvement Project Manager, BayCare Health System

S03A  A Strategic Guide for a Successful Administrative Fellowship Application
Hala M. Kershah, DDS Regional Program Manager, Kaiser Permanente
Dante Green COO, New Orleans East Hospital
Whitney Okie Administrative Fellow, Cleveland Clinic
2:15–5:30 p.m.: Seminar S04 3.0 credit hours
S04  Fundamentals of Healthcare Financial Management (Student Edition)
    Michael Nowicki, EdD, FACHE Professor, Health Administration, Texas State University
    Cristian H. Lieneck, PhD, FACHE Associate Professor, Health Administration, Texas State University

4:15–5:45 p.m.: Seminars S01B–S03B 1.5 credit hours each
(See Page 32 for session titles and faculty; please keep in mind that A/B seminars are identical/repeated sessions held at different times.)

4:15–5:45 p.m.: Seminar S05X 1.5 credit hours
S05X  The Basics of Grassroots Advocacy (Student Edition)
    Erik Rasmussen Vice President, Advocacy, American Hospital Association

6:15–7:15 p.m.: Student Associate Networking Reception
All students registered for Congress are invited to attend either the Student Associate Networking Reception or Wednesday’s Congress Networking Reception. Don’t miss your chance to connect with your healthcare peers at these evening receptions. Complimentary beverages and hors d’oeuvres will be served.

Tuesday, March 24
7:00 a.m.–5:00 p.m. Employer Connect (See Page 41 for information)

8:45–10:15 a.m.: Seminars S06A–S08A 1.5 credit hours each
S06A  Tools For a Young Professional’s Toolkit: Making the Transition From Student to Executive
    MG David A. Rubenstein, FACHE USA (Retired)/Clinical Associate Professor, Texas State University

S07A  Crisis Leadership in a Healthcare Organization
    Patrick M. Conroy, FACHE Director, Safety & Environment of Care, UC Health

S08A  Leading to Achieve High Reliability
    Eddie Perez-Ruberte Senior Lean Manager, BayCare Health System/Healthcare Transformation Leader, Areito Group

8:45–11:45 a.m. Career Advising Service (See below and Page 40 for more information)

8:45–11:45 a.m. Resume Review Service (See below and Page 39 for more information)

---

**Career Development Resources for Students**

**Resume Review Service**
Be sure to register for and take advantage of the following complimentary career development resources. Both services are available by appointment. *See Pages 39 and 40 for more information.*
- Tuesday, March 24: 8:45–11:45 a.m., 2:15–4:45 p.m.
- Wednesday, March 25: 8:45–11:45 a.m., 2:15–4:45 p.m.

**Career Advising Service**

**Job Interviewing Skills: Essential Communication Techniques for Career Management Success**

**Student and Early Careerist Session**

*See Page 40 for more information.*

Wednesday, March 25, 10:45 a.m.–12:15 p.m.

**Employer Connect**

- Sunday, March 22: 1:00–5:00 p.m.
- Monday, March 23: 7:00 a.m.–6:00 p.m.
- Tuesday, March 24: 7:00 a.m.–5:00 p.m.
- Wednesday, March 25: 7:00 a.m.–5:00 p.m.

*See Page 41 for more information.*
9:00 a.m.–12:00 p.m.: Explore Health Careers
During this event, students seeking careers in healthcare can join a panel of experts to discuss a variety of career opportunities. A demonstration of ACHE’s career management tool also will be presented.

10:45 a.m.–12:15 p.m.: Seminars S06B–S08B 1.5 credit hours each
(See Page 33 for session titles and faculty; please keep in mind that A/B seminars are identical/repeated sessions held at different times.)

2:15–3:45 p.m.: Seminars S09A–S11A 1.5 credit hours each
S09A  Developing the Next Generation of Leaders: Lessons From the First 10 Years
Laurie K. Baedke, FACHE Director, Healthcare Leadership Programs, Creighton University
Natalie D. Lamberton, FACHE CEO, Talas Harbor Healthcare

S10A  Improvisation Techniques for Healthcare Leaders: Activate, Articulate, Communicate
Kathryn W. Zavaleta, FACHE Senior Principal Health Systems Engineer, Mayo Clinic
Lori N. Scanlan-Hanson, RN Nursing Quality Specialist, Emergency Department, Mayo Clinic

S11A  Designing Innovative Team-Based Care Models: Patient-Centered Medical Homes and Neighborhoods
Mary-Ellen Piche, FACHE Healthcare Consultant

2:15–4:45 p.m. Career Advising Service (See Page 40 for more information)
2:15–4:45 p.m. Resume Review Service (See Page 39 for more information)
2:15–4:45 p.m.: Postgraduate Fellowship Career-Focused Networking
Join representatives from postgraduate fellowship sites during this networking event to learn more about possible career options available to you.

4:15–5:45 p.m.: Seminars S09B–S11B 1.5 credit hours each
(See above for session titles and faculty; please keep in mind that A/B seminars are identical/repeated sessions held at different times.)

Wednesday, March 25
7:00 a.m.–5:00 p.m. Employer Connect (See Page 41 for more information)
8:45–11:45 a.m. Career Advising Service (See Page 40 for more information)
8:45–11:45 a.m. Resume Review Service (See Page 39 for more information)
10:45 a.m.–12:15 p.m. Job Interviewing Skills: Essential Communication Techniques for Career Management Success (See Page 40 for more information)
2:15–4:45 p.m. Career Advising Service (See Page 40 for more information)
2:15–4:45 p.m. Resume Review Service (See Page 39 for more information)

Have Questions About Congress?
You can visit ache.org/Congress, email contact@ache.org or call ACHE’s Customer Service Center at (312) 424-9400, Monday–Friday, 8:00 a.m. to 5:00 p.m. Central time.
Management Innovations Poster Session
Submit your entries for the 36th Annual Management Innovations Poster Session to be held at the 2020 Congress. Please send your submission as an email attachment to PosterSessions@ache.org by Jan. 21, 2020.

Submission Criteria:
Innovations must address issues affecting your organization that might be helpful to others, including improving quality or efficiency, improving patient or physician satisfaction, uses of new technology and similar topics.

