



# 2020 WHA PHYSICIAN LEADERSHIP DEVELOPMENT CONFERENCE

Friday, March 13 and Saturday, March 14  
The American Club, Kohler, WI 53044 • 855-209-5679

## WHO SHOULD ATTEND

### → Developing Physician Leaders, including:

- Any physician who has recently taken on a leadership/management role
- Any physician with leadership/management potential
- Any physician who needs assistance making the transition from clinician to leader

### → Senior Physician Leaders, including:

- Any seasoned physician leader wanting to enhance his/her leadership skills
- Chief medical officers, VPMAs, chiefs of staff, department chairs, medical directors

### → Non-clinical, senior-level hospital or health system administrators/executives who accompany one or more physicians to the conference

Physician leaders must represent both clinical and management interests. Those new to the role are often challenged to move beyond their clinical expertise as they are asked to problem solve, lead their clinical colleagues and manage needed change in a rapidly evolving health care environment.

The annual WHA Physician Leadership Development Conference is an opportunity for Wisconsin hospitals and health systems to offer their physicians CME-qualifying education focused on developing their leadership skills. The conference features nationally renowned speakers at a reasonable price and with minimal travel time for participants.

Due to the success of the previous year, the 2020 conference will once again offer a track of education specific to senior physician leaders as well as developing physician leaders. Non-physician leaders attending the conference may accompany their physician leaders to the Friday education session, network at the Friday evening dinner event, and then join their physician colleagues at either of the two Saturday morning educational tracks.

**New this year!** Due to past attendee feedback, additional speakers have been added to the conference agenda. This added value to the conference will further develop the knowledge base of all attendees.

This educational activity is jointly provided by AXIS Medical Education and the Wisconsin Hospital Association.



# PROGRAM AGENDA

## FRIDAY, MARCH 13

- 7:15 am Breakfast
- 8:15 am **Welcome, Housekeeping and Speaker Introduction**  
*Mark Kaufman, MD, Chief Medical Officer, Wisconsin Hospital Association*
- 8:30 am **Why Physician Leadership is More Important Today Than Ever Before**  
*David Nash, MD, Dean Emeritus and Professor of Health Policy, Jefferson College of Population Health*
- 9:30 am **How the Tenets of Population Health Can Serve as Tools to Deliver Value**  
*David Nash, MD, Dean Emeritus and Professor of Health Policy, Jefferson College of Population Health*
- 10:30 am **The Future of Value-Based Care and Consumer Engagement**  
*David Nash, MD, Dean Emeritus and Professor of Health Policy, Jefferson College of Population Health*
- The current health care environment is one of constant change as providers, insurers and government all strive to improve quality, lower cost, reduce non-value added clinical practice variation and engage patients in their own care. The shift from fee-for-service reimbursement to value-based payment continues as health care organizations and providers increasingly focus on population health. This series of presentations will discuss these trends, put these forces into context and highlight the essential role of physician leaders if we are to achieve needed change.
- At the conclusion of these sessions, physician leaders will be able to:
- Trace the evolution of our profligate health care system
  - Define the categories of financial and human resource waste in the health care system
  - Outline two definitions of population health
  - Evaluate the impact of new payment mechanisms to drive value
  - Describe several new technologies that can aid clinicians in improving patient engagement
- 11:30 am Break

## REGISTRATION INFORMATION

### Early Bird Registration Options – registered by January 31, 2020:

*All fees include attendance at Friday evening dinner event*

- Clinical Conference Registration: \$925 per person
- Host Registration: \$425 per person (does not include CME)

### Registration Options – registered February 1, 2020 or later:

*All fees include attendance at Friday evening dinner event*

- Clinical Conference Registration: \$975 per person
- Host Registration: \$475 per person (does not include CME)

### Guest Registration Option:

- Guests to Friday's 'Destination Kohler' dinner event at Kohler Design Center: \$90 per person  
*(early bird discount does not apply)*

## PAYMENT INFORMATION

### Credit Card or Check

WHA accepts VISA or MasterCard payments online.

