

ACHE Cluster Seminars



San Francisco

Session 1: September 8–9, 2014

Session 2: September 10–11, 2014

ache.org/SanFrancisco

In-depth seminars to meet the challenges
healthcare leaders are facing.



Foundation of the
American College of
Healthcare Executives
for leaders who care®

COME TO SAN FRANCISCO



Travel to the City by the Bay and find an eclectic mix of architecture and historic landmarks. Check out Fisherman's Wharf, the most visited section of the city and home to fresh seafood restaurants, unique shops, street performers and hundreds of sea lions at Pier 39. Walk to Pier 33 and ride a ferry to Alcatraz, the former federal prison that once housed notorious criminals like Al Capone. San Francisco is home to the world's last manually operated cable car system, and you can ride any of the cars' three lines for great views of the city. Finally, no visit would be complete without crossing the iconic Golden Gate Bridge. The Hilton San Francisco Financial District boasts jaw-dropping views and is within walking distance to numerous attractions. For more information about San Francisco, contact the San Francisco Convention and Visitors Bureau at www.sanfrancisco.travel. To learn more about the hotel, visit its website at www.sanfranciscohiltonhotel.com or call (415) 433-6600.

CONIFER
HEALTH SOLUTIONS®

This cluster is made possible in part by the support of Conifer Health Solutions, an ACHE Premier Corporate Partner. ACHE would like to thank Conifer Health Solutions for its support of our programs, products and services. For more information, please visit www.coniferhealth.com.

Networking Reception
Monday, September 8
5:00 p.m.–6:00 p.m.

Join us for a networking reception to share ideas, make professional contacts and learn from other healthcare executives.



The challenges facing today's healthcare leaders are constantly evolving. And so must you.

ACHE's comprehensive cluster programs provide the continuing education you need to stay relevant and effectively lead through change. You can access a wide range of topics in healthcare management, earn up to 24 ACHE Face-to-Face Education credits and network with peers—all at one easily accessible location. Learn from top-rated faculty in small interactive class settings, with minimal time away from the office.

Your Satisfaction is Guaranteed!

ACHE is committed to quality. Before each seminar is offered, it is tested by an audience of your peers—if they aren't satisfied, the seminar isn't presented. And, if a program does not meet your expectations, you may contact ACHE's Customer Service Center within one week of the seminar, and we will issue a full tuition refund or credit toward another ACHE program.

Tuition Waiver Assistance

The American College of Healthcare Executives makes a limited number of education tuition waivers available to ACHE Members and Fellows. Tuition waivers are awarded based on financial need. Applications must be submitted at least eight weeks prior to the program date. For more information on the ACHE Tuition Waiver Assistance Program, visit [ache.org/Tuitionwaiver](https://www.ache.org/Tuitionwaiver) or contact ACHE's Customer Service Center at (312) 424-9400.

There's more to learn from our seminar faculty... Check out these Health Administration Press books!

What Top-Performing Healthcare Organizations Know: 7 Proven Steps for Accelerating and Achieving Change

Greg Butler and Chip Caldwell, FACHE
130 pages, order code: 2117
\$81 + shipping

Introduction to the Financial Management of Healthcare Organizations, Fifth Edition (New Edition Coming Soon!)

Michael Nowicki, EdD, FACHE, FHFMA
476 pages, order code: 2176
\$111 + shipping

Decision Making for Improved Performance

Ken E. Mack, FACHE; Mary Ann Crawford, PhD, RN; and Mary C. Reed
59 pages, order code: 2012
\$11 + shipping

Inside the Physician Mind: Finding Common Ground with Doctors

Joseph S. Bujak, MD, FACP
127 pages, order code: 2114
\$79 + shipping

Prices are subject to change.

Receive a 20 percent discount on HAP books purchased at the San Francisco Cluster!

For detailed descriptions of these books, visit [ache.org/HAP](https://www.ache.org/HAP). The 20 percent promotional discount applies only to orders completed on-site at the event. Certain exclusions may apply.

Additional information is available at [ache.org/SanFrancisco](https://www.ache.org/SanFrancisco).

Here’s Our San Francisco Lineup:

12 ACHE Face-to-Face Education credits each

Expanded seminar descriptions are available at [ache.org/SanFrancisco](https://www.ache.org/SanFrancisco).

All seminars are held from 7:00 a.m. to 1:30 p.m.