Please include the following in a brief, one-page narrative describing your poster:
- Title
- Authors
- Objective of program
- Planning/research methods
- Implementation methods, including sample sizes
- Results (e.g., cost savings, increased productivity, improved quality of care)

A chief criterion in reviewing submissions will be explicitness of the results. For example, we will want to know the dollar amount of revenues raised, degree of improvement of satisfaction scores, etc. ACHE will display selected posters during Congress. Narratives of those posters will be published in the 2020 Management Innovations booklet, which will be made available on ache.org and to poster viewers during Congress.

All accepted applicants will be expected to be available to discuss their posters Monday, March 23, 2020, between 7:00 and 8:00 a.m. Posters will be exhibited through 12:00 p.m. on Wednesday, March 25, 2020.

Please visit ache.org/CongressPosterSession for more information about the poster session. If you have any questions, please contact Elizabeth M. Villagomez, research coordinator, Department of Member Services, ACHE, at evillagomez@ache.org or (312) 424-9360.

Technology Innovations Presentations
Submit your entries for our new Technology Innovations Presentations at the 2020 Congress. Please send your submission as an email attachment to innovation@ache.org by Jan. 27, 2020.

Submission Criteria:
Innovations must apply technological or digital solutions (e.g., apps, software, automated texts, etc.) to meaningfully improve the efficiency of the organization or the effectiveness and/or access of care delivered.

Please include the following in a brief, one-page narrative describing your presentation:
- Title
- Presenter(s), professional titles and credentials, organization
- Elevator pitch for your innovation (150 words)
- Problem or situation that your innovation addresses
- Describe your innovation: What technology or resources were used? How was the process monitored/measured? What was the scope within the organization?
- Outcomes: What are outcomes for your innovation? What are the next steps? What were the lessons learned?
- Relevance: How can this innovation be applied to another organization or level of care? Is this innovation scalable, and what implications would need to be considered?

Presentation slots will be 15 minutes long, which will include at least 6 minutes for questions. A limited number of applicants will be selected for presentation. All accepted applicants will be assigned a presentation time between Monday, March 23, and Wednesday, March 25, 2020.

Please send your narrative application as an email attachment to innovation@ache.org by Jan. 27, 2020.

If you have any questions, please contact David Bartholomew, senior vice president, Learning, Department of Professional Development, ACHE, at dbartholomew@ache.org or (312) 424-9346.
Networking Orientations and Receptions

Connect with healthcare leaders from around the globe at Congress’ networking orientations and receptions. Attendance at the Monday or Wednesday Congress Networking Reception is included in your registration fee. On-site, you may purchase tickets for spouses or other guests or to an additional reception for $95 each—as space permits. Please note: The Monday Congress Networking Reception fills up quickly. Student Associates registering for the Student Track may choose either the Monday Student Associate Networking Reception or the Wednesday Congress Networking Reception.

Note: Congress Express participants may only attend the Wednesday Congress Networking Reception.

Modern Healthcare Health Care Hall of Fame Award Presentations

More information about this event will be available soon on ache.org/Congress.

Sunday, March 22

5:00–5:45 p.m.
Speed Networking and First-Time Congress Attendees Orientation
Start out this year’s Congress with an engaging, fast-paced networking experience. By participating in this kickoff networking session, you will meet several individuals from the healthcare community who may have a long-lasting impact on your career. Before networking begins, a review of what to expect at Congress will be presented by ACHE staff to help you take full advantage of all that Congress has to offer.

5:30–7:00 p.m.
“Better Together” Joint Diversity and Inclusion Reception
ACHE works closely with its diverse partner groups to advance executive diversity. To recognize this essential collaboration, ACHE, the Asian Healthcare Leaders Forum, the Institute for Diversity and Health Equity, the LGBTQ Forum, the National Association of Health Services Executives and the National Association for Latino Healthcare Executives will co-host a joint reception for members of these organizations and other Congress attendees interested in learning more about the individual and collective work of these groups. This exciting event offers the ideal setting to kick off Congress and join others who share a commitment to advancing diversity in healthcare management and effectively improving health for all. Together, we will make diversity, inclusion and health equity better. This reception is complimentary; however, space is limited and registration is required. Early registration is encouraged.

Monday, March 23

7:00–7:45 a.m.
Speed Networking and First-Time Congress Attendees Orientation

5:45–6:15 p.m.
Speed Networking
Take advantage of this fast-paced networking event. At Speed Networking, you will meet several individuals from the healthcare community who may have a long-lasting impact on your career. Just a few minutes of your time can provide exceptional benefits.

6:15–7:15 p.m.
Monday Congress Networking Reception
Don’t miss your chance to connect with your peers at this evening reception. Meet and network with other healthcare executives in a relaxed atmosphere. Complimentary beverages and hors d’oeuvres will be served.

9:30–10:30 p.m.
Fellows “After Hours” Networking Reception
A special reception will be held for all ACHE Fellows attending the Congress on Healthcare Leadership. Reconnect with colleagues who share this special recognition and have a nightcap. This reception is complimentary but registration is required.
Tuesday, March 24

5:45–6:45 p.m.
Healthcare Consultants Forum Networking Reception
This special reception is designed for Healthcare Consultant Forum members and all Congress attendees who are healthcare consultants or are interested in networking and learning more about the Forum. The cost for attending this reception is $40.

5:45–6:45 p.m.
International Networking Reception
This special reception is designed for Congress attendees working outside the United States and those participants interested in networking with them. International members have an opportunity to meet one another and exchange ideas about what is happening in healthcare internationally. The cost for attending this reception is $40.

5:45–6:45 p.m.
Physician Executives Forum Networking Reception
This special reception is designed for Physician Executives Forum members and all Congress attendees who are physician executives or are interested in networking and learning more about the Forum. The cost for attending this reception is $40.

7:00–8:00 p.m.
Joint Federal Sector Awards and Networking Reception
This reception offers an opportunity for members of the uniformed services and executives in the Department of Veterans Affairs and other federal agencies to be recognized and to network. No registration is required.

Wednesday, March 25

7:00–8:30 a.m.
Networking Roundtable Breakfasts
Join your peers for a continental breakfast and discuss the current challenges and solutions you are facing in your role as a healthcare leader. Networking breakfast groups include:
- Administrative Fellows
- CEOs
- COOs
- Early Careerists
- Executives-in-Residence/Program Directors
- Healthcare Consultants
- Group Practice Executives
- Managed Care Executives
- Nurse Executives
- Physician Executives
- Post-Acute/Chronic Care Executives
- Rural Healthcare Executives

6:15–7:15 p.m.
Wednesday Congress Networking Reception
Don’t miss your chance to connect with your peers at this evening reception. Meet and network with other healthcare executives in a relaxed atmosphere. Complimentary beverages and hors d’oeuvres will be served.

