

BACK TO A FOCUS ON THE FUTURE

KIM BECKING
OPENING KEYNOTE



RICH BLUNI
CLOSING KEYNOTE



KATHLEEN SCHULZ
PLENARY



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PLENARY



MICHELLE CHOATE
PLENARY



ANNUAL CONVENTION

2023

OCTOBER 2-5
SUN VALLEY RESORT
SUN VALLEY, ID

Idaho  Hospital
Association

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YOU'RE INVITED!



Dear Friends and Colleagues,

On behalf of the Idaho Hospital Association, we invite you to attend IHA's Annual Convention at the beautiful Sun Valley Resort, in Sun Valley, ID. Celebrating 90 years — the IHA was founded in 1933 as a statewide, nonprofit trade association. This event is an opportunity we look forward to each year to bring our members together, share ideas, and celebrate success working together transforming healthcare.

The convention will kick-off on Monday evening with the President's Welcome Reception. Registrants should plan to stop by the Inn Board Room between 4:00 p.m. and 5:30 p.m. to pick up their name badge and registration packet from IHA staff before heading to the event.

Joining us during breakfast on Tuesday morning will be our opening keynote speaker, **Kim Becking**, presenting **Communicating Courageously**. In this presentation, Kim will share how to be more confident when leading through change and how to create Change Catalysts instead of Change Resisters by focusing on the 3 C's of Change — Communication, Connection, and Collaboration. And taking the stage at Wednesday's luncheon will be our closing keynote speaker, **Rich Bluni**, presenting **Oh No... Not More of That Fluffy Stuff!** In this presentation, Rich will share ways to get back to the "why" that makes it possible to do the incredible work we do in healthcare.

In addition to our keynote sessions, attendees will have access to content experts providing the latest trends, updates, innovations, and best practices in healthcare. There will also be ample time for networking with peers from around the state.

We will honor our 2023 award recipients of the *Steven A. Millard Star Garnet*, *Trustee of the Year*, *Excellence in Medicine*, *Excellence in Patient Care*, *Leader of Volunteer Excellence*, and *Jr. Volunteer of the Year* at the awards luncheon on Tuesday. In addition, the *Special Recognition of Retirement* will also be presented.

We invite you to join us on Tuesday evening for the Chairman's Celebration and Entertainment. Celebration attendees will enjoy the musical talents of Kevin Ware. This is sure to be a fun evening.

Without the participation and generous support of our outstanding sponsors, this convention and its various educational opportunities and social events would not be possible. The support of our sponsors enables us to provide high-quality programming, while keeping registration costs affordable. We urge you to set aside time to visit the Sponsor Showcase, speak with sponsor representatives throughout the convention, and express your appreciation for their participation and support.

We encourage you to prioritize attendance at this year's convention — **Back to a Focus on the Future** — and we look forward to seeing you in Sun Valley this October!

Sincerely,



Kara Best
IHA Board Chair
President & CEO
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Brian A. Whitlock
IHA President/CEO



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LODGING & REGISTRATION

RESORT INFORMATION

Amid the splendor of Idaho's majestic mountains, Sun Valley has reigned as the world's first and finest destination ski resort since 1936. Sun Valley remains the ultimate timeless resort for all seasons. Airline connections to the Wood River Valley can be made from all major surrounding cities. By car, Sun Valley is just under three hours from Boise or five hours from Salt Lake City. Complimentary shuttle service is available for hotel guests from Friedman Memorial Airport (SUN) in Hailey, just 14 miles (approx. 22 minutes) from the resort. For shuttle reservations call 800.786.8259.

Starting at \$195/night (single/double occupancy), a block of rooms will be held until **September 1** at special rates for IHA convention attendees. To make your reservation and receive our discounted rates, call 800.786.8259 and mention the Idaho Hospital Association. Confirmed reservations require a deposit of one night's room rental, plus resort fee and tax. All cancellations are fully refundable up to seven days prior to arrival. A full deposit will be taken on the seventh day prior to arrival. If you cancel your reservation between seven days and 48 hours prior to arrival, the deposit can be used within one year of your original reservation date. Sun Valley Resort's policy is to charge for "no shows" as well as early departures made within 48 hours of arrival. Reservations may also be made [online](#); however, not all room types appear in the online reservation system. **For the best selection, make reservations early by calling the number above!**

REGISTRATION INFORMATION

Registration is open to employees and trustees of IHA member hospitals & health systems, IHA invited guests, and contracted sponsors of the Annual Convention. Registered attendees are permitted to attend all sessions of interest, unless otherwise noted. Individuals who are not an employee of an IHA member hospital or health system but are members of either ACHE of Idaho or the Idaho Chapter of Healthcare Financial Management Association may also attend; however, a membership ID # is required when registering.

