Changing the face
OF HEALTH CARE

15TH ANNUAL
Small & Rural Hospital Conference
NOVEMBER 10 - 11, 2015

Renaissance Charlotte Suites Hotel | 2800 Coliseum Centre Drive | Charlotte, NC
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About the Conference:
Co-sponsored by the North Carolina Hospital Association, the South Carolina Hospital Association and The Duke Endowment, the 15th Annual Small & Rural Hospital Conference is exclusively for hospital, health system, association and governmental employees and hospital and health system trustees.

To help keep registration fees low, this professionally rewarding conference is underwritten by The Duke Endowment.

Rowland-Hite Keynote Address:
The keynote presentation is made possible by a grant from the Rowland-Hite Health Planning Seminar, an annual event held from 1973 to 2011. The seminar honored the legacy of Carl Rowland, who served as Director of the Planning and Design Service of The Duke Endowment for nearly 20 years, and Charles L. Hite, who joined The Duke Endowment in 1969, and contributed greatly to its success until his retirement in 1996.

The 2015 Rowland-Hite Keynote Address, “ACOs - Delivering Better, More Coordinated Care”, will be presented by Pam Halvorson, Regional Vice President, Unity Point Clinic Operations, Fort Dodge, IA.
Registration Fees and Cancellation Policies:

For the lowest fee, register before October 23 by completing the Conference Registration Form on page 10 and sending with payment to Meetings & Events, or you may register online by clicking here. We accept Visa, MasterCard, American Express and checks (made payable to “South Carolina Hospital Association” Tax ID number 57-0372816). A $25 discount per registrant is offered to organizations registering three or more attendees before October 23. Administrative residents may attend for half-price.

Scholarships for students in health care administration are available to a limited number of full-time students not working in full-time paid positions. To qualify, submit proof of enrollment, such as a tuition statement or affidavit from the Admissions Office, with your Conference Registration Form.

Registration fees are not refundable. You may send a substitute if we are notified in writing (e-mail or fax) prior to the conference.

Your registration fee includes all of the sessions and meals listed in the agenda. In order for us to have accurate counts, we ask that you check the appropriate boxes on the Conference Registration Form to indicate your attendance:

- **Preconference Session with Dr. Ira Moscovice** - This session is open to all attendees.

- **Networking Reception** - We hope you stick around after the business meeting for our casual reception where you will have the opportunity to socialize and compare notes with colleagues while enjoying great food and drink. (Note: spouses/guests may attend the reception for $50).

- **ACHE Breakfast/Panel** - This session entitled, “Accountability for the Care We Provide” is open to all attendees.

Important note: If you are a member of the Greater Charlotte Healthcare Executives Group and are not a hospital or health care system employee, you may attend the breakfast only for a fee of $50.

Accommodations:

The 2015 conference returns to the Renaissance Charlotte Suites, 2800 Coliseum Centre Drive. For additional details about the hotel, click here. The conference rate of $162 (plus 15.25% tax) is available for Monday, November 9, and Tuesday, November 10. This rate is significantly discounted and is available only to those who register for the conference. To reserve a room, please complete the Accommodations Form on page 11 and send it with your credit card information to Meetings & Events, or you may reserve your room online by clicking here. Check-in is after 4:00 p.m. and checkout is prior to noon. Room cancellations must be received by email to Jayne@kingevents.org 72 hours prior to check-in or one night’s room and tax may be charged to your credit card. Cancellations may not be made by leaving a message on our voicemail.
Credit:

ACHE Face-to-Face Credit:
Two presentations, “Accountability for the Care We Provide” and “Equity of Health Care” have been developed and are presented locally by the Greater Charlotte Healthcare Executives Group. The ACHÉ has awarded 3 hours of ACHÉ Face-to-Face Education credit hours to this program. To receive credit, your name MUST appear on the sign-in sheet.

ACHE Qualified Credit:
As an independent chartered chapter of the ACHÉ, the Greater Charlotte Healthcare Executives Group is authorized to award 6.75 hours of ACHÉ Qualified Education continuing education credit toward advancement or recertification in the American College of Healthcare Executives. Participants in this program who wish to have it considered for ACHÉ Qualified Education credit should list their attendance when they apply to the American College of Healthcare Executives for advancement or recertification. Participants are responsible for maintaining a record of their ACHÉ Qualified Education.