Fellows’ and Physicians’ Lounge Information
Monday–Wednesday, 8:00 a.m.–5:00 p.m.
The Fellows’ Lounge and the Physicians’ Lounge are available exclusively for ACHE Fellows and physician executives, respectively, to connect with friends and acquaintances, check email or just relax between Congress activities.
Note: Attendance at these events may prevent Congress Express participants from earning a full 12 ACHE Face-to-Face Education credits.

**Sunday, March 22**
**Ceremony:** 2:00–3:00 p.m.
**Reception:** 3:00–4:00 p.m.
**Convocation Ceremony and Reception**
This traditional cap-and-gown ceremony honors ACHE members who have advanced to Fellow status and their professional commitment to healthcare management excellence. ACHE’s Chairman Officers, Board of Governors and Council of Regents will participate in the ceremony. All Congress participants and their guests are invited to attend this 86th Convocation Ceremony. A reception will be held immediately following the event.

**Tuesday, March 24**
**7:30 a.m.–2:00 p.m.**
**Board of Governors Examination in Healthcare Management**
Fellow applicants who have been approved to take the Board of Governors Examination in Healthcare Management may do so at Congress at no cost. To register for the Exam, please contact ACHE Customer Service at (312) 424-9400 or by email at contact@ache.org. It is not required that you be a Congress registrant to take the Exam at Congress.

**10:00 a.m.–3:00 p.m.**
**Volunteer and Make a Difference During Congress**
Take a break from educational sessions and join your colleagues for some rewarding, hands-on volunteer service. Stop by anytime to participate. The event will be located at the Hyatt Regency Chicago; check your Congress on-site program for room location. Please note that the amount of time you give is up to you. All assistance is welcome. Visit ache.org/Congress in early 2020 for more details.

**2:45 p.m.**
**Nominating Committee Meeting Open Session**
At this open session, ACHE’s Nominating Committee will conduct an orientation for potential candidates regarding the nominating process. Immediately following the orientation, an open forum will be provided for ACHE members to present and discuss their views of ACHE leadership needs.

**Alumni Events**
Many alumni associations schedule reunion dinners or other events on the Tuesday evening during Congress. Alumni have the opportunity to relax, network and get reacquainted with longtime friends. A complete listing of alumni events will be available on ache.org/Congress in early 2020.

**Wednesday, March 25**
**6:00–7:30 a.m.**
**Annual Fun Run/Walk**
Participate in this annual three-mile Fun Run/Walk, which snakes along Chicago’s scenic lakeshore. This event is open to all, and souvenir T-shirts and a continental breakfast await participants upon their return. There is a $10 fee to participate, and 100 percent of that fee will go to the Fisher House, a “home away from home” for families of patients receiving care at military and VA medical centers. The 84 Fisher Houses enable family members to be close to loved ones during a most stressful time.

**8:45–10:15 a.m.**
**Richard J. Stull Student Essay Competition in Healthcare Management: Finalists’ Presentations**
Each year, ACHE Student Associates have the opportunity to participate in the Richard J. Stull Student Essay Competition in Healthcare Management. At this special event, all Congress attendees are invited to hear the graduate and undergraduate finalists present their winning essays. Awards for the competition will be distributed at the Wednesday Leon I. Gintzig Commemorative Lecture and Luncheon.

**10:00 a.m.–3:00 p.m.**
**Volunteer and Make a Difference During Congress**
(See information under Tuesday, March 24, in left-hand column.)

**Advancement Information Sessions: Advancing to Fellow**
Tuesday, March 24: 2:15–3:15 p.m.
Wednesday, March 25: 9:00–10:00 a.m.
This informative program covers everything you need to know about the requirements to advance to Fellow (FACHE) status with ACHE. Staff from ACHE’s Member Services Department will present information and answer your questions. Registration is required.
Career Development Programs

Whether you are a newcomer to healthcare management or a seasoned executive, ACHE’s Career Resource Center is your career partner for life. ACHE offers comprehensive career services, including leadership assessment tools, career development programs and resources, and career planning assistance. Following are career-related programs and services offered at Congress. Visit the Career Services area for additional resources, including a career learning space where you can view presentations on job search and career management topics. For more information on these and other career programs, call ACHE’s Career Resource Center at (312) 424-9446.

Note: Not all of these programs and services are eligible for ACHE Face-to-Face Education credit. Therefore, attendance at some of the Wednesday career development programs may prevent Congress Express participants from earning a full 12 ACHE Face-to-Face Education credits.

Sunday, March 22
4:00–5:00 p.m.
Ask the Career Coach
This program is complimentary. Registration is required.
Discover how to effectively navigate your career path and strengthen your competitive edge in today’s healthcare marketplace using ACHE’s tools and services. Discuss your individual career-related questions with our team and your colleagues in attendance.

Monday, March 23
10:00–11:30 a.m.
Emotional Intelligence Assessment*
2 ACHE Face-to-Face Education credits
Members $175, Nonmembers $195
With the Emotional Intelligence Assessment, you can measure your emotional intelligence quotient and use the results to build stronger relationships, enhance self-awareness and achieve greater work-life balance. Interpretive comments will explain your scores and suggest strategies for creating an emotional intelligence development plan (this is required to receive ACHE Face-to-Face Education credit).

4:15–5:45 p.m.
Strategic Career Planning
1.5 ACHE Qualified Education credits
This program is complimentary and is not eligible for ACHE Face-to-Face Education credits. Registration is required.
Just as the healthcare environment is no longer predictable, the days of a linear, traditional career path are well behind us. If you are not proactively managing your career, your progress could be at risk. This session will identify the key elements of an effective career plan and introduce a strategic process to enhance your career and professional development. New career tools and resources developed by ACHE for members will be featured. This interactive session is designed to benefit both those seeking career planning assistance and those coaching others.

Tuesday, March 24
10:45 a.m.–12:15 p.m.
Change Management Leadership Assessment*
Members $140, Nonmembers $160
This 84-item behavioral assessment collects feedback on seven key change management competencies. You will receive an individualized change management feedback report that identifies your top 10 strengths and development needs. You also will receive supporting materials that will help you move from being a change manager to a change leader attuned to the emotional aspects of an effective change effort.