SESSION 1	Date	Seminar	Learning Objectives	Faculty
	September 8–9	The Art of Building Relationships for Successful Teams and Partnerships* Go beyond the basics of team building to create effective, healthy and collaborative relationships with physicians, board members, peers and staff. * Participants must complete a self-assessment prior to the seminar, and once registered you will be contacted with specific instructions from ACHE.	Effectively use new tools and techniques to create a shared vision, ownership and alignment.	Gail Scott
	September 8–9	Developing and Deploying a Hospital Business Intelligence Strategy That Works—NEW! Use business intelligence (BI) tools and techniques to develop and measure clinical, quality and patient satisfaction goals, validate levels of performance improvement and create practical solutions.	Build an effective BI strategy and recognize how clinical reporting tools can maximize outcomes across organizations and minimize operational variability.	Steven H. Berger, CPA, FACHE, FHFMA
	September 8–9	Developing Proactive Physician Alignment and Employment Practices Acquire the strategies and tools that you need to implement successful and truly effective collaborations with medical staff.	Implement strategies to build effective collaborations with physicians in your organization.	Ken E. Mack, FACHE Michael R. Dermer
SESSION 2	September 8–9	Secrets of Great Healthcare Organizations in Leading Change Equip yourself with the skills to successfully lead transformational initiatives and coach managers in methods of change.	Examine the tangible traits necessary to lead transformational initiatives and the improvements that are key predictors of successful outcomes.	Greg S. Butler Chip Caldwell Jr., FACHE
	September 10–11	Critical Financial Skills for Hospital Success Gain enhanced financial skills necessary to deal with shrinking profit margins and the escalating cost of providing high-quality patient care.	Understand the details of financial statements and their relevance to the organization’s financial outcomes.	Michael Nowicki, EdD, FACHE, FHFMA
	September 10–11	Improving Hospital-Physician Relations: A Journey From Autonomy to Partnership Develop and implement strategies to build trust and create sustainable partnerships with your medical staff during times of change. <i>This seminar was formerly titled “Understanding and Influencing Physician Behavior: The Strategic Imperative.”</i>	Improve communications with physicians and successfully invest in physician leadership development.	Joseph S. Bujak, MD, FACP
	September 10–11	Managing Conflict, Accountability Conversations and Disputes Adopt approaches to crucial confrontations that correct broken promises, violated expectations and bad behavior. <i>This seminar was formerly titled “Managing Conflict, Confrontations and Disputes.”</i>	Develop skills to maintain good relations while still managing tough situations and remaining focused on the real issues.	Stacy D. Nelson, EdD
	September 10–11	Reducing the Financial Impact of Hospital Readmissions and Medical Mistakes Outline root causes for readmissions in your organization and develop strategies to mitigate and eliminate them.	Identify the key elements of disruptive behavior that lead to medical errors, mistakes and avoidable readmissions.	Michael E. Frisina, PhD George A. Zara, FACHE

ACHE's Career Resource Center

Career Development Programs

In today's changing healthcare marketplace, you need to ensure your employability, not just your employment. Whether you are a newcomer to healthcare management or a seasoned executive, ACHE's Career Resource Center can give you the tools you need to manage your career and make sure that you are always prepared for the next change. CRC offers you comprehensive, confidential career services. The following programs will help you discover your leadership and management strengths as well as identify areas you need to develop. The following CRC programs will take place as indicated. In addition, a CRC staff member will be on-site to answer career management questions.

The Benchmarks® Workshop

Monday, September 8, 2:00 p.m. to 4:15 p.m. or
Wednesday, September 10, 2:00 p.m. to 4:15 p.m.
6 ACHE Face-to-Face Education Credits

Benchmarks® is a developmental, 360-degree assessment that provides feedback on 16 key executive competencies and your leadership potential. You and your colleagues, direct reports and supervisors will complete assessments of your actual leadership behavior in the essential competencies that successful executives must possess. You will receive a personalized feedback report and receive help in interpretation and guidance for preparing a required development plan to enhance your leadership effectiveness and reduce your risk for career derailment.

Registration by August 14 is required for either the Benchmarks® Workshop or Benchmarks® Plus Emotional Intelligence.

Benchmarks® Plus Emotional Intelligence

Monday, September 8, 2:00 p.m. to 6:00 p.m. or
Wednesday, September 10, 2:00 p.m. to 6:00 p.m.
8 ACHE Face-to-Face Education Credits

Benchmarks® Plus Emotional Intelligence combines CRC's popular 360-degree assessment, The Benchmarks® Workshop, with the Emotional Intelligence Assessment to give you a hands-on look at your leadership potential. During the workshop you will receive feedback about your scores in 16 key leadership areas as well as a detailed evaluation of your emotional intelligence. You also will fashion two required development plans that will work together to help you increase your leadership abilities and improve your emotional intelligence.

Registration by August 14 is required for either the Benchmarks® Workshop or Benchmarks® Plus Emotional Intelligence.

