



2016 Summer Institute
August 25, 2016

AGENDA

7:30am – 8:30am Breakfast & Registration

8:30am – 9:00am Welcome & Introductory Remarks

Amanda Frye, President, ACHE Chapter & David Korn, President HFMA Chapter

9:00am – 9:50am Navigating Serious Health Care Policy Issues in a Wild Election Year

Course#: 160801 CPE: 1.0 Level: Basic Prerequisites: None

The November elections are approaching, followed by the 2017 Texas Legislative Session set to kick off in January. What is on the agenda for health care funding and policy? Will health care be a priority in Austin or in Washington, D.C.? After this wild election season, will anything get done at all?

Jennifer Banda, VP, Advocacy and Public Policy, Texas Hospital Association

Jennifer Banda is vice president of advocacy and public policy at the Texas Hospital Association. In her role at THA, Jennifer focuses on a variety of hospital and health advocacy initiatives at the state level and in front of the Texas Legislature and manages HOSPAC, THA's political action committee. Prior to joining THA, Jennifer managed health policy for former Speaker of the House Pete Laney. She also served as legislative director for a former state representative and chair of the House Committee on Public Health, and as general counsel for a state senator. Jennifer's other governmental experience includes stints at several state agencies, on Capitol Hill, and in the White House. Jennifer graduated from the University of Texas at Austin with a Bachelor of Arts degree from the Plan II Honors Program. In addition, she holds a law degree from the University of Texas School of Law and is licensed to practice in the state of Texas. A sixth generation Texan from Sulphur Springs, Jennifer lives in Austin with her husband Burke and their son and daughter. When she isn't taxiing her children across town, Jennifer enjoys reading, water sports, and enjoying life in Austin and the Hill Country.

10:00am – 11:30am Panel Discussion: Financial Implications: The Push From Inpatient to Outpatient Care

Course#: 160802 CPE: 2.0 Level: Basic Prerequisites: None ACHE: 1.5 Cat.1

The prospect and implementation of significant healthcare reform, partly as a result of the Patient Protection and Affordable Care Act, has caused healthcare organizations to reconsider their strategy and policies as they relate to revenue, volume, clinical operations, and human resources. Healthcare organizations—especially hospitals and ambulatory care centers—have witnessed a changing financial landscape as it relates to the healthcare reform policies. One element of healthcare reform has been the shift from inpatient to outpatient care. Outpatient care encompasses all patients who seek medical care that are not officially admitted to a hospital under the inpatient status. Observation status is considered an outpatient level of care. This shift from inpatient to outpatient care, which has been partly driven by payers across the financial continuum, aims to reduce healthcare costs associated with expensive inpatient admissions and to provide safe, efficient care in the most cost-effective setting. The degree of financial impact from this shift in care delivery structure will vary from organization to organization, however all organizations will be affected.

Moderator: Moderator: Andrew A. Lasser, DrPH, FACHE, Executive Vice President, Avanza Healthcare Strategies

Andrew Lasser is executive vice president of Avanza Healthcare Strategies. Dr. Lasser's rich healthcare experience includes various leadership posts, notably executive vice president, chief operating officer and chief executive officer of academic medical center hospitals, community hospitals, rural hospitals and a religiously affiliated hospital. Since 1998, Dr. Lasser has been consulting in the areas of strategic thinking in healthcare operations, project feasibility, organizational structure and hospital-physician collaborations. He is also a skilled group-process facilitator. Dr. Lasser is a fellow of the American College of Healthcare Executives. He is frequent speaker at healthcare meetings and is the author of several articles and publications. He has served on the editorial boards of the American College of Healthcare Executives' *Journal of*

Healthcare Management and the *Journal of Rural Health*. Dr. Lasser holds a doctorate in Public Health and a master's degree in Healthcare Management from the University of Pittsburgh.

Panelist: Jeffrey K. Blackwell, FACHE, Chief, Business Operations Division, US Army/Carl R. Darnall Army Medical Center

Major Jeff Blackwell was born and raised in California. In 1997, he graduated with a Bachelor of Science in Sports Medicine from Brigham Young University. After graduation he was commissioned as a Second Lieutenant in the US Army Medical Service Corps. Several years later he received a Master's in Healthcare Administration from the Army Baylor Program and subsequently earned Board Certification as a Fellow from the American College of Healthcare Executives. He is a healthcare executive with 19 year's experience in administration serving in multiple roles within private sector and military medicine ranging from Public Health Program Director; Chief, Business Operations, Interim CEO; and COO of Army Medical Clinics. He has deployed to Afghanistan leading the operational security of physician and nurse mentors to Afghan medical professionals and specializes in Leadership, Emergency Management, Managed Care, Business Planning, Strategic Planning, Clinical Operations, and Data Analytics. He is currently serving as the Chief of Business Operations at Carl R. Darnall Army Medical Center at Fort Hood, Texas and plans on retiring from the military next year.