Long Term Care Credit:
Approval has been requested from the North Carolina and South Carolina Boards of Long Term Health Care Administrators for CEUs in Long Term Care.

Americans With Disabilities Act:
If you need any of the auxiliary aids or services identified in the Americans with Disabilities Act in order to attend, please contact Meetings & Events. Special accommodations require advance notification by November 3. If there are any other special needs, e.g., physical or dietary, to make your participation more enjoyable or meaningful, please contact us.

Presentation Handouts:
Attendees may download handouts received from speakers by clicking here: HANDOUTS. In an effort to be environmentally responsible, we will not provide hard copies of handouts.

Questions? Contact Jayne King, Meetings & Events:
Phone: 704-847-8229
Email: Jayne@kingevents.org
Fax: 704-814-9264
Mail: 2611 Cotton Planter Lane, Charlotte, NC 28270
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Tuesday, November 10, 2015

8:30 a.m. - 9:30 a.m.  Registration/Continental Breakfast

9:00 a.m. - 10:00 a.m.  Preconference Session: Critical Access Hospital Quality -- Current Performance and the Development of Relevant Measures

This presentation will focus on the current political context for CAHs, document CAH performance with respect to quality of care, and describe the National Quality Forum’s recent efforts to address the challenges of quality measurement for low-volume rural hospitals.

Ira S. Moscovice, PhD
Mayo Professor and Head, Division of Health Policy and Management
School of Public Health, University of Minnesota, Minneapolis, MN

In addition to his responsibilities with the University, Dr. Moscovice serves as director of the University of Minnesota Rural Health Research Center. One of the nation’s leading health services researchers and policy analysts, he was the first recipient of the National Rural Health Association’s Distinguished Researcher Award. Dr. Moscovice served as the principal investigator for numerous rural health studies funded by, among others, ORHP, the Centers for Medicare and Medicaid Studies, AHRQ, the Robert Wood Johnson Foundation, and the U.S. Department of Veterans Affairs. He is a member of the NOF Measure Applications Partnership Coordinating Committee which provides input to DHHS and private sector initiatives on measures for use in public reporting, performance-based payment and other programs.

9:30 a.m. - 10:30 a.m.  Registration Continues (for those not attending preconference session)
10:30 a.m. Opening Session: Welcome/Opening Remarks

Welcome: James R. Walker
Senior Vice President, Regulatory and Workforce, South Carolina Hospital Association
Columbia, SC

Opening Remarks: William A. Pully
President, North Carolina Hospital Association, Cary, NC

10:45 a.m. - 12:00 p.m. Rowland-Hite Keynote Address: ACOs - Delivering Better, More Coordinated Care

Rural communities are uniquely challenged to perform well within an ACO model. Physician and Advanced Practitioners Performance reporting calls for significant administrative investment in quality reporting, investment in patient satisfaction tools, and robust EMR platforms. Typically challenged by size and reimbursement disincentives to align with ACO performance, each community, CAH, and RHC must evaluate its appetite and capacity to perform in these opportunities. Economy of scale becomes important in finding resources to align, modify, and adjust care delivery. This session will focus on Pioneer’s experience in developing a rural delivery model including the challenges, successes, and work ahead.

Pam Halvorson
Regional Vice President, UnityPoint Clinic Operations, Fort Dodge, IA

As Executive Sponsor of ACO initiatives, Ms. Halverson consults, advises and assists UnityPoint Clinic in providing leadership in planning and coordinating both patient and non-patient care activities for the Northwest Central region of Iowa. She provides executive leadership for ambulatory medical practices of UnityPoint Clinic and other affiliated health care organizations, including the Berryhill Center for Mental Health Services and the Highland Park Rehabilitation Center. For the past four years, Ms. Halvorson has led the transformation of care in the Trinity Pioneer ACO and is responsible for the development and monitoring of implementation strategies and progress, care coordination, culture change and team and community integration activities. Ms. Halvorson has held leadership positions in the health care industry for over 30 years.

12:00 p.m. - 1:00 p.m. Lunch

1:00 p.m. - 2:00 p.m. American Hospital Association Washington Update

This session will update conference attendees on the latest federal and regulatory issues and their impact on small and rural hospitals in North Carolina and South Carolina.