10:45 a.m.–12:15 p.m.
Executive Search in Healthcare: Tips for Working With a Search Firm
This program is complimentary. Registration is required.
During this unique forum for CEOs and other senior-level executives, search consultants Stephanie J. Underwood, Vice President, Phillips DiPisa & Associates; Jack R. Schlosser, LFACHE, Founder/Principal, Desert Vista Advisors; and Efton Hall Jr., Vice President, Healthcare Practice, Berkeley Search Consultants, will share their personal perspectives on why some executives are chosen repeatedly for new and better jobs while others are overlooked. Discover which areas of the healthcare marketplace have the greatest job opportunities, how search consultants identify potential candidates and how you can gain the attention of search consultants.

Resume Review Service
By appointment:
Tuesday, March 24 8:45–11:45 a.m. 2:15–4:45 p.m.
Wednesday, March 25 8:45–11:45 a.m. 2:15–4:45 p.m.
In this complimentary service, experienced ACHE member volunteers will review and critique resumes. You may register online at ache.org/Congress until March 18, 2020. You can select a 20-minute appointment on Tuesday, March 24, or Wednesday, March 25. A limited number of on-site registrations may be available. Only Congress registrants may participate in this complimentary service. Please bring a hard copy of your resume to your appointment.
2:15–4:00 p.m.
The Benchmarks® Workshop
6 ACHE Face-to-Face Education credits
Members $670, Nonmembers $765
The Benchmarks Workshop is a developmental 360-degree assessment that provides feedback on 16 key competencies and your leadership potential. Discussion and feedback will help you create a development plan (this is required to receive ACHE Face-to-Face Education credit) to enhance your leadership effectiveness and reduce your risk for career derailment. Advance registration is recommended by March 2, 2020, as assessments must be completed in advance of the session. Benchmarks is a registered trademark of the Center for Creative Leadership.

Wednesday, March 25
8:45 a.m.–12:15 p.m.
Executive Job Search Workshop
Members $230, Nonmembers $270
Learn the basics of career management with this half-day workshop designed to help you establish clear career objectives and prepare to present yourself to the marketplace. Sample cover letters and resumes, tips for selling your abilities, a networking profile questionnaire, sample interview questions, and job search resources all are included in this workshop.

Job Interviewing Skills: Essential Communication Techniques for Career Management Success
This program is complimentary. Registration is required. Brush up on your job interviewing skills at these Congress sessions.

10:45 a.m.–12:15 p.m.
Student and Early Careerist Session
Laura M. Land, FACHE, director, human resources, St. Mary’s Regional Medical Center, and executive search firm consultant Roger W. Nutter, president, Nutter Group LLC, will lead a 90-minute session geared toward students and early careerists that will cover effective job interviewing techniques and strategies.

2:15–3:45 p.m.
Senior-Level Healthcare Executive Session
Executive search consultant John G. Self, president and managing partner, JohnGSelf + Partners Inc., and Chrishonda Smith, regional director, human resources business partner, Ohio Health, will lead a 90-minute session for senior-level executives covering strategies on how to manage the interview process in a new healthcare marketplace.

2:15–3:45 p.m.
Conflict Management Assessment*
Members $130, Nonmembers $145
Using the Thomas-Kilmann Conflict Mode Instrument, you will receive feedback on how you handle conflicts. Interpretive material will show you how to match the appropriate way to handle conflict with the specific situation, helping you manage conflict more successfully.

2:15–5:30 p.m.
Employment Opportunities in the Federal Sector
This program is complimentary. Registration is required.
During this seminar, you will learn how to find employment in the federal healthcare sector. Expert faculty members Ralph Charlip, LFACHE, president, Inspiration Creek Management Consultants LLC, and Ralph T. Gigliotti, FACHE, network director, VA VISN 19, will review where you can find opportunities and how to apply. They will explain the application process, federal benefits and pay, the differences between the public and private sectors, and special considerations for students and veterans who are seeking jobs in the federal healthcare sector.

Thursday, March 26
9:00–10:00 a.m.
Give Your Resume a Competitive Edge
This program is complimentary. Registration is required.
In today's competitive marketplace, it's not enough to have a good resume—you want it to stand out among the rest. Discover common pitfalls and best practices to help maximize your results when sharing your resume in pursuit of new opportunities.

*For the programs marked with an asterisk, the assessments also can be purchased for completion at your home or office.
**Employer Connect**

**ACHE’s Congress Employer Connect provides job applicants opportunities to connect with employers on-site.**

**Hours:**
- Sunday, March 22 1:00–5:00 p.m.
- Monday, March 23 7:00 a.m.–6:00 p.m.
- Tuesday, March 24 7:00 a.m.–5:00 p.m.
- Wednesday, March 25 7:00 a.m.–5:00 p.m.

**How It Works**
Each employer will post the job opening(s) it is looking to fill by going to ache.org/Congress/JobBank and following the job posting instructions. Job openings will be listed in the Employer Connect online job bank, which is only available during Congress. Interested applicants will submit hard copies of their resumes directly to employers using drop boxes available on-site in the Employer Connect area.

If you have any questions about Employer Connect, please contact ACHE’s Human Resources department at (312) 424-9341.

*Please note: The link for the Employer Connect service, available only at Congress, is separate from the online ACHE Job Center offered year-round. Employers should only post positions using the Employer Connect link if they will be willing to conduct interviews at Congress. The following link will be active starting Jan. 1: ache.org/Congress/JobBank.*

**Guidelines for Employers**
To list job opportunities with Employer Connect, employers must be willing to conduct interviews at Congress. There will be a designated area available for conducting interviews; employers also may make other arrangements to meet with candidates.

*Please note: If you have an open position(s) but are not able to interview at Congress, you may list your position(s) in the standard online ACHE Job Center. This is a separate service.*

Post your position(s) online at ache.org/Congress/JobBank beginning Jan. 1. Position postings will be accepted through Friday, March 20, and will appear in the Congress online job bank immediately upon submission. Employers may bring job listings on a USB flash drive for posting jobs on-site. Please be sure to fill in the salary or salary range in the appropriate field.

Employers do not have to register for Congress to use Employer Connect. We encourage employers to check in early at Employer Connect to maximize their use of the service and to get the most exposure with applicants. Only employers who have checked in at Employer Connect may review resumes and contact applicants.

