MOVING TOWARD A CLEAR VISION

Trustee & Physician Conference
April 27-30, 2014
The US Grant Hotel, San Diego, California
I am pleased to invite you to HealthTech Management Services’ annual Trustee and Physician Conference, “Moving Toward a Clear Vision.” HealthTech’s commitment to you is clear. We will continue our focus as a partner with our client hospitals in an effort to achieve excellence in clinical outcomes, customer satisfaction, financial and operational performance, and community benefit.

Through this conference, we offer an opportunity to hear from leading authorities on issues impacting healthcare providers and tools that can be used to develop and execute effective strategies. We will also have many networking opportunities for you to reconnect with peers, share best practices and meet with HealthTech leadership in an effort to share information which will help us achieve our goals in 2014.

I look forward to seeing you in San Diego.

Neil Todhunter, President

Learning Objectives

- Have a greater awareness of board member accountability for creating a culture of improvement
- Foster appropriate communications to align the vision-driven purposes of the organization and physician integration strategies
- Learn about evolving healthcare trends from health reform and what the implications are for your organization
- Identify strategies to promote and deliver improved efficiencies and greater satisfaction for patients and employees

**AGENDA AT A GLANCE**

<table>
<thead>
<tr>
<th>Sunday April 27</th>
<th>11:00-7:00 p.m.</th>
<th>Registration</th>
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</thead>
<tbody>
<tr>
<td>1:00-3:00 p.m.</td>
<td>CEO Business Meeting</td>
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<tr>
<td>3:30-5:00 p.m.</td>
<td>New Trustee Orientation</td>
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<tr>
<td>6:00-7:00 p.m.</td>
<td>Welcome Reception for attendees and guests</td>
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<thead>
<tr>
<th>Monday April 28</th>
<th>8:00-9:30 a.m.</th>
<th>President’s breakfast for board chairs (or another representative if board chair is not in attendance)</th>
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<tbody>
<tr>
<td>10:00-10:15 a.m.</td>
<td>Conference opening session</td>
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<tr>
<td>10:15-11:45 a.m.</td>
<td>General session</td>
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<tr>
<td>11:45 a.m.-1:00 p.m.</td>
<td>Lunch</td>
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<tr>
<td>1:00-2:15 p.m.</td>
<td>General session</td>
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<tr>
<td>2:15-2:30 p.m.</td>
<td>Break</td>
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<tr>
<td>2:30-3:45 p.m.</td>
<td>General session</td>
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<tr>
<td>3:45-4:45 p.m.</td>
<td>General session</td>
<td></td>
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<tr>
<td>4:45 p.m.</td>
<td>Adjourn for the day</td>
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<tr>
<td>6:00-9:00 p.m.</td>
<td>Conference dinner</td>
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<tr>
<th>Tuesday, April 29</th>
<th>7:30-8:30 a.m.</th>
<th>Breakfast</th>
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<tr>
<td>8:30-9:45 a.m.</td>
<td>Breakout session I</td>
<td></td>
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<tr>
<td>9:45-10:15 a.m.</td>
<td>Break</td>
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<tr>
<td>10:15-11:30 a.m.</td>
<td>Breakout session II</td>
<td></td>
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<tr>
<td>11:30 a.m.</td>
<td>Adjourn for the day (Lunch on your own)</td>
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<tr>
<td>1:15 p.m.</td>
<td>Sightseeing Tours</td>
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<tr>
<td>6:00 p.m.</td>
<td>Evening on your own</td>
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<td>Closing session</td>
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<tr>
<td>11:30 a.m.</td>
<td>Conference adjourn</td>
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JAMES E. ORLIKOFF  
*President, Orlikoff & Associates, Inc*

Mr. Orlikoff leads Orlikoff & Associates, Inc., an international consulting firm specializing in health care governance and leadership, strategy, quality, organizational development, and risk management. Mr. Orlikoff has been involved in leadership, quality, and strategy issues for over thirty years. He has consulted with hospitals and health systems in eleven countries, and since 1985 has worked with hospital and system governing boards to strengthen their overall effectiveness and their oversight of quality, safety and strategy. He has worked extensively on improving the relationships between boards, medical staffs, and management. Mr. Orlikoff received his M.A. in social and organizational psychology from the University of Chicago, and his B.A. from Pitzer College in Claremont, CA.