Joanna Hiatt Kim
Vice President, Payment Policy, American Hospital Association, Washington, DC

Ms. Kim leads the association’s work on Medicare and Medicaid payments, including those for inpatient and outpatient hospital care, post-acute care, and physician services. She came to the AHA from the United States Government Accountability Office, where she served as a Senior Health Policy Analyst. In this role, she advised Congress on potential policy changes and conducted policy analyses on a wide range of issues, including Medicare payment policy and hospital community benefits.

2:00 p.m. - 2:30 p.m. Break
2:30 p.m. - 3:30 p.m.  Federal Funding Updates
This session will identify key HHS programs, resources and initiatives that affect rural health care providers, including grant and technical assistance opportunities.

Tom Morris
Associate Administrator, Office of Rural Health Policy, Health Resources & Services Administration, U.S. Department of Health & Human Services, Rockville, MD

Mr. Morris is responsible for the administrative and policy activities in the Federal Office of Rural Health Policy, which coordinates rural activities with the U.S. Department of Health and Human Services. He oversees the Office’s work analyzing health policy issues in rural communities as well as the administration of grant programs that focus on building rural health care capacity at the state and community levels. He currently serves as the HHS representative to the White House Rural Council. He joined the ORHP in 1998 and has served in many positions, including grants project officer. Before joining the federal government, he was a newspaper reporter and editor in North Carolina.

3:30 p.m. - 3:45 p.m.  Break

3:45 p.m. - 5:00 p.m.  Population Health
As health care reform evolves, hospitals and health systems must lead the way in forging community collaborations that appropriately allocate resources and define a shared responsibility for improving community health; bring insight, perspective and support from the community into the hospital; and enter into strategic partnerships for improving community health and health outcomes.

John R. Combes, MD
Chief Medical Officer and Senior Vice President, American Hospital Association
Washington, DC

Dr. Combes is President of the AHA affiliated Center for Healthcare Governance (CHG), a dynamic community of board members, executives and thought leaders dedicated to advancing excellence, innovation and accountability in health care governance through education, tool development and research. He also leads the AHA’s Physician Leadership Forum providing education, tools and information to encourage physician leadership development. Dr. Combes serves as Senior Fellow at The Hospital Research and Education Trust (HRET), focusing on quality and leadership issues in patient safety, end of life care and clinical performance improvement. Dr. Combes received his medical degree from Cornell University in New York and received his post-graduate training from Boston City Hospital. He is certified in Internal Medicine by the American Board of Internal Medicine and has Management Certification from the American College of Physician Executives.

5:00 p.m. - 6:30 p.m.  Networking Reception
### Agenda

**Wednesday, November 11, 2015**

7:30 a.m. - 9:00 a.m.  
**Registration/ACHE Breakfast (open to all attendees)**

**Panel Discussion: Accountability for the Care We Provide**

This session will be a discussion on Accountable Care Organizations (ACO) and their role in health care reform. Among the many provisions included in the Patient Protection and Affordable Care Act, few have received more attention than the provision regarding ACOs. ACOs highlight the importance of the continuum of care and the attempt to reduce costs while continuing to improve the quality of care. These organizations have the potential to revolutionize the American health care delivery system but many aspects require further discussion and clarification for successful implementation.

**Moderator: Jeffrey S. Spade, MHA, FACHE**

*Senior Vice President, North Carolina Hospital Association and Executive Director, North Carolina Center for Rural Innovation and Performance, Cary, NC*

The mission of the North Carolina Center for Rural Health Innovation and Performance is to assist rural health providers and communities in addressing local and regional health needs and to foster innovation and improvements in rural health care delivery. With more than 25 years as a health care leader and hospital senior executive, Mr. Spade contributes to the development of national rural health policy as an advisory board member and consultant to the federal Office of Rural Health Policy and the Rural Health Research Program at UNC Sheps. He has been assigned adjunct faculty appointments for the Institute for Healthcare Improvement (Boston, MA), UNC, Duke University and Pfeiffer University.