If paying by check, make payable to Wisconsin Hospital Association. Print your registration confirmation and mail with check payment to:

Wisconsin Hospital Association  
Attn: Education  
PO Box 259038  
Madison, WI 53725-9038

Register online at: <https://www.whareg4.org/PLCD2020>

12:00 pm **Luncheon (provided) for attendees and hosts**  
**WHA Advocacy Update: Key Issues Impacting Care Delivery**  
*Eric Borgerding, President and CEO, Wisconsin Hospital Association*

1:00 pm **Emotional Intelligence**  
*Bill Benjamin, Performance and Leadership Expert, Institute for Health and Human Potential*

Why do smart people fail? Why do technically brilliant individuals have trouble managing others and collaborating on a team? It is not because they lack intelligence or technical skills. Far from it. What they lack is a critical level of emotional intelligence (EI) and the ability to manage their own emotions and others' when they are under pressure. Whether you are a formal manager or want to increase your individual performance (or both), this program will teach you the foundational principles and brain science of EI. You will become a student of human behavior: understanding what your brain does under pressure and how that affects your decision making and the impact you have on others.

At the conclusion of this session, physician leaders will be able to:

- Define emotional intelligence and its value to you both personally and professionally
- Describe the brain science that drives emotional behavior
- Employ strategies to skillfully manage emotions when there is pressure, change and conflict
- Create an actionable plan to reach leadership goals

4:30 pm Adjourn for the day

6:00 pm **“Destination Kohler” Dinner Event at the Kohler Design Center**

Join us for an evening dinner event, “Destination Kohler.” Enjoy touring the beautiful Kohler Design Center along with the company of fellow developing and senior physician leaders, hospital and health system leaders and guests. Sample dishes from a variety of stations representing the American Club's best restaurants, along with a hosted bar and dessert buffet. This event is included in the registration fee for all registered physicians and hosts, and guests are invited to join us for this interactive dinner for an additional fee.

## SATURDAY, MARCH 14

7:15 am Breakfast

### Developing Physician Leaders Track:

8:15 am **Introduction**  
*Leigh Ann Larson, Vice President of Education and Marketing, Wisconsin Hospital Association*

8:30 am **Physician Performance Management**  
*William “Marty” Martin, Director and Associate Professor of the Health Sector Management MBA Program, DePaul University, Chicago, IL*

In the health care industry, we cannot afford (financially, culturally or clinically) anything but high performance. But high performance goes beyond a smart strategic plan, a disciplined operational plan and a solid financial statement. Research has shown that physician behavior is the number one consideration in reducing medical malpractice liability and improving patient safety. Yet, many organizations do not have the culture of high performance required to nurture behaviors that support overall organizational performance. Case studies from high-performing organizations will be shared in this program. Lessons learned from the literature and the front lines will be shared to equip you with the knowledge and skills to manage performance more effectively and efficiently – not to mention with less stress.

## PROGRAM AGENDA (continued)

At the conclusion of this session, physician leaders will be able to:

- Recognize the dynamics of human behavior in organizations
- Create standards of behavior and performance – defining, measuring, interpreting and applying various instruments and methods
- Manage conflict through giving formal and informal feedback to different types of individuals in different situations
- Create systems for reinforcing performance improvement
- Manage disruptive physician behavior and marginal performers

12:00 pm      Adjourn

### Senior Physician Leaders Track:

8:15 am      **Introduction**

*Mark Kaufman, MD, Chief Medical Officer, Wisconsin Hospital Association*

8:00 am      **The Journey from Clinician to Physician Leader to CEO**

*Scott Rathgaber, MD, CEO, Gundersen Health System, La Crosse, WI*

In our rapidly changing health care environment, physicians are natural candidates to lead health care organizations. Despite the unique perspective and experiences that physicians bring to leadership, many physicians who attain senior leadership roles are not as successful as they would like to be. In this session, attendees will gain insight into the transition from clinical practice to physician leader and to the unique opportunities and challenges a physician leader faces in being a successful CEO.

At the conclusion of this session, senior physician leaders will be able to:

- Explain the natural assets physicians typically bring to health care organization leadership
- Describe the leadership capabilities and skills most important for senior physician leaders to be successful
- Outline strategies to better manage the transition from clinician to senior physician leader
- Discuss the unique opportunities and challenges for senior physician leaders who rise to the CEO role

9:30 am      **Reaction and Discussion to Message(s) from Dr. Rathgaber**

*Facilitated by Mark Kaufman, MD, Chief Medical Officer, Wisconsin Hospital Association*

10:00 am      Break

10:15 am      **Regular or Extra Crispy? Lessons from the Field in Addressing Burnout (Presentation and Roundtable)**

*Elisa Arespachaga, MBA, Vice President Physician Alliance, American Hospital Association*  
*Jay Bhatt, DO, Chief Medical Officer, American Hospital Association*

National studies indicate that at least 50% of physicians are experiencing burnout. Physician burnout influences quality of care, patient safety and patient satisfaction. On a personal level, physician burnout contributes to substance abuse, impaired relationships and physician suicide. This session will include a presentation followed by facilitated small group discussions and will focus on the root causes of burnout and how organizations are addressing this issue.