JOSEPH R. LUPICA, JD  
*Chairman, Newpoint Healthcare Advisors LLC*

Mr. Lupica is a veteran healthcare industry advisor. During his career, he has served a variety of nonprofit, corporate and public-sector clients as an investment banker, attorney and development officer, providing capital formation, governance advice, and affiliation services. Mr. Lupica pioneered an award-winning community collaboration model to build consensus when not-for-profit or public-sector hospital leaders consider community objectives and evaluate options. In dozens of projects, his teams have produced innovative alignment structures for the transformation of hospitals and healthcare networks. He has also provided guidance to help local hospital leaders stand firm against mergers that would not advance their institutions or the communities they serve. For seven years prior to joining Newpoint, Mr. Lupica was President of Stroudwater Capital. Mr. Lupica earned his JD and BA, cum laude, from Cornell University.

GREGG M. WALLANDER  
*Shareholder, Hall, Render, Killian, Heath & Lyman, P.C.*

Mr. Wallander counsels clients in numerous aspects of health care law. His work involves day-to-day counsel regarding hospital and physician issues, joint venture and other collaborative efforts, preparation and review of hospital, physician and other provider contracts, physician recruitment, Fraud and Abuse/Stark opinions, board of director/trustee organization, corporate compliance issues, medical staff and peer review, accreditation matters, and Medicare reimbursement issues. He graduated from Indiana University Robert H. McKinney School of Law, J.D., magna cum laude.

JOSEPH BUJAK, MD, FACP  

Dr. Bujak is a frequently requested speaker, facilitator and consultant on issues related to healthcare organization - physician relationships, clinical quality and patient safety, and leading and managing transformational change. He is skilled at physician executive coaching, conflict resolution, and improving intra and interprofessional communication. Dr. Bujak graduated Phi Beta Kappa from Rutgers University. He received his medical degree from the University of Rochester where he was elected to Alpha Omega Alpha. Dr. Bujak co-authored with Tom Atchison the book, Leading Transformational Change: The Physician-Executive Partnership, and recently authored the book, Inside the Physician Mind: Finding Common Ground With Doctors.

JOHN S. TOUSSAINT, MD  
*Founder & CEO, Thedacare Center for Healthcare Value*

Dr. Toussaint is one of the foremost figures in the adoption of lean principles in healthcare. Under his leadership, the Center has launched several peer-to-peer learning networks, developed in-depth workshops and advanced the idea of healthcare value through delivery reform, transparency and payment reform. Dr. Toussaint has been recognized for his work in transforming healthcare by organizations such as The Association of Manufacturing Excellence (AME), which inducted him into its 2012 Hall of Fame.

ALLISON MASSARI  
*Massari Speaking and Coaching, LLC*

From a young age, Ms. Massari was mentored in the world of medicine by her father and mother, a surgeon and a nurse. She spent 16 years shadowing her father in his practice, interning, and working in medical office settings. This provided her with an intimate understanding of the demands and challenges of the medical profession. In 1998, Allison experienced the critical value of personalized healthcare delivered by committed providers: she survived two near fatal car crashes. She spent over 400 days in recovery in hospitals and physical therapy centers. Allison draws on her personal experiences working with empathetic and devoted healthcare professionals and relates her story with humor, passion, and authenticity.


**Conference Agenda**

### Sunday April 27

11:00 a.m.-7:00 p.m.
Registration open

1:00-3:00 p.m.
**CEO Business meeting**
HealthTech Management Services business meeting for hospital CEOs & HealthTech staff.

3:30-5:00 p.m.
**New Trustee Orientation**
Greg Voss, HTMS Regional Vice President, will provided an orientation for trustees new to their role in governance.

6:00 – 7:00 p.m.
**Welcome Reception at the beautiful US Grant**
(for attendees & guests)
Welcome to sunny San Diego and HealthTech's annual conference!

### Monday April 28

8:00-9:30 a.m.
**President’s Breakfast for Board Chairs**
While enjoying breakfast, you will have an opportunity to discuss with colleagues, Derek Morkel, Neil Todhunter, and regional VPs, some of the issues impacting community hospitals. If a board chair is unable to attend, one board representative is welcome to participate.