Please complete your registration [online](#). If paying by check, print and return a copy of

the registration confirmation with your check made payable to IHA, and mail to P.O. Box 1278, Boise, ID 83701-1278. **The registration deadline is 11:59 p.m. MDT on September 21.** A \$40 processing fee will be added to all new registrations received after this date. Online registration will remain open through **Monday, September 25 at 12:00 p.m.**, after which all registrations must be completed on-site on a space available basis.

Registration packets will be available at the IHA registration desk located in the Inn Board Room. Should you have questions, please call 208.338.5100 or e-mail info@teamiha.org. Hours of operation are listed on page 9.

PER PERSON FEES

All convention registrants (excluding IHA sponsors, IHA speakers, and invited guests) will be charged a general registration fee. The general individual registration fee of \$425, or \$400 if registering four or more individuals under one payment (excludes spouse/guest registration), is in addition to specific program professional credit fees and special meal functions.

CANCELLATION POLICY

A non-refundable processing fee of \$40 will be retained for all cancellations. **Cancellations received after 11:59 p.m. MDT on September 21 are non-refundable.** All fees associated with the event are forfeited for those who fail to cancel within the stated time or fail to attend the event. Registrants unable to attend are permitted and encouraged to send a substitute. If payment has not been received prior to the event and the registrant fails to attend or does not cancel before the September 21 deadline, the entire registration fee, in addition to the late fee, is payable and will be billed.

ELECTRONIC HANDOUTS

The attendee list, as well as all presenter materials received in advance will be posted in PDF format at teamiha.org approximately five days prior to the event and will remain accessible for ten days post-event. **Please Note:** Paper copies of handouts will not be provided on-site at the convention unless specifically requested by the presenter. See registration confirmation for link and password.

SPECIAL NEEDS

In accordance with the Americans with Disabilities Act, IHA seeks to make our meetings accessible to all. Please do not hesitate to call 208.338.5100 before **September 11** if you require special accommodations.



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SCHEDULE AT-A-GLANCE

Monday, October 2

4:00p - 5:30p	Registration
6:00p - 7:30p	President's Welcome Reception

Tuesday, October 3

7:00a - 3:30p	Registration
7:30a - 8:00a	Sponsor Showcase
8:00a - 9:45a	Breakfast & Keynote Address
9:45a - 10:15a	Sponsor Showcase & Beverage Break
10:15a - 11:15a	Plenary Session
11:15a - 11:45a	Sponsor Showcase & Break
11:45a - 1:45p	Awards Luncheon
1:45p - 2:00p	Sponsor Showcase & Break
2:00p - 3:30p	Session Tracks (select one) Track 1: Leadership (ACHE); Track 2: Finance (HFMA); Track 3: Governance; Track 4: Quality & Patient Safety
4:00p - 6:00p	Healthcare Financial Management Association (HFMA) Networking Event <i>This reception is open to current members of HFMA, Idaho Chapter.</i>
4:00p - 6:00p	American College of Healthcare Executives (ACHE) Networking Event <i>This reception is open to current members of ACHE Idaho or those interested to learn more about ACHE.</i>
6:30p - 9:00p	Chairman's Celebration & Entertainment

Wednesday, October 4

6:30a - 3:30p	Registration
7:00a - 7:30a	Sponsor Showcase
7:30a - 8:45a	Membership Breakfast
8:45a - 9:00a	Sponsor Showcase & Break
9:00a - 10:00a	Plenary Sessions (select one) <ul style="list-style-type: none">• Option 1 (CAH)• Option 2 (General)
10:00a - 10:15a	Sponsor Showcase and Beverage Break
10:15a - 11:45a	Session Tracks (select one) Track 1: Leadership (ACHE); Track 2: Finance (HFMA); Track 3: Governance; Track 4: Quality & Patient Safety
11:45a - 12:00p	Sponsor Showcase & Break
12:00p - 1:45p	Luncheon & Keynote Address
1:45p - 2:00p	Break
2:00p - 3:30p	Session Tracks (select one) Track 1: Leadership (ACHE); Track 2: Finance (HFMA); Track 3: Governance; Track 4: Quality & Patient Safety
4:00p - 5:00p	Healthcare Business Ventures Board of Directors Meeting <i>This meeting is open to Healthcare Business Ventures board members and invited guests.</i>
6:00p - 9:00p	IHA Board of Directors Networking Event <i>This meeting is open to IHA board members and invited guests.</i>

Thursday, October 5

8:00a - 12:00p	IHA Board of Directors Meeting <i>This meeting is open to IHA board members and invited guests.</i>
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Idaho Falls

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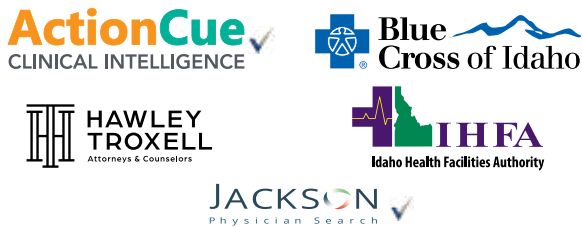
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Sponsor Showcase Hours:

- Tuesday 7:30a - 8:00a | 9:45a - 10:15a | 11:15a - 11:45a | 1:45p - 2:00p
- Wednesday 7:00a - 7:30a | 8:45a - 9:00a | 10:00a - 10:15a | 11:45a - 12:00p

Door Prize Drawings will take place during Wednesday's luncheon.