**Panelists:**

**Steve Neorr**  
*Senior Vice President, Cone Health, Executive Director, Triad HealthCare Network and President, HealthTeam Advantage, Greensboro, NC*

Steve Neorr currently serves as senior vice president of Cone Health and executive director of Triad HealthCare Network (THN), the accountable care organization affiliated with Cone Health. He also is president of HealthTeam Advantage (HTA), Cone Health’s provider-led Medicare Advantage health plan. Neorr is responsible for the oversight of all activities, operations and strategic planning for both THN and HTA.

**Pam Halvorson**  
*Regional Vice President, UnityPoint Clinic Operations, Fort Dodge, IA*  
(Bio on page 5)

9:00 a.m. - 9:15 a.m.  
**Welcome**

**Jeffrey S. Spade, MHA, FACHE**  
*Senior Vice President, North Carolina Hospital Association and Executive Director, North Carolina Center for Rural Innovation and Performance, Cary, NC*
9:15 a.m. - 10:15 a.m.  **Panel Discussion: Beyond the Hospital: The Complex Task of Coordinating Care for Patients**

North Carolina and South Carolina hospitals, like others across the United States, are implementing creative strategies to improve transitions of care for patients and families and prevent avoidable hospital readmissions. This session will highlight success stories and ways to enhance collaboration with community partners.

**Amy Boutwell, MD, MPP**  
*President and Founder, Collaborative Healthcare Strategies, Lexington, MA*

Dr. Boutwell founded Collaborative Healthcare Strategies to pursue work aligned with opportunities created by the Affordable Care Act, the CMS Center for Innovation and the Partnership for Patients, specifically with the goal of engaging thousands of communities across the nation to work across settings and sectors to improve health care delivery. She is co-founder of the STAAR (State Action on Avoidable Rehospitalizations) Initiative of the Institute for Healthcare Improvement (IHI), which engaged over 180 hospitals in four states, over 500 community providers through “cross-continuum teams” and over 75 state-level public and private-sector leadership entities through state steering committees. In her former role as the co-principal investigator of the Commonwealth Fund’s $5 million STAAR grant at IHI, Dr. Boutwell was responsible for the state strategy, policy, clinical integrity and thought leadership for the program.

**Laura Maynard, M. Div.**  
*Director of Collaborative Learning, North Carolina Quality Center, North Carolina Hospital Association, Cary, NC*

Ms. Maynard has served as Administrative Director for the Duke University Health System Patient Safety Program; and as Patient Safety Specialist with Partners Healthcare in Boston. She holds a B.A. degree in English from Marshall University in Huntington, West Virginia; a Master of Divinity degree from Vanderbilt University in Nashville, Tennessee; a certificate in management of nonprofit organizations from the University of Western Ontario in London, Ontario; and has completed Six Sigma Black Belt training through North Carolina State University.

**Diana Zona**  
*Director, Quality Improvement Projects, South Carolina Hospital Association, Columbia, SC*

Ms. Zona has spent over 25 years working in health care, specifically quality improvement (QI) and strategic communications. Her work history includes South Carolina’s Quality Improvement Organization, a health care marketing firm, and a metropolitan hospital association. In her current role, Ms. Zona manages QI projects, serves as the state coordinator for CARES (Cardiac Arrest Registry to Enhance Survival), and is the SCHA liaison for the statewide Heart and Stroke Care Alliance.

10:15 a.m. - 10:30 a.m.  **Break**
10:30 a.m. - 12:00 p.m. Panel Discussion: Equity of Health Care

Quality of care should not vary on the basis of the patients’ socioeconomic, ethnic, gender or geographic background. It is known, however, that there is a health care divide in the U.S., especially in vulnerable populations including those without insurance, low-income, racial and ethnic minorities and LGBT populations. Eliminating health care disparities provides a strategic component to ensure organizational excellence and long-term financial viability. During this session, participants will explore the relevance of and correlation between cultural competence and health equity.

**Moderator:** Donald Jonas, PhD  
*Executive Director, Care Ring, Charlotte, NC*

Dr. Jonas is responsible for overseeing Care Ring’s health care outreach programs designed to empower individuals with limited resources to establish and maintain good health. These programs include: a low-cost clinic in uptown Charlotte offering basic health care services and chronic disease management; the Physicians Reach Out program coordinating voluntary care to the indigent from more than 1,600 area physicians; and Nurse-Family Partnership, an evidence-based, nurse home visiting program that improves the health and well-being of low-income mothers and their children.