At the conclusion of this session, senior physician leaders will be able to:

- Describe the drivers of work-life balance and the role of leadership in addressing burnout
- Explore how colleagues and organizations across the country are working to mitigate burnout
- Develop a personal “action plan” to reduce physician burnout at their home organization

12:00 pm      Adjourn

# FEATURED PRESENTERS



## ELISA ARESPACOHAGA, MBA

Elisa Arespacochaga is vice president of the American Hospital Association's (AHA) Physician Alliance, a strategic initiative launched as part of the AHA's ongoing mission to improve the health of patients and communities. In her role, Arespacochaga is responsible for the work of the AHA Physician Alliance to build relationships with clinical leaders around physician leadership, resilience and well-being, managing populations and providing high-value care.

Arespacochaga has held several positions within AHA working with member hospitals on educational programs and conducting research on a variety of topics. She received her master's degree in business administration with a concentration in health care policy from Keller Graduate School of Management and a bachelor's degree in biology and Spanish literature from Amherst College.



## JAY BHATT, DO, MPH, MPA, FACP

Jay Bhatt, DO, serves as senior vice president and chief medical officer of the American Hospital Association (AHA) and president of AHA's Health Research & Educational Trust (HRET). Dr. Bhatt and his team lead association activities related to advancing physician leadership, health equity, national strategic partnerships and government-funded projects, including leading the nation's largest Hospital Improvement Innovation Network (HIIN). Additionally, he serves on the AHA Center for Health Innovation executive team.

Most recently, Dr. Bhatt was the first chief health officer at the Illinois Health and Hospital Association. In this role, he led large improvement projects, including the Hospital Engagement Network (HEN), launched a physician leadership academy and designed and advanced a statewide high reliability initiative. Previously, he was managing deputy commissioner and chief innovation officer for the Chicago Department of Public Health.

Dr. Bhatt has practiced as an internal medicine physician for Erie Family Health Center and Chicago Family Health Center in Chicago. He received his doctoral degree in osteopathic medicine from the Philadelphia College of Osteopathic Medicine, his master's in public health from the University of Illinois at Chicago, his master's in public administration from the Harvard Kennedy School of Government and his bachelor's in economics from the University of Chicago.



## BILL BENJAMIN

Bill Benjamin has a rare perspective – he has advanced degrees in mathematics and computer science and has 25 years of real-world business experience as a senior leader. Benjamin is very authentic about the fact that he struggled early in his career as a leader when he was under pressure. He shares how he has been able to apply the very same techniques he teaches to become a better leader (and husband and father) himself.

In addition to using his background in sales to motivate and inspire audiences, Benjamin leverages his mathematics and technical background to take a practical and scientific approach to helping people understand how the brain responds under pressure, and how that can help increase leadership and performance. He is a partner at the Institute for Health and Human Potential (IHHP), a successful international research and training company, named one of the "Fastest Growing Companies" in the "Fast 100" ranking in *PROFIT Magazine*. Benjamin also contributed to the *New York Times* and Amazon bestselling book *Performing Under Pressure*, co-authored by IHHP's JP Pawliw-Fry and noted psychologist Hendrie Weisinger.

The combination of Benjamin's practical nature and scientific approach to leadership make him a hit with analytical audiences. His high energy level and enthusiasm has resulted in a successful track record with discerning audiences that include surgeons, U.S. Marines and NASA engineers.

*(Continued on next page)*

## FEATURED PRESENTERS (continued)



### WILLIAM "MARTY" MARTIN

Marty Martin is a highly sought-after presenter, trainer and facilitator in the United States and abroad. His topics range from managing physician performance to elements of teamwork. Martin currently serves as director and associate professor of the health sector management MBA program at DePaul University in Chicago. In this role, he launched three innovative programs: dual MBA/MS degree with Rush University; health care concentration in the MS in predictive analytics, and MS in health informatics.

Martin has authored more than 100 refereed articles in journals ranging from the *Journal of Health Care Finance* to the *International Journal of Computer Science and Technology*. His scholarly and consulting work has been featured in stories in the *Wall Street Journal*, *Washington Post* and *USA Today*. He has also written two books: *The Inner World of Money: Taking Control of Your Financial Decisions and Behaviors* (2012) and *Taming Disruptive Behavior*, published by ACPE, in 2012.