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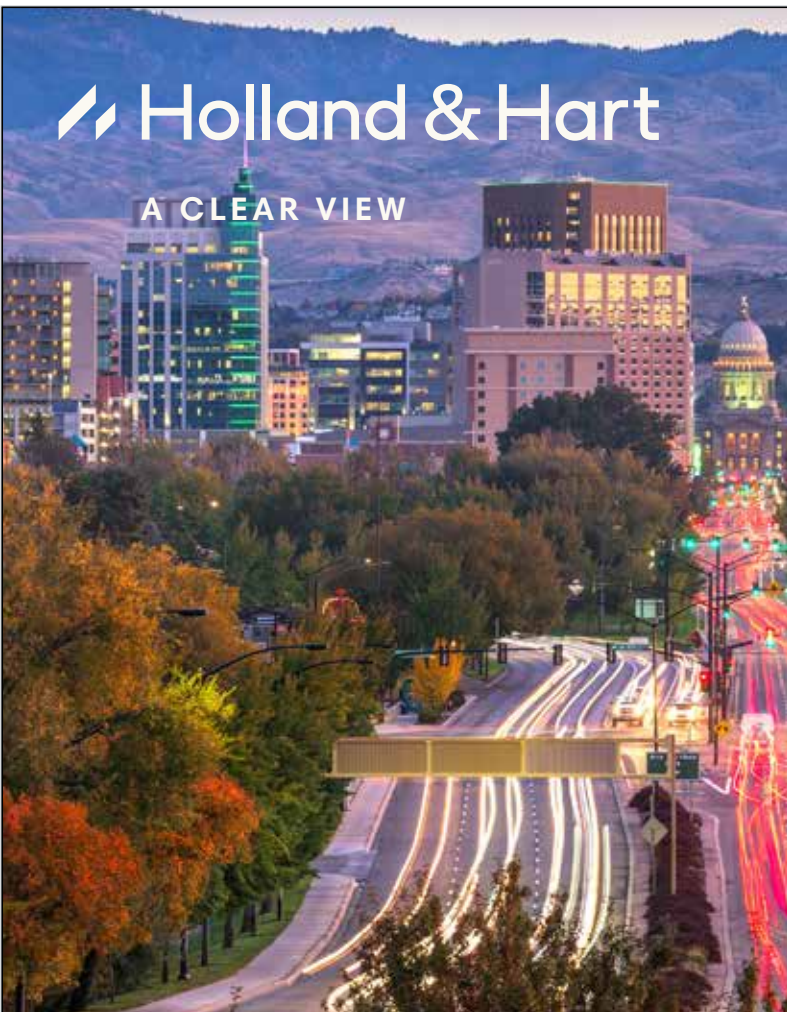
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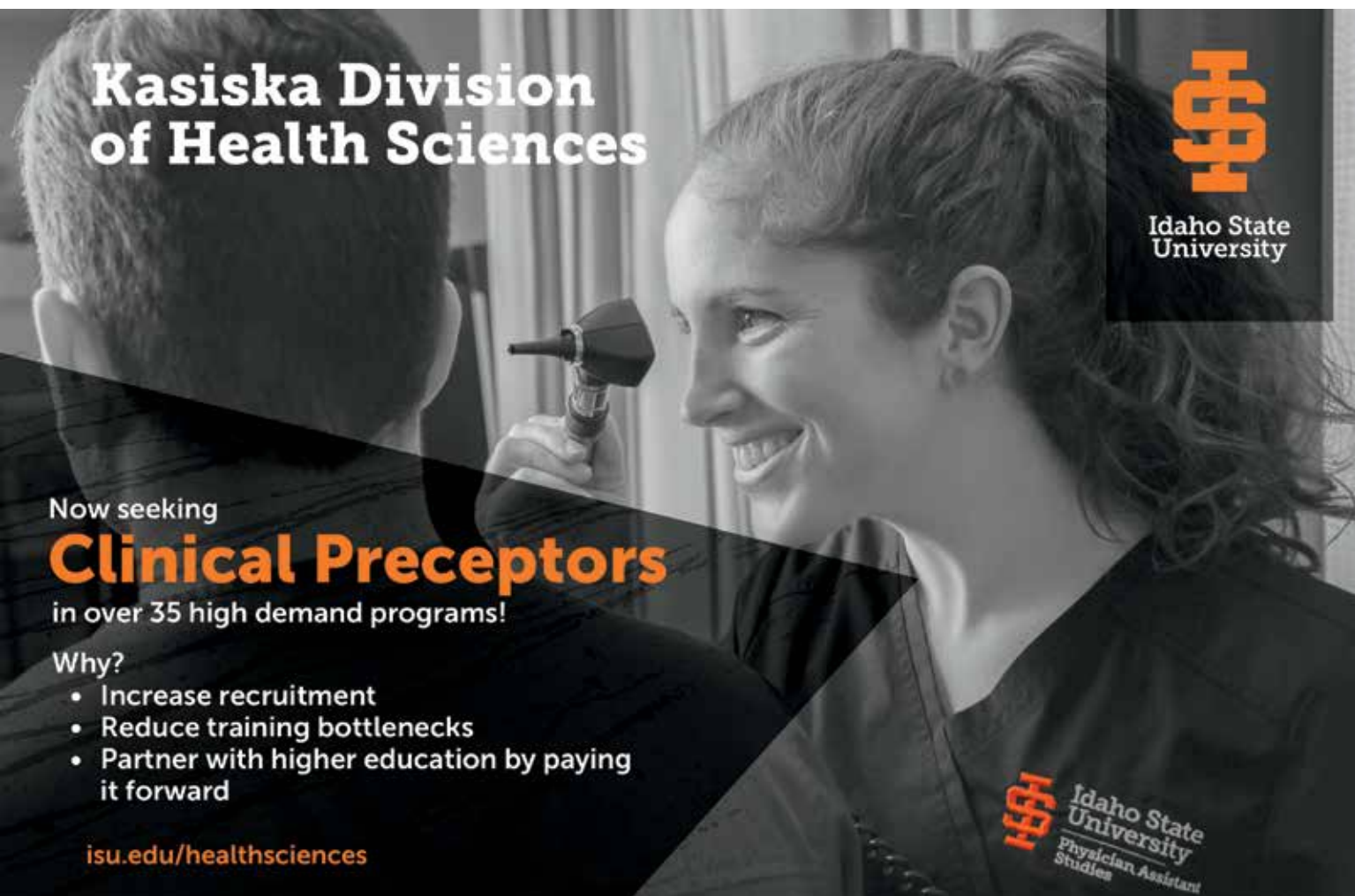
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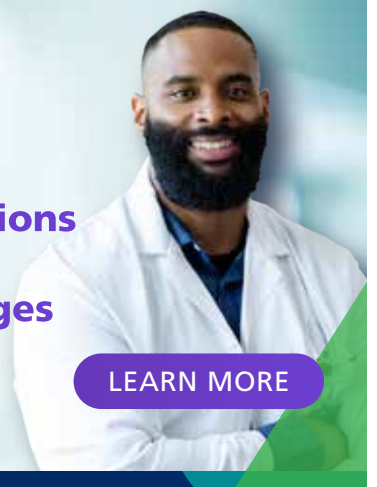