Panelist: David Shimp, FACHE, Chief Operating Officer, St. David's Medical Center

R. David Shimp, FACHE, was named chief operating officer of St. David's Medical Center in January 2013. Before joining St. David's Medical Center, Shimp served in various roles at University of Oklahoma (OU) Medical Center in Oklahoma City, Okla., ultimately serving as the chief operating officer. In this role, he was responsible for leading a variety of programs and service lines at the 798-bed acute care academic medical center, including the Solid Organ Transplant Program, cardiovascular and oncology service lines, the Sleep Disorders Center, respiratory therapy and rehabilitation. He earned his Master of Health Administration from Virginia Commonwealth University in Richmond, Va. He received his Bachelor of Arts degree in leadership studies with a minor in biology from the University of Richmond. Shimp is a fellow of the American College of HealthCare Executives. He was also a member of the LifeShare Organ Procurement Organization Board of Directors and has served on the Executive Leadership Council of the American Heart Association. Shimp has also served as a volunteer for the Children's Hospital Foundation, Medical Business District Board, United Way and Habitat for Humanity, among other organizations.

Panelist: Rebecca Posey, RN, Division Director for Denial Prevention, St. David's Healthcare

During her 34 years as an RN, Rebecca Posey has broad clinical experience in intensive care, emergency care, acute care, and home care nursing. She has served in various nursing leadership and educator roles, and has experience with program development and implementation with cardiac and thoracic surgery, and bariatric surgery. This strong clinical foundation has served to enhance her work with the revenue cycle and denial prevention. Rebecca moved to Austin and joined St. David's in 1999. She has worked with denial management for 15 years and is now Division Director for Denial Prevention serving all St. David's Healthcare facilities in the Austin market, and 2 facilities in El Paso that comprises HCA's Central & West Texas division. Rebecca's role focuses on the revenue cycle, medical necessity guideline application, data analysis to guide process improvement, and development of denial reduction and effective appeal strategy. Rebecca is originally from Alabama and attended Auburn University. She is married to her husband, Jim, who attended University of Alabama. Both are avid college football fans, which makes the season between the rivals quite interesting. She and her husband are empty nesters, but keep busy with their 3 beagles, Sweet Pea, Butterbean, and Brady.

12:30pm – 1:30pm ACHE/HFMA Update: What's NEW!

Course#: 160803 CPE: 1.0 Level: Basic Prerequisites: None

This session will provide updates on both organizations local and national focus. Chapter initiatives, changes, paths to personal and professional goal achievements will also be highlighted.

Amanda Frye, President ACHE Chapter

Amanda Frye is Vice President of Physician & Provider Relations and Marketing for the Central & West Texas Division of Hospital Corporation of America (HCA), the largest hospital company in the world. The Central & West Texas Division includes six acute-care hospitals in Austin known as St. David's HealthCare and two acute-care hospitals in El Paso known as Las Palmas Del Sol Healthcare. Both systems are made up of additional healthcare assets and providers such as free-standing emergency departments, rehabilitation facilities, urgent care centers and physician practices. Amanda joined HCA in 2002 as Director of Physician Recruitment for St. David's HealthCare. Prior to joining HCA, Amanda spent six years in commercial real estate in Houston, Texas focusing on medical office building leasing and development. Amanda is a native of Louisiana and received her Bachelor of Science in Psychology from Tulane University in New Orleans. She graduated *cum laude* with Honors in Psychology. Amanda attended the Executive Masters program at Trinity University in San Antonio where she received her Master of Science in Health Care Administration in 2008. Amanda has been on the Board of the Central Texas Chapter of American College of Healthcare Executives (ACHE) since 2011 as Director of Membership. She became President of the Central Texas ACHE chapter in July 2015. Amanda serves on the Corporate Council for the Long Center for the Performing Arts and has been involved with Meals on Wheels for eight years, distributing meals on a long-standing St. David's route with a co-worker.

David Korn, President HFMA Chapter

Dave has over 30 years of experience in healthcare with the fiscal intermediary and consulting industries. With a focus on regulatory issues involving academic medical centers, community hospitals, healthcare systems, critical access hospitals, rural health clinics, home health organizations, long term care facilities and skilled nursing facilities. Dave has experience in all functions related to Medicare and Medicaid

reimbursement and compliance. His experience includes consulting on cost reports, provider enrollment, Medicare audits/reviews, interim rate reviews and analysis, disproportionate share (DSH), Medicare bad debts, graduate medical education, organ transplant, end stage renal disease, cost report re-openings, Provider Reimbursement Review Board (PRRB) services and Electronic Health Records (EHR). He has also, provided assistance for Office of Inspector General (OIG) and Department of Justice (DOJ) audits, including assistance with corporate integrity agreements (CIAs). Dave is President of the Board for the South Texas Chapter of HFMA. He is a graduate of Texas State University, with a B.B.A. in accounting.