*Please note: After Congress, employers who submitted positions online will have the option of posting their listing(s) in the standard online ACHE Job Center.*

**Guidelines for Applicants**
Employer Connect is only offered for registered Congress attendees, so please be sure to register.

You may bring your resume on a USB flash drive and print copies on-site in the Employer Connect area. For each position for which you are interested in applying, you must submit a resume to the Employer Connect attendants, who will manage the employer drop boxes on-site.

If called upon, be prepared to interview at Congress. Employers with positions listed with Employer Connect will be conducting interviews on-site.

Discover how to take full advantage of membership benefits or ask about the requirements to earn board certification in healthcare management. Stop by the Health Administration Press bookstore to purchase books with a special on-site Congress discount and meet some of our esteemed authors. Drop by the Innovation Theater to see a short presentation on a variety of topics, or visit with representatives from universities that offer degrees in healthcare management. Or, simply relax and recharge between sessions in a comfortable lounge area.
### SATURDAY

<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>6:00</td>
<td>Pre-Congress Seminars</td>
</tr>
<tr>
<td></td>
<td>Behavioral Health Challenges, Strategies and Solutions</td>
</tr>
<tr>
<td></td>
<td>Behavior Smarts</td>
</tr>
<tr>
<td>7:30</td>
<td>7:00 a.m.–1:30 p.m. Pre-Congress Seminars (continued)</td>
</tr>
<tr>
<td></td>
<td>Behavioral Health Challenges, Strategies and Solutions</td>
</tr>
<tr>
<td></td>
<td>Behavior Smarts</td>
</tr>
<tr>
<td>8:00</td>
<td>8:00 a.m.–5:00 p.m. Boot Camps</td>
</tr>
<tr>
<td></td>
<td>Baldrige Boot Camp</td>
</tr>
<tr>
<td></td>
<td>CEO Boot Camp</td>
</tr>
<tr>
<td></td>
<td>COO Boot Camp</td>
</tr>
<tr>
<td></td>
<td>Emerging Executive Boot Camp</td>
</tr>
<tr>
<td></td>
<td>Healthcare Consultants Boot Camp</td>
</tr>
<tr>
<td></td>
<td>High-Reliability Healthcare Boot Camp</td>
</tr>
<tr>
<td></td>
<td>Lead Through Lean Boot Camp</td>
</tr>
<tr>
<td></td>
<td>Patient Experience Boot Camp</td>
</tr>
<tr>
<td></td>
<td>Physician Executive Boot Camp</td>
</tr>
<tr>
<td>2:00</td>
<td>2:00–3:00 p.m. Convocation Ceremony</td>
</tr>
<tr>
<td>3:00</td>
<td>3:00–4:00 p.m. Convocation Reception</td>
</tr>
<tr>
<td>4:00</td>
<td>4:00–5:00 p.m. Ask the Career Coach</td>
</tr>
<tr>
<td>5:00</td>
<td>5:00–5:45 p.m. Speed Networking and First-Time Congress Attendees Orientation</td>
</tr>
<tr>
<td>5:30</td>
<td>“Better Together” Joint Diversity and Inclusion Reception</td>
</tr>
</tbody>
</table>