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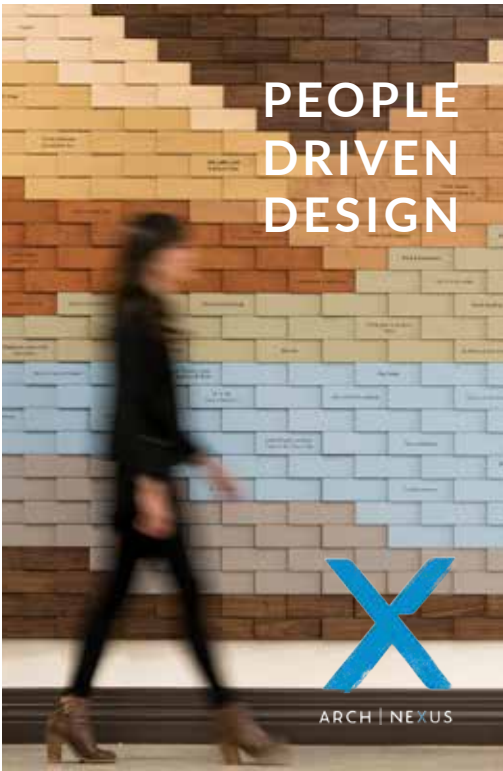
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MONDAY, OCTOBER 2

PRESIDENT'S WELCOME RECEPTION

6:00 p.m. - 7:30 p.m.

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TUESDAY, OCTOBER 3

SPONSOR SHOWCASE

7:30 a.m. - 8:00 a.m.

BREAKFAST AND KEYNOTE ADDRESS

8:00 a.m. - 9:45 a.m.