1:30pm – 2:20pm Freestanding Emergency Departments: Trending Community-Based, Access-to-Care Model in Texas

Course#: 160804 CPE: 1.0 Level: Basic Prerequisites: None

The healthcare delivery model in Texas has quickly responded to the need for localized, convenient points of care. Within the past five years, communities across the state are experiencing a shift from expecting care from a large hospital campus to a retail-oriented center in their neighborhood. The “retailization” of healthcare comes with significant benefits to the community and healthcare providers; however, it is not without its challenges. In this presentation, Mr. Newton, principal of Xite Realty, shares how health systems and physician groups are able to compete in this highly competitive environment.

Tommy Newton, Principal/Manager, Xite Realty, LLC

Tommy Newton has more than 10 years of commercial real estate experience throughout the United States. His healthcare real estate experience consists of representing freestanding emergency departments, urgent care groups, plastic surgeons, ambulatory surgery centers, imaging centers, FDA prescription drug manufacturing companies, healthcare insurance companies and ancillary care companies. Throughout his career, Mr. Newton has completed specialized build-to-suit projects, creative lease structures, sale-leaseback arrangements, and the purchase/disposition of office, retail, medical and industrial products along with numerous commercial land transactions. Mr. Newton has also been invited to speak at numerous emergency medicine trade shows and events.

2:30pm – 4:00pm Panel Discussion: Talent Management for Bench Strength Development

Course#: 160805 CPE: 2.0 Level: Intermediate Prerequisites: None ACHE: 1.5 Cat.1

Talent management and succession planning are important to the successful operation of every organization. Together, they constitute a systematic process for preparing people to meet an organization’s needs for talent over time. Talent Management and succession planning enable an organization to meet its needs for leadership by assessing the competencies required for key positions, nurturing and developing the talents needed to fill those positions, and implementing procedures and protocols for managerial and leadership replacement when it becomes necessary.

Moderator: Ryan Wilson-Flores, Principal, Workforce Insight

As a Principal at Workforce Insight, Ryan Wilson-Flores has helped the nation’s leading healthcare organizations and hospitals optimize labor performance, unlocking millions in value – while supporting goals for patient care, quality and staff satisfaction. Ryan has over 20 years of healthcare leadership experience ranging from financial administration to nursing management, including her former role as an Administrative Director of Labor Productivity Management for a large for-profit health system. She is a highly regarded speaker, routinely invited to present seminars and workshops for healthcare associations, industry events and leadership forums.

Panelist: John Fassnacht, Senior Organization Development Consultant, Ascension Texas

John Fassnacht, Senior Organization Development Consultant, joined the Seton Healthcare Family Organization Development (OD) Department in April, 2013. John has over 30 years of HR/OD experience in healthcare (in consultant and leadership roles), including work in community hospitals and systems, both profit and not-for-profit ; HR/OD consulting companies; and a not-for-profit community hospital healthcare membership association (VHA). His experience spans all phases of organization, team, executive, and leader development and effectiveness.

Panelist: Aaron Sorensen, PhD, Partner, Axiom Consulting Partners

A psychologist with a background in advanced analytics, Aaron Sorensen brings unique insight to organization, leadership, and workforce issues that impact healthcare delivery. Aaron is a partner at Axiom Consulting Partner and known for his ability to develop innovative, yet pragmatic solutions that blend rigor with practical business savvy to help healthcare leaders cultivate the capabilities in their people and organization. He has worked with numerous leading organizations including, Duke University Health System, The University of Michigan, VCU Health, Massachusetts General Hospital, University of Alabama Birmingham, and The University Healthcare Consortium.

Panelist: Tracie Thor, Senior Director of Talent, Texas Market, Ascension Texas

Tracie Thor is currently Senior Director of Talent for Ascension Health. Tracie started with Seton in February 2008 and has held various roles such as Senior HR Generalist, Executive Recruiter, Senior OD Consultant and most recently as Senior Director of Talent. Previous to

Seton, Tracie held leadership roles within the Technology and Insurance industries. Tracie has her Master's in Organizational Management and enjoys giving back to the HR Profession as an adjunct professor at Concordia University as well as SHRM Chapter President for Williamson County Human Resource Organization. Tracie loves to inspire others to learn, grow and develop themselves in the field of Human Resources and Business.

4:00pm – 4:15pm Final Comments