Before DePaul, Martin practiced clinical psychology in primary health care settings. He continues to practice behavioral sleep medicine as a licensed clinical psychologist. He also has served in key leadership positions at DePaul, Johns Hopkins Hospital and Tulane University Hospital and Clinics. He serves on boards, such as Aurora Health Care, as a member of the social responsibility and executive compensation committees. He is actively involved in the innovation/entrepreneurship community in Chicago, working with health care organizations to design processes and collaborating with health-focused business incubators, such as Healthbox. He was recently selected as a Coleman Entrepreneurship faculty fellow to continue his work on health care innovation and entrepreneurship. Martin is seeking a postgraduate diploma in global eHealth at the University of Edinburgh School of Medicine.



### DAVID NASH, MD

David B. Nash is the founding dean emeritus and the Dr. Raymond C. and Doris N. Grandon professor of health policy at the Jefferson College of Population Health (JCPH). JCPH is dedicated to developing health care leaders for the future. The College offers masters programs in public health, population health, health care quality and safety, health policy, applied health economics, and population health intelligence as well as a doctoral program in population health sciences. A board-certified internist, Dr. Nash is internationally recognized for his work in public accountability for outcomes, physician leadership development and quality-of-care improvement. Dr. Nash is a principal faculty member for quality-of-care programming for the American Association for Physician Leadership (AAPL). He serves on the NQF Task Force on Improving Population Health and the John M. Eisenberg Award Committee for The Joint Commission.

Dr. Nash has authored more than 100 peer-reviewed articles and edited 25 books, including *Connecting with the New Healthcare Consumer*, *The Quality Solution*, *Demand Better*, and most recently *Population Health: Creating a Culture of Wellness* (2nd edition). He was the inaugural deputy editor of *Annals of Internal Medicine* (1984-1989). Currently, he is editor-in-chief of *American Journal of Medical Quality*, *Population Health Management, P&T*, and *American Health and Drug Benefits*.

Dr. Nash received his BA in economics (Phi Beta Kappa) from Vassar College, his MD from the University of Rochester School of Medicine and Dentistry and his MBA in health administration (with honors) from the Wharton School at the University of Pennsylvania.



### SCOTT RATHGABER, MD

Scott W. Rathgaber, MD, is chief executive officer and a board-certified gastroenterologist at Gundersen Health System in La Crosse, Wisconsin. He joined Gundersen gastroenterology in 1998 and accepted his first leadership role, gastroenterology section chief, in 2005. He served on Gundersen's Board of Governors and on the Gundersen Board of Trustees prior to his appointment to medical vice president in 2012, where he managed hospital operations, pharmacy and several clinical departments. He has served as CEO since 2015. Dr. Rathgaber has twice been honored as educator of the year at Gundersen, is a fellow with the American Gastroenterological Association and is a member of the American College of Gastroenterology.

Before joining Gundersen, Dr. Rathgaber spent five years caring for patients at Burns Clinic in Petoskey, Michigan, in the gastroenterology and hepatology department. Dr. Rathgaber holds a medical degree from Indiana University School of Medicine. He completed an internal medicine residency at the University of Minnesota, followed by a fellowship in gastroenterology at Indiana University. His undergraduate degree is from Wabash College in Indiana.

# CONTINUING MEDICAL EDUCATION



JOINTLY ACCREDITED PROVIDER™  
INTERPROFESSIONAL CONTINUING EDUCATION

## Accreditation Statement

In support of improving patient care, this activity has been planned and implemented by AXIS Medical Education and the Wisconsin Hospital Association. AXIS Medical Education is jointly accredited by the Accreditation Council for Continuing Medical Education (ACCME) to provide continuing education for the health care team.

## Credit Designation for Developing and Senior Physicians

AXIS Medical Education designates this live activity for a maximum of 10.0 *AMA PRA Category 1 Credit(s)*™. Physicians should claim only the credit commensurate with the extent of their participation in the activity.

## AXIS Contact Information

For information about the accreditation of this program, please contact AXIS at [info@axismeded.org](mailto:info@axismeded.org).

## Disclosure of Conflicts of Interest

AXIS Medical Education requires instructors, planners, managers and other individuals and their spouse/life partner who are in a position to control the content of this activity to disclose any real or apparent conflict of interest they may have as related to the content of this activity. All identified conflicts of interest are thoroughly vetted by AXIS for fair balance, scientific objectivity of studies mentioned in the materials or used as the basis for content, and appropriateness of patient care recommendations.