Communicating Courageously

Kim Becking, JD, International Speaker, Author, and Consultant — Momentum Motivation

Change is certain. But communicating change effectively is not. Often when dealing with change, communicating the change is where the breakdown occurs. A disconnect may occur between those who are pushing for change and everyone else. Resistance to change keeps people stuck, creates stress, and stifles growth and productivity. And people resist what they don't understand. For leaders to successfully navigate change, communication, and engagement with those affected are critical in order to reduce drama, stress, and misunderstanding. In this engaging, fun, and highly interactive session, you will learn proven, easy to implement strategies on how to effectively communicate, connect, and create the momentum needed for success when facing change — whether you are the one pushing for the change or the one having change “happen to you.”

SPONSOR SHOWCASE & BEVERAGE BREAK

9:45 a.m. - 10:15 a.m.

Sponsored by *SUNRx*

PLENARY SESSION

10:15 a.m. - 11:15 a.m.

Sponsored by *Holland & Hart, LLP*

Organizational Wellbeing: Understanding the Challenges, Optimizing the Opportunities

Kathleen Schulz, MS, CHES, Divisional Vice President | Global Innovation Leader, Organizational Wellbeing — Gallagher

Organizational objectives continue to change significantly, and swiftly. Issues related to stress and burnout continue to erode wellbeing, resiliency, trust, and employee engagement while concerns around attracting and retaining talent are at an all-time high, particularly in healthcare. What did we learn from the past three years about building workforce resilience and the impact of culture and leader influence on talent and wellbeing (including healthcare costs)? This session will include data and market trends around benefits; the connection between recognition, burnout, engagement, and culture; and a panel of employers discussing how they are tackling these issues within their organizations.

SPONSOR SHOWCASE & BREAK

11:15 a.m. - 11:45 a.m.

AWARDS LUNCHEON

11:45 a.m. - 1:45 p.m.

Sponsored by *Columbia Benefits, Inc.*

Join us as we honor our 2023 award recipients in the following categories: *Steven A. Millard Star Garnet, Trustee of the Year, Excellence in Medicine, Excellence in Patient Care, Leader of Volunteer Excellence (LOVE), Jr. Volunteer of the Year, and Special Recognition of Retirement* for their outstanding contributions and performance in healthcare.

SPONSOR SHOWCASE & BREAK

1:45 p.m. - 2:00 p.m.

SESSION TRACKS *(please select one)*

2:00 p.m. - 3:30 p.m.

Track 1: LEADERSHIP (ACHE) — ADD-ON FEE: \$75 for ACHE Face-to-Face Credits

Managing for Morale — Effective Management Techniques to Retain Your Staff

Moderator: Bradley C. Turpen, FACHE, FACMPE, Chief Executive Officer — Valor Health

Panelists: Tom Murphy, FACHE, Chief Executive Officer — Minidoka Memorial Hospital; Michelle Choate, MA, CTC, CEC, President & Founder — MLChoate, Inc.; and, Brienne Sandow, MSN, RN, NEA-BC, COO/CNO — St. Luke's Meridian Medical Center and Eagle Medical Plaza

Staff retention continues to be a top priority for most healthcare executives. This panel will engage senior-level managers to discuss best practices in staff retention.

This program has been developed and is presented by ACHE of Idaho. The American College of Healthcare Executives (ACHE) has awarded 1.5 ACHE Face-to-Face Education Credits for this program.

Track 2: FINANCE (HFMA)

Sponsored by **Dingus Zarecor & Associates, PLLC**

Payers (Still) Going Wild

Day Egusquiza, President — AR Systems, Inc.

Attendees will receive "hot off the press" updates — payer specific — as we work through many operational issues to address the ongoing challenges over prior authorization, denials with questionable reasons, and the new 2 MN rule impact to Medicare Advantage.

Attendees will also receive insight into the difficult situation with Line-Item Payer Audits...ugly!

Track 3: GOVERNANCE

Succession Planning: More Important Than Ever

Erika Sundrud, MA, LSSMBB, CPHQ, Senior Vice President — Ovation Healthcare

Despite increased attention, turnover rates have climbed to record highs and boards are tasked with finding CEOs and senior leaders who can manage and navigate the current healthcare landscape. With the shift to remote care, working with new payment models, waning reimbursement levels, and a workforce in flux, finding the best leader for the job can seem daunting. While planning decisions carry more weight amid the tumultuous healthcare environment, succession planning is a crucial part of ensuring your hospital's longevity and resilience for the future. This session will discuss proven succession planning strategies from the Board perspective for CEOs and senior leadership.

Track 4: QUALITY & PATIENT SAFETY

Difficult Patient Discharges: The Problem, The Law, and Some Options

Kim C. Stanger, Attorney — Holland & Hart, LLP

Hospitals are often the dumping ground or holding place for patients with behavioral health needs and no place else to go. Consequently, hospitals end up holding these difficult patients (usually with behavioral health needs) for weeks or months. The problems continue to worsen with an increasing number of patients with mental health needs and fewer mental health resources in the community. In this program, we will discuss the relevant laws and rules that apply to such situations and explore options to minimize the burden on hospitals, while expediting transfers to more appropriate facilities.