Emotional Intelligence Assessment

Monday September 8, 4:30 p.m. to 6:00 p.m.
Wednesday September 10, 4:30 p.m. to 6:00 p.m.
2 ACHE Face-to-Face Education Credits

Career experts agree that emotional intelligence is a better predictor of career success than IQ. But many healthcare executives do not have a clear idea of how their emotional intelligence measures up. With the Emotional Intelligence Assessment, you can measure your emotional intelligence quotient, or EQ, and use the results to build stronger relationships, enhance self-awareness and achieve greater work-life balance. Interpretive comments will explain your scores and suggest strategies for improvement. You also will receive a resource book to help you plan ways to develop your emotional intelligence and improve your EQ scores.

Executive Job Search Workshop

Tuesday, September 9, 3:30 p.m. to 6:00 p.m.

Learn the basics of career management with this workshop designed to help you use established techniques in preparing for a job transition. You will learn the three crucial skills of resume development, networking and interviewing. Sample cover letters and resumes, tips for selling your abilities, a networking profile questionnaire, sample interviewing questions and resources for networking all are included in this workshop.

Career Anchors Assessment

Tuesday, September 9, 2:00 p.m. to 3:15 p.m.

What is the one aspect of your career you would not give up? The Career Anchors® Assessment will help you identify your career anchor—a combination of your most important motives, values and perceived areas of competence. Using this knowledge, you will be able to match your career goals and objectives with your fundamental values, leading to increased career success and satisfaction.

For more information on these and other career programs, call ACHE's Career Resource Center at (312) 424-9446.

Travel Information

Hilton San Francisco Financial District

750 Kearny Street
San Francisco, CA
94108

Phone:
(415) 433-6600

Reservations:
(800) 424-8292



Registration Instructions

1 Register online or complete the registration form.

For your convenience, remember:

- Registrations are accepted in the order received, so act now.
- Payment is required at time of enrollment.

2 Reserve hotel accommodations.

- To receive the **reduced ACHE rate of \$239 single/double**, please inform the hotel that you are attending the ACHE San Francisco Cluster.
- The reduced-rate rooms are available on a first-come, first-served basis until **Tuesday, August 19, 2014**.

3 Make travel arrangements.

- **United Airlines:** ACHE has arranged reduced airfares with United Airlines. Go online to **www.united.com** and use the offer code ZQQ5249437 to receive a 2 to 10 percent discount. All ticketing and booking fees will be waived with an online reservation. To make a reservation over the phone for a \$25 service fee, call (800) 426-1122 and use the same offer code.
- ACHE reserves the right to substitute faculty and cancel or reschedule programs due to unforeseen events. **For this reason, we advise against purchasing nonrefundable airline tickets.**

- Visit **ache.org/seminars/travel.cfm** for additional travel discounts through ACHE.

Cancellation

To cancel or transfer to another seminar, please notify us **in writing no later than Friday, August 22, 2014**, for full credit or refund, less a \$100 nonrefundable processing fee. After August 22, all fees are forfeited; however, you may send a substitute if you cannot attend.

Additional Information

- To qualify for ACHE Face-to-Face Education credits assigned to a seminar, you must attend the entire seminar.
- Your tuition includes all seminar materials and refreshments. If you have dietary restrictions and require a special meal, please call the Customer Service Center at (312) 424-9400 prior to attending your seminar.
- Dress for all seminar programs is business casual. Room temperatures may vary; we suggest you bring a sweater or jacket.
- ACHE programs are educational in nature. Self-promotion and selling are not permitted.
- If you have special needs that we can assist you with, please contact the Customer Service Center prior to the program.

ACHE customer service representatives are available to assist you via Live Chat in the My ACHE area of **ache.org** Monday through Friday, from 8 a.m. to 5 p.m. Central time. **Customer Service Center (312) 424-9400**

In addition to the ACHE Face-to-Face Education credits assigned to these seminars, ACHE is accredited by other organizations to provide continuing education credit.

ACCME

The American College of Healthcare Executives is accredited by the Accreditation Council for Continuing Medical Education (ACCME) to provide continuing medical education for physicians. ACHE designates this educational activity for a maximum of **24 AMA PRA Category 1 Credit(s)™**. Physicians should only claim credit commensurate with the extent of their participation in the activity.

NAB

ACHE is a registered sponsor of professional continuing education with the National Association of Long Term Care Administrator Boards (NAB) and has approved some of the seminars in this program for the number of clock hours listed under their sponsor agreement with NAB/NCERS. State licensure boards, however, have final authority on the acceptance of individual courses. Comments

regarding registered sponsors may be addressed to NAB, 1444 I St. NW, Ste. 700, Washington, D.C. 20005-2210. For a current list of the approved ACHE, seminars, please visit **ache.org/NAB**.