The **faculty** reported the following financial relationships or relationships they or their spouse/life partner have with commercial interests related to the content of this continuing education activity:

Name of Faculty or Presenter	Reported Financial Relationship
David Nash, MD	Advisory Board: ANI Pharmaceuticals, Inc.
Bill Benjamin	Nothing to disclose
William "Marty" Martin	Pending
Scott Rathgaber, MD	Nothing to disclose
Mark Kaufman, MD	Nothing to disclose
Elisa Arespachoga, MBA	Nothing to disclose
Jay Bhatt, DO	Nothing to disclose

The **planners and managers** reported the following financial relationships or relationships they or their spouse/life partner have with commercial interests related to the content of this continuing education activity:

Name of Planner/Manager	Reported Financial Relationship
Leigh Ann S. Larson	Nothing to disclose
Ronald Viggiani, MD	Nothing to disclose
Dee Morgillo, MEd., MT(ASCP), CHCP	Nothing to disclose

## Disclaimer

Participants have an implied responsibility to use the newly acquired information to enhance patient outcomes and their own professional development. The information presented in this activity is not meant to serve as a guideline for patient management. Any procedures, medications, or other courses of diagnosis or treatment discussed in this activity should not be used by clinicians without evaluation of patient conditions and possible contraindications or dangers in use, review of any applicable manufacturer's product information, and comparison with recommendations of other authorities.

## Requirements for credit:

- Attend/participate in the educational activity and review all course materials.
- Complete the CE declaration form online by **11:59 pm ET April 14, 2020**. Instructions will be provided. If you do not enter the online portal by the above date, you will not be able to retrieve your statement of participation.
- Upon successful completion of the online form, your statement of completion will be presented to you to print.

## CONFERENCE INFORMATION

### 2020 registration options:

#### CLINICAL CONFERENCE REGISTRATION

##### *Developing Physician Leader:*

Physicians who have recently taken on a leadership or management role or have interest in a future physician leadership role and/or who wish to enhance their leadership skills. These attendees will participate in the full-day program on Friday and the “Developing Physician Leaders Track” on Saturday morning. Registration fee includes Friday evening dinner event. 10 CME credits will be awarded for participation.

##### *Senior Physician Leader:*

Seasoned physician leaders with significant management accountability in Wisconsin hospitals, clinics and health systems. This includes CMOs, VPMAAs, chiefs of staff, medical directors and department chairs. These physician leaders will participate in the full-day program on Friday and the “Senior Physician Leaders Track” on Saturday morning. Registration fee includes Friday evening dinner event. 10 CME credits will be awarded for participation.

#### HOST CONFERENCE REGISTRATION

Non-clinical, senior-level hospital or health system administrators who accompany one or more physicians to the conference. CME credit is not awarded to those participating as a host.

#### MEETING ATTIRE

Appropriate attire for this meeting is business casual. Please remember that meeting rooms and public areas may be cool, so bring a jacket or sweater for your own comfort. Appropriate attire for the Friday evening dinner event is also business casual.

#### CONFERENCE CANCELLATION POLICY

Cancellations received in writing up to five business days prior to an event will be given a full refund less a \$50 processing fee. No refunds will be given for cancellations received less than five business days prior and day-of-program no-shows. Substitutions are accepted.

#### SPECIAL NEEDS OR DIETARY RESTRICTIONS

If you have any special needs, including dietary restrictions, with which we can help you, please contact Allison Taylor at [ataylor@wha.org](mailto:ataylor@wha.org) by February 21, 2020.

#### QUESTIONS

For questions about content, contact Leigh Ann Larson at [llarson@wha.org](mailto:llarson@wha.org) or call 608-274-1820.

For questions about registration, contact Allison Taylor at [ataylor@wha.org](mailto:ataylor@wha.org) or call 608-274-1820

## LODGING INFORMATION

#### HOTEL ACCOMMODATIONS

A block of rooms has been reserved for the evenings of March 12 and 13 at The American Club in Kohler. Call 1-855-209-5679 to reserve a room in the WHA block. When making a reservation, request a room in the **Wisconsin Hospital Association** group block **and** reference **Reservation #82G2P3**.

Rate is \$194 for single occupancy and \$218 for double occupancy.

**Important:** The room block is limited and fills up very quickly each year. Please make your reservations today. Room availability is NOT guaranteed by WHA nor by The American Club. Final cut-off date for room reservations at the special rate is when the room block fills or **February 21, 2020**, whichever occurs first.

Hotel cancellations must be made DIRECTLY with The American Club.

Register online at

<https://www.whareg4.org/PLCD2020>