10:00-10:15 a.m.
**Welcome & Introductions**
*Derek Morkel, President & CEO, HealthTech*
Join us as we kick off the annual Trustee & Physician Conference.

10:15-11:45 a.m.
**Seeing Beyond Reform**
*James E. Orlikoff, President, Orlikoff & Associates, Inc.*
For better or worse, health reform is rolling along. Insurance exchanges, ACOs, clinical integration are all evolving from the theoretical to the real world. Meantime, payers and employers are pushing new incentives to drive patients to the highest quality, lowest cost providers while Medicare and Medicaid become more fragile. Mr. Orlikoff will review trends and reports from the field as to how this is all working and outline the implications for health care organizations and their leaders.

**After this session you will be able to:**
1. Learn about evolving healthcare trends
2. Understand the implications of these changes for providers
3. Discover ways to prepare for long term implications of reform

11:45-1:00 p.m.
**Lunch** (attendees only)

1:00-2:15 p.m.
**Inside the Physician Mind: Finding Common Ground With Doctors**
*Joseph Bujak, MD*
Physicians and Hospital administrators speak different languages, frame issues differently, and use different metrics to define success. In addition, each group is responsive to a totally different set of equally valid ethics. Each group can evaluate the same data set and arrive at totally different conclusions. Because to each the answers are perfectly clear, that the other disagrees means that he or she either cannot understand the issue or worse yet chooses not to see it the same way. In either case, the other is being self-serving and is not to be trusted. We will explore physician culture to provide insight into their behavior and discuss how vision, dialogue and measurement are required to overcome these biases and create an alignment of interests.

**After this session you will be able to:**
1. Understand the physician culture and its impact on relationships
2. Appreciate what motivates individuals who do heuristic work
3. Realize the critical importance of vision, dialogue, and measurement to creating alignment, trust, and creativity in organizations

2:30-3:45 p.m.
**Physician/Hospital Integration and Compliance**
*Gregg M. Wallander, Attorney, Hall, Render, Killian, Heath & Lyman, P.C.*
This presentation will focus on appropriate mission and vision-driven purposes for health care arrangements serving as a high level guide to planning business arrangements by hospitals.

**After this session you will be able to:**
1. Understand appropriate purposes for business arrangements
2. Foster appropriate communications within the hospital
3. Consider strategic planning ideas

3:45-5:00 p.m.
**Options are Optional: Understanding Affiliation Opportunities and When to Say ‘No’**
*Joseph R. Lupica, Chairman, Newport Healthcare Advisors, LLC*
With new financial and operational pressures created by health care reform, the community hospitals will increasingly be facing opportunities, both welcome and unwelcome, to affiliate or merge with larger healthcare entities. This session will look at the dynamics affecting rural and community hospital markets, outline the various affiliation options available to independent facilities, and provide practical tools for evaluating those options — including how to stand firm against merger or takeover attempts. Specifically targeted toward Boards of Directors, the presenter will explore the related issues of board fiduciary responsibilities and governance.
After this session you will be able to:
1. Have knowledge of the characteristics of various structures along the Spectrum of Affiliations.
2. Understand how to determine the appropriate level of affiliation, if any, for your hospital and how to fend off unwanted suitors.
3. Define the fiduciary and governance responsibilities of trustees related to strategic decisions.

5:00 p.m.
Adjourn for the day

6:30 p.m.
Conference Dinner
Enjoy an elegant dinner and evening of networking with old acquaintances and new friends during our annual conference dinner.

Tuesday April 29

7:30-8:30 a.m.
Breakfast (for attendees & guests)

8:30-9:45 a.m.
Breakout Sessions I: Choose one of the following four sessions:

Physician Integration in the Rural Community
John Broderick, MD, FACEP, Chief Medical Officer
Adirondack Health
Hospital-physician integration continues to be an elusive challenge for many organizations. Quality health care, financial sustainability and satisfied hospital/physician partnership is the integration triple aim. Integration done right can lead to a productive relationship where the patient is the ultimate winner. Done incorrectly and patients can suffer due to unhappy, unproductive physicians. Dr. Broderick will provide information on how physicians and hospital administration view integration differently. Understanding these differences can allow success to occur by first recognizing this perception chasm so that it can be successfully crossed.