NASBA

The Foundation of ACHE is registered with the National Association of State Boards of Accountancy (NASBA) as a sponsor of continuing professional education on the National Registry of CPE Sponsors. State boards of accountancy have final authority on the acceptance of individual courses for CPE credit. Complaints regarding registered sponsors may be submitted to the National Registry of CPE Sponsors through its website: **www.learningmarket.org**.

Only some seminars are eligible for CPE credit. For a current list, please visit **ache.org/NASBA**.

San Francisco Cluster Registration Form

Personal Information *(please print)*

NAME (FIRST/MIDDLE/LAST)		NICKNAME (FOR NAME BADGE)
TITLE		
ORGANIZATION		
ADDRESS		CITY/STATE/ZIP
PHONE	FAX	EMAIL
YOUR SIX-CHARACTER ID NUMBER (SEE UPPER LEFT-HAND CORNER OF YOUR MAILING LABEL.)		

Membership Status *(check one)*

☐ ACHE member

☐ Board member or medical staff leader attending with ACHE member (qualifies for the member rate)

☐ Nonmember

☐ Membership application attached (qualifies for the member rate)

Call ACHE's Customer Service Center for information, or visit **ache.org/Membership**.

Please enroll me in:

(check box and add on bottom line)

	September Dates	Member Rate	Nonmember Rate
☐ The Art of Building Relationships for Successful Teams and Partnerships (PRTNA)	8–9	☐ \$1,375	☐ \$1,575
☐ Developing and Deploying a Hospital Business Intelligence Strategy That Works (INTEL)	8–9	☐ \$1,375	☐ \$1,575
☐ Developing Proactive Physician Alignment and Employment Practices (RELAT)	8–9	☐ \$1,375	☐ \$1,575
☐ Secrets of Great Healthcare Organizations in Leading Change (SECRT)	8–9	☐ \$1,375	☐ \$1,575
☐ Critical Financial Skills for Hospital Success (FINAN)	10–11	☐ \$1,375	☐ \$1,575
☐ Improving Hospital-Physician Relations: A Journey From Autonomy to Partnership (FACTR)	10–11	☐ \$1,375	☐ \$1,575
☐ Managing Conflict, Accountability Conversations and Disputes (DISPU)	10–11	☐ \$1,375	☐ \$1,575
☐ Reducing the Financial Impact of Hospital Readmissions and Medical Mistakes (REDUC)	10–11	☐ \$1,375	☐ \$1,575
☐ The Benchmarks® Workshop (BENCH)	8 or 10	☐ \$650	☐ \$745
☐ The Benchmarks® Plus Emotional Intelligence Workshop (BENCH+)	8 or 10	☐ \$750	☐ \$845
☐ Emotional Intelligence Assessment (EMOTNL)	8 or 10	☐ \$160	☐ \$185
☐ Career Anchors Assessment (CAA)	9	☐ \$115	☐ \$130
☐ Executive Job Search Workshop (EXECJOB)	9	☐ \$215	☐ \$255
Total			

Register online at ache.org/SanFrancisco. Phone and fax registrations are accepted on Visa, MasterCard, American Express and Discover Card accounts only. **Call** (312) 424-9400 **Fax** to (312) 424-9405

Mail this registration form with payment to:

Foundation of the American College of Healthcare Executives
3376 Eagle Way, Chicago, IL 60678-1033

Method of Payment

Purchase orders are accepted from the Department of Veterans Affairs/uniformed services only.

☐ Check enclosed

☐ Visa

☐ American Express

☐ MasterCard

☐ Discover

(include attendee's name and make payable to Foundation of ACHE)

☐ I am associated with the Department of Veterans Affairs/uniformed services and will pay on-site.

\$

AMOUNT CHARGED	ACCOUNT NUMBER	EXP. DATE
CARDHOLDER'S SIGNATURE		

By registering, you agree to permit audio, video and photographic recording of your participation in ACHE programming, and you authorize ACHE to use any audio, video and photographic recordings of you at the event(s) in any format and for any lawful purpose, including such purposes as editorial, publicity, illustration, advertising and web content. You hereby waive your right to inspect and/or approve any finished product.



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One North Franklin Street
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Can't Make This Program?

Then plan to attend one of the following:

September 15–18, 2014	Honolulu	Hyatt Regency Waikiki Beach
October 13–16, 2014	Austin, Texas	Omni Austin
October 27–30, 2014	Salt Lake City	Salt Lake City Marriott City Center



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Cluster