### SUNDAY
## MONDAY

<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>6:00-6:15</td>
<td>7:00–7:45 a.m. Speed Networking and First-Time Congress Attendees Orientation</td>
</tr>
<tr>
<td>6:15-6:30</td>
<td>8:00–9:30 a.m. Opening Session</td>
</tr>
<tr>
<td>6:30-6:45</td>
<td>10:00–11:30 a.m. Fellows’ Forum 1</td>
</tr>
<tr>
<td>6:45-7:00</td>
<td>10:00–11:30 a.m. Emotional Intelligence Assessment</td>
</tr>
<tr>
<td>7:00-7:15</td>
<td>10:00–11:30 a.m. Seminars 1A–16A</td>
</tr>
<tr>
<td>7:15-7:30</td>
<td>10:00–11:30 a.m. Seminars 17X–18X</td>
</tr>
<tr>
<td>7:30-7:45</td>
<td>10:00–11:30 a.m. Masters Series Session 1</td>
</tr>
<tr>
<td>7:45-8:00</td>
<td>10:00–11:30 a.m. Student Associate Orientation</td>
</tr>
<tr>
<td>8:00-8:15</td>
<td>11:45 a.m.–1:45 p.m. Arthur C. Bachmeyer Memorial Address and Luncheon</td>
</tr>
<tr>
<td>8:15-8:30</td>
<td>2:15–3:15 p.m. Advancement Information Session</td>
</tr>
<tr>
<td>8:30-8:45</td>
<td>2:15–3:15 p.m. Fellows’ Forum 2</td>
</tr>
<tr>
<td>8:45-9:00</td>
<td>2:15–3:45 p.m. Masters Series Session 2</td>
</tr>
<tr>
<td>9:00-9:15</td>
<td>2:15–3:45 p.m. Seminars 18–16B Seminars S01A–S03A</td>
</tr>
<tr>
<td>9:15-9:30</td>
<td>2:15–3:45 p.m. Seminars 19–22 Seminars S04</td>
</tr>
<tr>
<td>9:30-9:45</td>
<td>2:15–3:45 p.m. Seminars 23–26H Seminars S01B–S03B</td>
</tr>
<tr>
<td>9:45-10:00</td>
<td>2:15–3:45 p.m. Strategic Career Planning</td>
</tr>
<tr>
<td>10:00-10:15</td>
<td>2:15–5:30 p.m. Seminars 19–22 Seminar S04</td>
</tr>
<tr>
<td>10:15-10:30</td>
<td>2:15–5:30 p.m. Seminars 19–22 Seminar S04</td>
</tr>
<tr>
<td>10:30-10:45</td>
<td>2:15–5:30 p.m. Seminars 19–22 Seminar S04</td>
</tr>
<tr>
<td>10:45-11:00</td>
<td>2:15–5:30 p.m. Seminars 19–22 Seminar S04</td>
</tr>
<tr>
<td>11:00-11:15</td>
<td>2:15–5:30 p.m. Seminars 19–22 Seminar S04</td>
</tr>
<tr>
<td>11:15-11:30</td>
<td>2:15–5:30 p.m. Seminars 19–22 Seminar S04</td>
</tr>
<tr>
<td>11:30-11:45</td>
<td>2:15–5:30 p.m. Seminars 19–22 Seminar S04</td>
</tr>
<tr>
<td>11:45-12:00</td>
<td>2:15–5:30 p.m. Seminars 19–22 Seminar S04</td>
</tr>
<tr>
<td>12:00-12:15</td>
<td>2:15–5:30 p.m. Seminars 19–22 Seminar S04</td>
</tr>
<tr>
<td>12:15-12:30</td>
<td>2:15–5:30 p.m. Seminars 19–22 Seminar S04</td>
</tr>
<tr>
<td>12:30-12:45</td>
<td>2:15–5:30 p.m. Seminars 19–22 Seminar S04</td>
</tr>
<tr>
<td>12:45-1:00</td>
<td>2:15–5:30 p.m. Seminars 19–22 Seminar S04</td>
</tr>
<tr>
<td>1:00-1:15</td>
<td>2:15–5:30 p.m. Seminars 19–22 Seminar S04</td>
</tr>
<tr>
<td>1:15-1:30</td>
<td>2:15–5:30 p.m. Seminars 19–22 Seminar S04</td>
</tr>
<tr>
<td>1:30-1:45</td>
<td>2:15–5:30 p.m. Seminars 19–22 Seminar S04</td>
</tr>
<tr>
<td>1:45-2:00</td>
<td>2:15–5:30 p.m. Seminars 19–22 Seminar S04</td>
</tr>
<tr>
<td>2:00-2:15</td>
<td>2:15–5:30 p.m. Seminars 19–22 Seminar S04</td>
</tr>
<tr>
<td>2:15-2:30</td>
<td>2:15–5:30 p.m. Seminars 19–22 Seminar S04</td>
</tr>
<tr>
<td>2:30-2:45</td>
<td>2:15–5:30 p.m. Seminars 19–22 Seminar S04</td>
</tr>
<tr>
<td>2:45-3:00</td>
<td>2:15–5:30 p.m. Seminars 19–22 Seminar S04</td>
</tr>
<tr>
<td>3:00-3:15</td>
<td>2:15–5:30 p.m. Seminars 19–22 Seminar S04</td>
</tr>
<tr>
<td>3:15-3:30</td>
<td>2:15–5:30 p.m. Seminars 19–22 Seminar S04</td>
</tr>
<tr>
<td>3:30-3:45</td>
<td>2:15–5:30 p.m. Seminars 19–22 Seminar S04</td>
</tr>
<tr>
<td>3:45-4:00</td>
<td>2:15–5:30 p.m. Seminars 19–22 Seminar S04</td>
</tr>
<tr>
<td>4:00-4:15</td>
<td>2:15–5:30 p.m. Seminars 19–22 Seminar S04</td>
</tr>
<tr>
<td>4:15-4:30</td>
<td>2:15–5:30 p.m. Seminars 19–22 Seminar S04</td>
</tr>
<tr>
<td>4:30-4:45</td>
<td>2:15–5:30 p.m. Seminars 19–22 Seminar S04</td>
</tr>
<tr>
<td>4:45-5:00</td>
<td>2:15–5:30 p.m. Seminars 19–22 Seminar S04</td>
</tr>
<tr>
<td>5:00-5:15</td>
<td>2:15–5:30 p.m. Seminars 19–22 Seminar S04</td>
</tr>
<tr>
<td>5:15-5:30</td>
<td>2:15–5:30 p.m. Seminars 19–22 Seminar S04</td>
</tr>
<tr>
<td>5:30-5:45</td>
<td>2:15–5:30 p.m. Speed Networking</td>
</tr>
<tr>
<td>5:45-6:00</td>
<td>6:15–7:15 p.m. Speed Networking</td>
</tr>
<tr>
<td>6:00-6:15</td>
<td>6:15–7:15 p.m. Monday Congress Networking Reception</td>
</tr>
<tr>
<td>6:15-6:30</td>
<td>6:15–7:15 p.m. Student Associate Networking Reception</td>
</tr>
<tr>
<td>6:30-6:45</td>
<td>6:15–7:15 p.m. Fellows “After Hours” Networking Reception</td>
</tr>
<tr>
<td>6:45-7:00</td>
<td>6:15–7:15 p.m. Fellows “After Hours” Networking Reception</td>
</tr>
<tr>
<td>7:00-7:15</td>
<td>6:15–7:15 p.m. Fellows “After Hours” Networking Reception</td>
</tr>
<tr>
<td>7:15-7:30</td>
<td>6:15–7:15 p.m. Fellows “After Hours” Networking Reception</td>
</tr>
<tr>
<td>7:30-7:45</td>
<td>6:15–7:15 p.m. Fellows “After Hours” Networking Reception</td>
</tr>
<tr>
<td>7:45-8:00</td>
<td>6:15–7:15 p.m. Fellows “After Hours” Networking Reception</td>
</tr>
<tr>
<td>8:00-8:15</td>
<td>6:15–7:15 p.m. Fellows “After Hours” Networking Reception</td>
</tr>
<tr>
<td>8:15-8:30</td>
<td>6:15–7:15 p.m. Fellows “After Hours” Networking Reception</td>
</tr>
<tr>
<td>8:30-8:45</td>
<td>6:15–7:15 p.m. Fellows “After Hours” Networking Reception</td>
</tr>
<tr>
<td>8:45-9:00</td>
<td>6:15–7:15 p.m. Fellows “After Hours” Networking Reception</td>
</tr>
<tr>
<td>9:00-9:15</td>
<td>6:15–7:15 p.m. Fellows “After Hours” Networking Reception</td>
</tr>
<tr>
<td>9:15-9:30</td>
<td>6:15–7:15 p.m. Fellows “After Hours” Networking Reception</td>
</tr>
<tr>
<td>9:30-9:45</td>
<td>6:15–7:15 p.m. Fellows “After Hours” Networking Reception</td>
</tr>
<tr>
<td>9:45-10:00</td>
<td>6:15–7:15 p.m. Fellows “After Hours” Networking Reception</td>
</tr>
<tr>
<td>10:00-10:15</td>
<td>6:15–7:15 p.m. Fellows “After Hours” Networking Reception</td>
</tr>
<tr>
<td>10:15-10:30</td>
<td>6:15–7:15 p.m. Fellows “After Hours” Networking Reception</td>
</tr>
<tr>
<td>10:30-10:45</td>
<td>6:15–7:15 p.m. Fellows “After Hours” Networking Reception</td>
</tr>
<tr>
<td>10:45-11:00</td>
<td>6:15–7:15 p.m. Fellows “After Hours” Networking Reception</td>
</tr>
<tr>
<td>Time</td>
<td>Event</td>
</tr>
<tr>
<td>-------</td>
<td>----------------------------------------------------------------------</td>
</tr>
<tr>
<td>6:00</td>
<td>6:00–6:30 a.m. Tuesday Hot Topic Session 1</td>
</tr>
<tr>
<td>6:30</td>
<td>6:00–6:30 a.m. Tuesday Hot Topic Session 2</td>
</tr>
<tr>
<td>7:00</td>
<td>7:00–8:30 a.m. Tuesday Hot Topic Session 2</td>
</tr>
<tr>
<td>7:00</td>
<td>7:00–8:30 a.m. Women Healthcare Executives Breakfast</td>
</tr>
<tr>
<td>7:30</td>
<td>7:30 a.m.–2:00 p.m. Board of Governors Examination in Healthcare</td>
</tr>
<tr>
<td>7:30</td>
<td>7:30 a.m.–2:00 p.m. Board of Governors Examination in Healthcare</td>
</tr>
<tr>
<td>8:00</td>
<td>7:30 a.m.–2:00 p.m. Board of Governors Examination in Healthcare</td>
</tr>
<tr>
<td>8:30</td>
<td>8:30 a.m.–2:00 p.m. Board of Governors Examination in Healthcare</td>
</tr>
<tr>
<td>9:00</td>
<td>9:00 a.m.–12:00 p.m. Explore Healthcare Careers</td>
</tr>
<tr>
<td>10:00</td>
<td>10:00 a.m.–10:45 a.m. Explore Healthcare Careers</td>
</tr>
<tr>
<td>10:30</td>
<td>10:30 a.m.–10:45 a.m. Explore Healthcare Careers</td>
</tr>
<tr>
<td>11:00</td>
<td>11:00 a.m.–11:45 a.m. Explore Healthcare Careers</td>
</tr>
<tr>
<td>12:00</td>
<td>12:00 p.m.–12:45 p.m. Explore Healthcare Careers</td>
</tr>
<tr>
<td>1:00</td>
<td>1:00 p.m.–1:45 p.m. Explore Healthcare Careers</td>
</tr>
<tr>
<td>2:00</td>
<td>2:00 p.m.–2:45 p.m. Explore Healthcare Careers</td>
</tr>
<tr>
<td>2:30</td>
<td>2:30 p.m.–2:45 p.m. Explore Healthcare Careers</td>
</tr>
<tr>
<td>3:00</td>
<td>3:00 p.m.–3:45 p.m. Explore Healthcare Careers</td>
</tr>
<tr>
<td>3:30</td>
<td>3:30 p.m.–3:45 p.m. Explore Healthcare Careers</td>
</tr>
<tr>
<td>4:00</td>
<td>4:00 p.m.–4:45 p.m. Explore Healthcare Careers</td>
</tr>
<tr>
<td>4:30</td>
<td>4:30 p.m.–4:45 p.m. Explore Healthcare Careers</td>
</tr>
<tr>
<td>5:00</td>
<td>5:00 p.m.–5:45 p.m. Explore Healthcare Careers</td>
</tr>
<tr>
<td>5:30</td>
<td>5:30 p.m.–5:45 p.m. Explore Healthcare Careers</td>
</tr>
<tr>
<td>6:00</td>
<td>6:00 p.m.–6:45 p.m. Explore Healthcare Careers</td>
</tr>
<tr>
<td>6:30</td>
<td>6:30 p.m.–6:45 p.m. Explore Healthcare Careers</td>
</tr>
<tr>
<td>7:00</td>
<td>7:00 p.m.–7:45 p.m. Explore Healthcare Careers</td>
</tr>
<tr>
<td>7:30</td>
<td>7:30 p.m.–7:45 p.m. Explore Healthcare Careers</td>
</tr>
<tr>
<td>8:00</td>
<td>8:00 p.m.–8:45 p.m. Explore Healthcare Careers</td>
</tr>
</tbody>
</table>