HEALTHCARE FINANCIAL MANAGEMENT ASSOCIATION (HFMA) NETWORKING RECEPTION

4:00 p.m. - 6:00 p.m.

Sponsored by **Idaho Chapter of HFMA**

Convention attendees who are current HFMA members, or those with serious interest in becoming an HFMA member, are invited to join HFMA Idaho leaders to socialize.

AMERICAN COLLEGE OF HEALTHCARE EXECUTIVES (ACHE) NETWORKING RECEPTION

4:00 p.m. - 6:00 p.m.

Sponsored by **ACHE of Idaho**

Convention attendees are invited to join ACHE of Idaho leaders to learn more about ACHE of Idaho and to enjoy a complimentary beverage, an opportunity to socialize with Idaho's healthcare executives, and an entry to win a raffle prize.

CHAIRMAN'S CELEBRATION & ENTERTAINMENT — ADD-ON FEE: \$85/pp

6:30 p.m. - 9:00 p.m.

Join us for an evening of networking and celebration as we honor our 2023 IHA Chair, Kara Besst, President & CEO of Gritman Medical Center in Moscow. The event will feature dinner, drinks, ample time for networking, and entertainment. IHAPAC awards will also be presented.



Kevin Ware is an expressive singer songwriter who plays with a soulful and heartfelt approach to bring meaning and depth to every atmosphere. His long list of passionate covers and classics will stay with you and spark necessary self-inquiry and bring you back to moments and memories of your past. Kevin has performed and played throughout Idaho and beyond for the last 20 years and is a Blaine County local and favorite.

Sponsored by **Critical Insight**

Pre-registration is required. Business casual attire is recommended.

WEDNESDAY, OCTOBER 4

SPONSOR SHOWCASE

7:00 a.m. - 7:30 a.m.

MEMBERSHIP BREAKFAST

7:30 a.m. - 8:45 a.m.

Sponsored by **Idaho Health Facilities Authority**

8:00 – 8:45 a.m. — **The Implementation and Impacts of AI in Healthcare**

Thomas J. Mortell, Co-Managing Partner, Health Law Practice Group and Jonathan Wheatley, Technology & Health Law Attorney — Hawley Troxell, LLP

Join us for a comprehensive presentation on "The Implementation and Impacts of AI in Healthcare." Artificial Intelligence is revolutionizing healthcare, from reducing administrative tasks, to predicting patient outcomes, and providing new safety systems. This presentation will offer an in-depth look at how the use of AI is reshaping healthcare delivery, its legal implications, and causing potential challenges. This presentation will address the legal and regulatory aspects of the use of AI by hospitals.

The objectives of this presentation will allow participants to have a better understanding of how AI will affect their hospital, now and in the future.



SPONSOR SHOWCASE & BREAK

8:45 a.m. - 9:00 a.m.

PLENARY SESSION *(please select one)*

9:00 a.m. - 10:00 a.m.

Option 1 - CAH

Sponsored by **InReach Community Dx**

Updates on the Environment of Telehealth and Resources to Utilize

Nichole Perisho, RN, BSN, Program Director — The Northwest Regional Telehealth Resource Center

The Northwest Regional Telehealth Resource Center (NRTRC) serves a seven-state region (AK, WA, OR, MT, ID, WY, UT). The NRTRC has a mission to advance the development and implementation of telehealth programs in rural and medically underserved communities. This presentation encompasses the main objectives of a telehealth resource center, and an overview of the resources that are available through the NRTRC along with the National Consortium of Telehealth Resources Centers (NCTRC). This includes a high-level overview of current federal telehealth legislation along with telehealth policy specifically related to Idaho. The second portion of this presentation will focus on bringing awareness to digital equity as it relates to telehealth. The NRTRC has developed tools and resources to promote and evaluate patient access to telehealth through the digital navigation model and awareness of Telehealth Access Points.

Option 2 - GENERAL

Sponsored by **Idaho State University Kasiska Division of Health Sciences**

Building Resilience in Times of Complexity and Ambiguity

Michelle Choate, MA, CTC, CEC, President & Founder — MLChoate, Inc.

The healthcare environment and the world today are VUCA — Volatile, Uncertain, Complex, and Ambiguous.

Leading in this world means recognizing your own and others' responses to it and managing yourself and others within it. Most critically, managing morale means managing yourself differently, because as a leader you are one of the greatest influencers on the morale of your team!

This interesting and engaging discussion explores emotionally intelligent leadership, discusses how to manage tasks (rather than people), and shows how to shift communication opportunities into powerful tools for improving morale.

SPONSOR SHOWCASE & BEVERAGE BREAK

10:00 a.m. - 10:15 a.m.