After this session you will be able to:
1. Differentiate between health systems and physicians goals of integration
2. Describe integration strategies
3. Know what successful integration looks like

Understanding Financial Statements
Kevin Stringer, Assistant Vice President, HealthTech
This presentation will provide a history of the HealthTech financial statement template and walk through the various schedules contained in the template. In addition to explaining the purpose of the various schedules, participants will be directed to the most important information items on each schedule.

After this session you will be able to:
1. Have a better understanding of the HealthTech financial statement
2. Provide Board members who do not have a financial background a roadmap to important items
3. Learn key financial ratios and their calculations

Looking Forward: The Board’s Role in Setting Strategy
Joseph Lupica, Chairman, Newpoint Healthcare Advisors LLC
In addition to providing oversight for their hospital’s “here and now,” Boards of Directors have a fiduciary responsibility to take a longer view of a facility’s future. Looking ahead and setting strategy are some of the most important, value-added things that a board can do. This session will help attendees better understand Board responsibilities to look into the future and set a hospital’s strategic direction – not only before small issues become crises, but also to take full advantage of opportunities presented by a landscape that will only change faster than it is changing today.

So that participants have a more rewarding experience, the presenter recommends that attendees send a pre-session email to jlupica@newpointhealth.com describing an example of their fiduciary duty in action.

After this session you will be able to:
1. Define the scope of fiduciary responsibility to your hospital
2. Understand your role in setting hospital strategy
3. Recognize the important differences between governance (board) roles and management (executive) roles

Rural Community Hospital Replacement Trends
Brian Happ, President & CEO, Rustin Becker, Executive Vice President, Erdman
In this session, we will enhance your knowledge of the significant considerations and risks associated with rural community hospital facility decisions. Those considerations and risks include market trends and the regulatory environment, the shift from in-patient centric services to ambulatory and the impact on facility considerations, operational efficiencies that need to be incorporated into facility planning and design, appropriately aligning the patient experience with community expectations while providing a competitive advantage, and delivery methods to ensure budgets are met for facility design and construction.

After this session you will be able to:
1. Understand how to plan a successful facility project
2. Learn what risks to avoid in facility planning and design
3. Ensure budgets are met for design and construction

10:15-11:30 a.m.
Breakout Sessions II: Choose one of the four sessions above.

11:30 a.m.
Adjourn for the day
Afternoon and evening open for tours or sightseeing on your own. Look for more information on page 5.
Tuesday Afternoon Activities
You must make a reservation to participate in one of the following activities:

1:15 p.m.
La Jolla: The Jewel by the Shore
Discover San Diego’s shimmering jewel on the shore, the beach community of La Jolla. Surrounded by marine life, white, sparkling sand and San Diego’s wealthy beach culture, La Jolla is a must see destination! Your tour will begin at the Birch Aquarium at Scripps where you will see local marine life and their oceanic habitats. Next is the Village of La Jolla where you will have free time to explore the Village’s boutiques, shops, affluent beach scene or comb through the famous La Jolla Cove.

1:15 p.m.
Uncover the City with Sol
(San Diego/Harbor tour)
Where the sun shines 90% of the year, it’s obvious why San Diego has been nickname the “city with Sol”. For first time visitors or if you just want to cover a lot of ground in a few hours, this tour will uncover the heartbeat of San Diego with stops at the city’s most famous landmarks. You will tour the famous Gaslamp District and Embarcadero before arriving at the pier for a one hour harbor cruise of picturesque San Diego Bay. From there you will visit the beautiful Cabrillo National Monument and have free time in historic Old Town. So grab your camera, sunglasses and walking shoes as you uncover the City with Sol!