*Schedule at a Glance*
## AT A GLANCE

### WEDNESDAY

<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>6:00</td>
<td>6:00–7:30 a.m. Annual Fun Run/Walk</td>
</tr>
<tr>
<td>6:30</td>
<td>7:00–8:30 a.m. Wednesday Hot Topic Session 1</td>
</tr>
<tr>
<td>7:00</td>
<td>7:00–8:30 a.m. Wednesday Hot Topic Session 2</td>
</tr>
<tr>
<td>7:30</td>
<td>7:00–8:30 a.m. Thomas C. Dolan Diversity Address and Breakfast</td>
</tr>
<tr>
<td>8:00</td>
<td>7:00–8:30 a.m. Networking Roundtable Breakfast</td>
</tr>
<tr>
<td>8:15</td>
<td>8:45–10:15 a.m. Richard J. Stull Student Essay Competition: Finalists’ Presentations</td>
</tr>
<tr>
<td>9:00</td>
<td>8:45–10:15 a.m. Seminars 85X–97X</td>
</tr>
<tr>
<td>9:30</td>
<td>8:45 a.m.–12:00 p.m. Seminars 98–101</td>
</tr>
<tr>
<td>10:00</td>
<td>8:45 a.m.–12:15 p.m. Executive Job Search Workshop</td>
</tr>
<tr>
<td>10:30</td>
<td>10:45 a.m.–12:15 p.m. Job Interviewing Skills: Students and Early Careerists</td>
</tr>
<tr>
<td>11:00</td>
<td>10:45–11:45 a.m. Seminars 102H–104H</td>
</tr>
<tr>
<td>11:30</td>
<td>10:45 a.m.–12:15 p.m. Seminars 105A–114A</td>
</tr>
<tr>
<td>12:00</td>
<td>12:30–2:00 p.m. Leon I. Ginzig Commemorative Lecture and Luncheon</td>
</tr>
<tr>
<td>12:30</td>
<td>2:15–3:45 p.m. Fellows’ Forum 4</td>
</tr>
<tr>
<td>1:00</td>
<td>2:15–3:45 p.m. Job Interviewing Skills: Senior-Level Executives</td>
</tr>
<tr>
<td>1:30</td>
<td>2:15–3:45 p.m. Seminars 105B–114B</td>
</tr>
<tr>
<td>2:00</td>
<td>2:15–3:45 p.m. Conflict Management Assessment</td>
</tr>
<tr>
<td>2:30</td>
<td>2:15–3:45 p.m. Employment Opportunities in the Federal Sector</td>
</tr>
<tr>
<td>3:00</td>
<td>4:15–5:45 p.m. Seminars 115X–124X</td>
</tr>
<tr>
<td>3:30</td>
<td>4:30–5:45 p.m. Seminars 115X–124X</td>
</tr>
<tr>
<td>4:00</td>
<td>6:15–7:15 p.m. Wednesday Congress Networking Reception</td>
</tr>
<tr>
<td>4:30</td>
<td>6:15–7:15 p.m. Wednesday Congress Networking Reception</td>
</tr>
<tr>
<td>5:00</td>
<td>6:15–7:15 p.m. Wednesday Congress Networking Reception</td>
</tr>
<tr>
<td>5:30</td>
<td>6:15–7:15 p.m. Wednesday Congress Networking Reception</td>
</tr>
<tr>
<td>6:00</td>
<td>6:15–7:15 p.m. Wednesday Congress Networking Reception</td>
</tr>
<tr>
<td>6:30</td>
<td>6:15–7:15 p.m. Wednesday Congress Networking Reception</td>
</tr>
<tr>
<td>7:00</td>
<td>6:15–7:15 p.m. Wednesday Congress Networking Reception</td>
</tr>
<tr>
<td>7:30</td>
<td>6:15–7:15 p.m. Wednesday Congress Networking Reception</td>
</tr>
<tr>
<td>8:00</td>
<td>6:15–7:15 p.m. Wednesday Congress Networking Reception</td>
</tr>
</tbody>
</table>