**Panelists:**

- **Peggy Davis Harris, BSN, MHA, FACHE, CDM, SPRH**  
  *Director of Diversity & Inclusion, Carolinas HealthCare System, Charlotte, NC*

  Ms. Harris is responsible for advancing and supporting the diversity and inclusion agenda/strategy at Carolinas HealthCare System and has been a leader in the system’s diversity initiatives since 1998. Her various leadership positions have included nursing director, vice president of operations and assistant vice president in facilities management. Ms. Harris is past recipient of the Diversity in Business Award from the Diversity Council of the Carolinas and the Charlotte Business Journal.

- **Juana S. Slade, CDM, CCF**  
  *Director of Diversity and Language Services, AnMed Health, Anderson, SC*

  AnMed Health in Anderson is South Carolina’s largest private, not-for-profit health system and one of the first acute care health systems in the State to dedicate full-time resources to strategic diversity management. Under Ms. Slade’s leadership, AnMed has developed a comprehensive, integrated diversity network in support of its increasingly diverse patient population and workforce. This transformative work has been recognized by the American Hospital Association; the US Department of Health and Human Services Office for Civil Rights; the Robert Wood Johnson Foundation; the South Carolina Hospital Association; the South Carolina Chamber of Commerce; and the Institute for Diversity in Health Management (IFD), an affiliate of the American Hospital Association. In July, AnMed Health was named a finalist for the 2015 Equity of Care Award by the American Hospital Association for its efforts to reduce health care disparities and promote diversity within the organization’s leadership and staff.

12:00 p.m. Adjourn
CONFERENCE REGISTRATION
(Due by October 23 for lowest fees)

Name of Organization ______________________________________________________________________________________________

Mailing Address ___________________________________________________________________________________________________

City___________________________________________________________   State _______    Zip+4 ______________________________

Telephone Number _______________________   E-mail Address ________________________________  Fax _______________________

Please include the name, title and e-mail address for each registrant:
Please indicate your attendance by checking the boxes below:

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Registration fees

One attendee before October 23 ....................$200*
Three or more attendees before October 23 ......$175 each*
One attendee after October 23 .......................$250*
Guest/spouse reception attendance ...............$50
ACHE breakfast only .................................$50

* The registration fee includes the preconference session, reception and ACHE breakfast. If you wish to bring a spouse or guest to the reception, the fee is $50. If you are a member of the GCHEG and cannot attend the rest of the conference, you may pay a $50 fee to attend the breakfast.

Total seminar registration fees: $ __________________________
Total spouse/guest fees $ __________________________
Total enclosed $ __________________________
Check # __________________________

Please make checks payable to:
South Carolina Hospital Association,
Tax ID#57-0372816

Credit Card: ☐ Visa   ☐ MasterCard   ☐ American Express   ☐ Debit Card

Cardholder’s name (as it appears on card) ________________________________________________________________

Card number ___________________________________________ Expiration Date_______________________________

Billing Address ____________________________________________

City ____________________________________________ State _______ Zip __________
HOTEL ACCOMMODATIONS  
(Due by October 23 for lowest rate)  
Renaissance Charlotte Suites Hotel, Charlotte, NC

Please type or print clearly.
Guest room rates for King or Double: $162 plus 15.25% local/state sales and occupancy tax = $186.71

Please note that check-in time is 4:00 P.M. and check-out time is noon.

1) Complete the credit card information below and send this form to Meetings & Events.
   If you are paying for the room with a second party credit card, at check-in you must present a letter of authorization which outlines approved charges and a copy of the front and back of the card with signature of the cardholder.

   OR

   2) Call Meetings & Events with your credit card number.

   OR

   3) Make reservations by clicking here  RESERVATIONS:

Cancellations made within 72 hours of the conference may result in the loss of deposit or a charge of one night’s stay and tax to your credit card.

Credit Card:  □ Visa    □ MasterCard    □ American Express    □ Debit Card
Cardholder’s name (as it appears on card) ____________________________
Card number ___________________________________________________ Expiration Date __________________________
Billing Address __________________________________________________
City __________________________ State ________ Zip ______________________

Mail or fax conference and hotel registration forms with payment to:
Small and Rural Hospital Conference c/o Meetings & Events
2611 Cotton Planter Lane, Charlotte, NC 28270

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