Wednesday April 30

7:30-8:30 a.m.
Breakfast (for attendees & guests)

8:30-9:45 a.m.
Building a Culture of Continuous improvement
John Toussaint, MD
Building a culture of continuous improvement requires leadership behaviors and a management system that looks very different than what exists in traditional healthcare organizations. The presentation will focus on the changes leaders must make so that every staff member can identify and solve problems everyday.
After this session you will be able to:
1. Discover leadership behaviors required to build a culture of improvement
2. Learn the core components of a management by process system focused on the patient.
3. Understand the definition of lean in healthcare

10:15-11:30 a.m.
Ignite the Fire Within-The Art of Exceptional Self-Leadership
Allison Massari
In this inspiring keynote, Allison Massari teaches her listeners to find peace, purpose, and happiness, and gives them the tools they need to rise above any obstacle. The audience is given a compelling view inside the “patient experience”. As the survivor of two life-threatening events, she exposes her personal journey from absolute loss, to forgiveness and understanding, and finally to success and a life beyond anything she could have imagined. Through the power of storytelling, Allison weaves humor, surprise, and heartwrenching experiences, allowing the audience to study what she learned on each step of her path.
After this session you will be able to:
1. Improve customer service and teamwork by learning to navigate challenging situations and bring ease to the most difficult interactions.
2. Encourage productivity, creativity, and motivation: receive a simple tool to shift out of debilitating feelings of defeat & grief
3. Strengthen team-building through palpable stories of the heroic impact of community

11:30 a.m.
Conference Adjourns

CONTINUING EDUCATION CREDITS
Continuing Education Credit Hours provide a standard measure of formal recognition of participation in an organized, professional learning experience. Most states accept approved contact hours for reciprocity and participants simply submit documentation of attendance and contact hours approval. Many professional organizations such as AHIMA, HFMA, SHRM and ACHE award continuing education credit with documentation of attendance. The program is also pre-approved by the California Board of Registered Nursing (Provider No. 08769) for up to 10.25 contact hours depending on the sessions attended. HealthTech maintains pre-approval status with this board.

You must sign in at each session to receive credit hours.
In order to receive contact hours, you must:
1. Complete the sign in form for each educational session
2. Claim hours of contact that are actually spent in the educational session
3. Submit a certificate of attendance (provided by HealthTech) and any other necessary forms or documents to your respective professional organization.
Registration Form

Four Ways to Register for HealthTech’s Trustee & Physician Conference — April 27-30, 2014

Mail registration form along with check:
HealthTech Management Services
Attn: Jane Brewster
5110 Maryland Way, Suite 200
Brentwood, TN 37027
(note new address)

Register online:
Click on Trustee and Physician Conference link on HealthTech’s website
to register online:
www.htmsinc.com

Fax registration:
(615) 370-2859

Give registration form to your hospital administration office

TUITION SUMMARY — Fill out all applicable blanks. Please send check payable to HealthTech Management Services to the address listed above.

Conference Tuition $950/per person (due April 7) $____________
Guest Registration # of persons _____ X $175 $____________

Grand Total: $____________

PARTICIPANT INFORMATION — Please print as you would like information to appear on your name badge.

Name:___________________________________________________________
Title:____________________________________________________________
Hospital:_________________________________________________________
Address:_________________________________________________________
City:______________________________ State:_________ ZIP:____________
Phone:_____________________ Email:_______________________________

BREAKOUT SESSIONS, TUESDAY APRIL 29 — Check the box next to the breakout sessions you plan to attend (one per time slot).

8:30 a.m. - 9:45 a.m.
☐ Physician Integration in the Rural Community
☐ Navigating the HealthTech Financial Statement Template
☐ Rural Community Hospital Replacement Trends
☐ Looking Forward: The Board’s Role in Setting Strategy

10:15 - 11:30 a.m.
☐ Physician Integration in the Rural Community
☐ Navigating the HealthTech Financial Statement Template
☐ Rural Community Hospital Replacement Trends
☐ Looking Forward: The Board’s Role in Setting Strategy

SPECIAL EVENTS — I will attend the following event(s) included in my tuition:
☐ Sunday Welcome Reception
☐ Monday Conference Dinner
☐ Tuesday Breakfast
☐ La Jolla Tour
☐ San Diego/Harbor Tour
☐ Wednesday Breakfast
☐ Closing Speaker

CONFERENCE REGISTRATION DEADLINE IS MARCH 26, 2014
Cancellations received after April 21, 2014 will be refunded, less $50 administrative expense. Your registration may be transferred to another member of your organization.