### THURSDAY

<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>7:00</td>
<td>7:00–8:30 a.m. Thursday Hot Topic Session 1</td>
</tr>
<tr>
<td>7:30</td>
<td>7:00–8:30 a.m. Thursday Hot Topic Session 2</td>
</tr>
<tr>
<td>8:00</td>
<td>7:00–8:30 a.m. Networking Roundtable Breakfast</td>
</tr>
<tr>
<td>8:15</td>
<td>8:45–10:15 a.m. Seminars 125X–131X</td>
</tr>
<tr>
<td>9:00</td>
<td>8:45 a.m.–12:00 p.m. Seminars 132–135</td>
</tr>
<tr>
<td>9:30</td>
<td>8:45 a.m.–12:15 p.m. Seminars 136X–142X</td>
</tr>
<tr>
<td>10:00</td>
<td>9:00–10:00 a.m. Give Your Resume a Competitive Edge</td>
</tr>
<tr>
<td>10:30</td>
<td>9:00–10:00 a.m. Give Your Resume a Competitive Edge</td>
</tr>
<tr>
<td>11:00</td>
<td>9:00–10:00 a.m. Give Your Resume a Competitive Edge</td>
</tr>
<tr>
<td>11:30</td>
<td>9:00–10:00 a.m. Give Your Resume a Competitive Edge</td>
</tr>
<tr>
<td>12:00</td>
<td>9:00–10:00 a.m. Give Your Resume a Competitive Edge</td>
</tr>
<tr>
<td>12:30</td>
<td>9:00–10:00 a.m. Give Your Resume a Competitive Edge</td>
</tr>
<tr>
<td>1:00</td>
<td>9:00–10:00 a.m. Give Your Resume a Competitive Edge</td>
</tr>
<tr>
<td>1:30</td>
<td>9:00–10:00 a.m. Give Your Resume a Competitive Edge</td>
</tr>
<tr>
<td>2:00</td>
<td>9:00–10:00 a.m. Give Your Resume a Competitive Edge</td>
</tr>
<tr>
<td>2:30</td>
<td>9:00–10:00 a.m. Give Your Resume a Competitive Edge</td>
</tr>
<tr>
<td>3:00</td>
<td>9:00–10:00 a.m. Give Your Resume a Competitive Edge</td>
</tr>
<tr>
<td>3:30</td>
<td>9:00–10:00 a.m. Give Your Resume a Competitive Edge</td>
</tr>
<tr>
<td>4:00</td>
<td>9:00–10:00 a.m. Give Your Resume a Competitive Edge</td>
</tr>
<tr>
<td>4:30</td>
<td>9:00–10:00 a.m. Give Your Resume a Competitive Edge</td>
</tr>
<tr>
<td>5:00</td>
<td>9:00–10:00 a.m. Give Your Resume a Competitive Edge</td>
</tr>
<tr>
<td>5:30</td>
<td>9:00–10:00 a.m. Give Your Resume a Competitive Edge</td>
</tr>
<tr>
<td>6:00</td>
<td>9:00–10:00 a.m. Give Your Resume a Competitive Edge</td>
</tr>
<tr>
<td>6:30</td>
<td>9:00–10:00 a.m. Give Your Resume a Competitive Edge</td>
</tr>
<tr>
<td>7:00</td>
<td>9:00–10:00 a.m. Give Your Resume a Competitive Edge</td>
</tr>
<tr>
<td>7:30</td>
<td>9:00–10:00 a.m. Give Your Resume a Competitive Edge</td>
</tr>
<tr>
<td>8:00</td>
<td>9:00–10:00 a.m. Give Your Resume a Competitive Edge</td>
</tr>
</tbody>
</table>

### Electronic Recording and Photography Policy

Portions of the 2020 Congress on Healthcare Leadership may be electronically recorded by ACHE. By registering, you agree to permit audio, video and photographic recording of your participation in any Congress event, and you authorize ACHE to use any audio, video and photographic recordings of you at Congress events in any format and for any lawful purposes, including such purposes as editorial, publicity, illustration, advertising and web content. You hereby waive your right to inspect and/or approve any finished product. No individual or entity may electronically record any portion of the Congress on Healthcare Leadership without the prior written consent of ACHE. Photographs of Congress events will be taken throughout the program.

### Accreditation Statement

ACHE is accredited by the Accreditation Council for Continuing Medical Education (ACCME) to provide continuing medical education for physicians. ACHE designates this educational activity for a maximum of 37.5 AMA PRA Category 1 Credits™. Each physician should claim credit commensurate with the extent of their participation in the activity.
Connect During Congress!
Get in on the Congress conversation through ACHE’s social media channels! Visit our American College of Healthcare Executives official social media channels to learn the latest event details. Follow us on Twitter @ACHEConnect and use #ACHECongress to tweet about the event and see what fellow attendees are saying.