SESSION TRACKS *(please select one)*

10:15 a.m. - 11:45 a.m.

Track 1: LEADERSHIP (ACHE) — ADD-ON FEE: \$75 for ACHE Face-to-Face Credits

Sponsored by **MedPro Group**

Ethical Challenges in Healthcare Leadership

Moderator: Erika Ferrozzo, MHA, Chief Operating Officer — Idaho Urologic Institute

Panelists: Christine Neuhoff, JD, MBA, Senior Vice President and Chief Legal Officer — St. Luke's Health System; Clint Child, DNP, MBA, President — Saint Alphonsus Medical Center - Nampa; and, Jette Curtis, LMSW, Health Equity, Diversity & Inclusion Strategist — Healthwise

Ethical challenges arise in all aspects of healthcare and service, from the bedside to the boardroom. Hospital leaders and boards set the ethical compass of the organization by making decisions about priorities, policies and resource allocation as they determine the best ways to meet the needs of their communities, while respecting their staff and the populations they serve. Understanding the expanding paradigm of planning, creating, and maintaining an ethical healthcare organization is crucial to help identify strategies for implementing ethics initiatives within your own organization and how an organization has addressed ethical

challenges. Healthcare leaders must “walk the talk” and demonstrate their commitment to ethics throughout their organization.

This program has been developed and is presented by ACHE of Idaho. The American College of Healthcare Executives (ACHE) has awarded 1.5 ACHE Face-to-Face Education Credits for this program.

Track 2: FINANCE (HFMA)

Sponsored by **Intellimed**

Choosing the Right Technology Partners

Michelle Wier, MBA, CMPE, Founder, and Irv Barnett, MBA, CMPE, Founder — V2V Management Solutions

When looking to move into greater levels of digital integration within your organization how do you pick the right technology partners? In this presentation we will examine how to organize your resources, key steps for determining your organization level of readiness for integration, and how to evaluate alternative solutions.

Track 3: GOVERNANCE

A Quality Foundation: Culture of Safety and Caring

Erika Sundrud, MA, LSSMBB, CPHQ, Senior Vice President — Ovation Healthcare

Establishing a culture of safety in healthcare is essential in preventing or reducing errors, improving the overall quality of care received by patients, and keeping staff physically and mentally safe in their workplace. The priority of hospital leadership and its governing board is to be accountable for effective care while protecting the safety of patients, employees, and visitors, contributing to improvements in safety and organizational culture. This presentation will provide an overview of the Quality program, discussing the necessary foundation and basic principles necessary for success. Learn how to use data to analyze patterns and identify common quality indicators and understand why/why not measures are met, learn best practice strategies to build and support a successful safety culture, and discover future trends for the state of Quality.

Track 4: QUALITY & PATIENT SAFETY

Change Management: Strategies to Implement Change While Minimizing Burnout

Barbara DeBaun, MSN, BSN, CIC, Improvement Advisor — Cynosure Health

This session brings together quality leaders and subject matter experts to discuss the impact of change at an individual and organizational level. Participants will understand the role of a leader in QI initiatives, identify foundational skills for creating psychological safety and buy-in, and learn about tools for assessing and responding to employee burnout. Participants will also have the opportunity to engage in group discussion and network with peers.

SPONSOR SHOWCASE & BREAK

11:45 a.m. - 12:00 p.m.

LUNCHEON AND KEYNOTE ADDRESS

12:00 p.m. - 1:45 p.m.

Sponsored by **ActionCue Clinical Intelligence by Prista**

Oh No... Not More of That Fluffy Stuff!

Rich Bluni, RN, Senior Director, National Speaker, and Author — Huron

The challenges we face in healthcare are hard, and there's no reason to believe it's going to get any easier. Perhaps instead of hoping it will someday get easier, maybe it's more about us figuring out ways to get better in the way we deal with and face these hard challenges...Sometimes you just need a little of that fluffy stuff! Rich Bluni will share ways to get back to the “why” that makes it possible to do the incredible work we do in healthcare. After all, the fluffy stuff isn't really all that fluffy...it's all about the power of engagement.

BREAK

1:45 p.m. - 2:00 p.m.

SESSION TRACKS (please select one)

2:00 p.m. - 3:30 p.m.

Track 1: LEADERSHIP (ACHE) — ADD-ON FEE: \$75 for ACHE Face-to-Face Credits

Sponsored by **Pacific Companies**

Career Positioning — Proactively Managing Your Professional Development

Moderator: Nate Carter, Chief Operating Officer — Portneuf Medical Center

Panelists: Rhonda Dixon, MBA, BSN, RN, NE-BC, Vice President of Patient Care — St. Luke's Health System; Shannon Barnes, SHRM-SCP, MSOD, Chief Human Resources Officer — Bonner General Health; and, Judi Marsh, Vice President of Strategic Planning — Healthwise

Is it time for your career checkup? Since more hours of your life are spent at work than at any other activity, satisfaction with the job and its relationship to other aspects of your life is critically important to not only your happiness, but to your health.