No refunds will be given if your registration is not canceled in writing before the conference begins on April 27.

GUEST REGISTRATION
Please print guest(s) name as you would like to appear on name badge. If more than two guests, please contact Beth Davis at 615-309-6053.

Guest Name:____________________________
Guest Name:____________________________

SPECIAL EVENTS — My guest will attend the following event(s) included in their tuition:
☐ Sunday Welcome Reception
☐ Monday Conference Dinner
☐ Tuesday Breakfast
☐ La Jolla Tour
☐ San Diego/Harbor Tour
☐ Wednesday Breakfast
☐ Closing Speaker

HTMS HealthTech Management Services
EXPERIENCE SAN DIEGO
Welcome to San Diego, California’s second largest city, where blue skies keep watch over 70 miles of majestic coastline and a gentle Mediterranean climate and friendly locals create a welcoming vibe all its own.

Bordered by the Pacific Ocean to the west, the Anza-Borrego Desert and the Laguna Mountains to the east, and Mexico to the south, the diverse neighborhoods of San Diego are spread out over 4,200 square miles, offering endless opportunities for exploration and activities. Spend a day relaxing in one of the many beach communities, then hiking in the east San Diego County mountains. Explore the urban neighborhoods of San Diego’s downtown, from the iconic Gaslamp District to the eclectic community of Hillcrest.

Popular attractions include the world-famous San Diego Zoo and Wild Animal Park, Sea World San Diego and LEGOLAND California. San Diego’s Balboa Park, the largest urban cultural park in the U.S., is home to 15 museums, numerous art galleries, beautiful gardens, the Tony Award-winning The Globe Theatres and the San Diego Zoo. For more information on San Diego and what to do: http://www.sandiego.org/

Hotel Accommodations (Deadline March 26, 2014)

US Grant Hotel
326 Broadway
San Diego, CA 92101
Reservations: 866-837-4270

Online Reservations can be made from the Conference page on HealthTech’s website, www.htmsinc.com or at this link, https://www.starwoodmeeting.com/StarGroupsWeb/res?id=1401203034&key=40686. The deadline to receive HealthTech’s discounted rate is March 26, 2014. A discounted room rate of $229 per night + tax is available for all conference attendees. This rate is also available three days prior and three days after the conference subject to availability of guest rooms at the time of reservation.

Weather
San Diego is known as the City with Sol because the sun shines 90% of the year! In April the average high is 68 and at night the average low is 56.

Attire
The attire for HealthTech’s Trustee and Physician Conference is business casual. Plan to dress in layers, to ensure you are warm or cool enough for inside meetings and outdoor activities.

Airport Transportation/Hotel Parking
The San Diego Airport is approximately 3 miles from the US Grant. Taxi fare is approximately $14 one way. Super Shuttle, a shared ride service, offers airport transportation for $8 each way. Reservations can be made at 800-974-8885. Parking at the US Grant is $39/day.

Downtown Trolley
The San Diego Trolley is known for its reliability, safety, and convenience. It is also a fun way to get around town. The Trolley serves historic Old Town, Mission Valley, Fashion Valley, Petco Park, and Qualcomm Stadium, among other popular San Diego destinations. For more information go to: www.sdmts.com/trolley/trolley.asp

Special Accommodations
We want to ensure everyone enjoys HealthTech’s Trustee and Physician Conference. If you need any services identified with the Disabilities Act or have special dietary needs, please contact Beth Davis at 615-309-6053.

Guest Program
Sunday April 27
6:00-7:00 p.m.
Please join conference attendees for the Welcome reception at the beautiful US Grant hotel as HealthTech celebrates the beginning of its annual Trustee and Physician Conference.

Monday April 28
6:00-9:00 p.m.
Join attendees for the annual conference dinner

Tuesday April 29
7:30-8:30 a.m.
Join attendees for breakfast
1:15-5:30 p.m.
Tour: La Jolla - The Jewel by the Sea Tour- see page 5 for details
1:15-6:00 p.m.
Tour: San Diego: Uncover the City with Sol
Evening open to enjoy city of San Diego

Wednesday April 30
7:30-8:30 a.m.
Join attendees for breakfast
10:00-11:30 a.m.
Come and hear the closing speaker, Allison Massari