This program has been developed and is presented by ACHE of Idaho. The American College of Healthcare Executives (ACHE) has awarded 1.5 ACHE Face-to-Face Education Credits for this program.

Track 2: FINANCE (HFMA)

Strategies for a High Performing Revenue Cycle

Michelle Gates, MSOL, CSAF, Healthcare Revenue Cycle Consulting Manager and Ralph Llewellyn, CPA, CHFP, Partner — Eide Bailly, LLP

Revenue Cycle is the core of healthcare organizations because of the impact it has on not only the revenue and reimbursement for the organization but also the patient experience. We will discuss strategies, share best practices, and go over the most common key performance indicators for Revenue Cycle Departments. This includes the three main areas front, middle, and back end areas within the Revenue Cycle.

Track 3: GOVERNANCE

Sponsored by **Wilderness Medical Staffing**

Laws Every Hospital Board Member Should Know

Kim C. Stanger, Attorney — Holland & Hart, LLP

Hospital board members usually are new to their position without a good understanding of the unique and often counter-intuitive laws and standards that apply to hospitals and provide the framework in which the hospital must function. This program will provide an overview of such laws to board members, so they better understand the limits on hospital operations. It will also help fulfill the hospitals' obligation to ensure that board members receive periodic training concerning compliance-related issues that help them fulfill one of their fundamental obligations: to ensure that the hospital is functioning in a manner consistent with federal fraud and abuse laws.

Track 4: QUALITY & PATIENT SAFETY

Tests of Change: Identification, Sustaining, and Everything In Between

Barbara DeBaun, MSN, BSN, CIC, Improvement Advisor — Cynosure Health

This session brings together quality leaders and subject matter experts to discuss the elements of quality improvement in the hospital setting. Participants will learn concepts to advance quality in their hospital and will be provided the skills to apply this knowledge to the specific needs and goals within their own organization. Participants will also have the opportunity to engage in group discussion and network with peers.

HEALTHCARE BUSINESS VENTURES BOARD OF DIRECTORS

4:00 p.m. - 5:00 p.m.

This meeting is open to Healthcare Business Ventures board members and invited guests. Materials will be provided under separate cover.

IHA BOARD OF DIRECTORS NETWORKING EVENT

6:00 p.m. - 9:00 p.m.

This event is open to IHA board members and invited guests.

THURSDAY, OCTOBER 5

IHA BOARD OF DIRECTORS MEETING

8:00 a.m. - 12:00 p.m.

This meeting is open to IHA board members and invited guests. Materials will be provided under separate cover.

SPEAKER BIOS



Shannon Barnes is the chief human resources officer at Bonner General Health in Sandpoint, ID. With her own personal flair, Ms. Barnes goes to great lengths to create a work environment which inspires employees to do their best work. This is a lofty goal and sometimes things don't go precisely as planned but she has an ensemble of tricks up her sleeve including promoting authentic and open communication, transparency, and accountability.

Over a bright and competent career, Ms. Barnes has spent time honing her skills in nearly all facets of HR work – in Leadership and Career Development, Organizational Development and Change, Talent Acquisition, Total Rewards, Employee Engagement, Labor Relations, and Internal Communications. And after 25 years of embracing the fact that she “knows enough to be dangerous,” her approach today is richly collaborative as she brings a fresh spin to the proven belief that great ideas truly do come from everyone.

When she's not at work, you will find her trying to keep up with her children's various sporting events, meandering on trails with her black velvet Lab Fozzie, and bright-eyed Corgi June, or simply seeking great adventure in the beautiful mountains and lakes of Northern Idaho.



After years of university hospital administrative experience, **Irv Barnett** has successfully led both independent and hospital-based physician groups, optimizing their partnerships with local health systems. Mr. Barnett has provided consulting advice to medical organizations for over 25 years. Focusing on a transformative approach to addressing sustainability, strategy, and retention across physician environments. He has served as the President of California MGMA and is a featured speaker at industry meetings and conferences around the country. Mr. Barnett helps transform practices by providing exceptional leadership around value-driven practice management techniques.



Kim Becking is an engaging, high-energy, fun, and impactful motivational keynote speaker, change and leadership expert and award-winning author who helps others conquer change, boost resilience, accelerate success and achieve more in their business, life, and relationships no matter what life throws at them.

Ms. Becking knows a thing or two about change and challenges through her own experiences in business and life. As an attorney, serial entrepreneur running two successful businesses for over two decades, communications strategist and “recovering” political consultant, she has conquered the ever-changing tough worlds of business, government, and politics. She's also conquered breast cancer.

Ms. Becking has boosted communication, consensus building, advocacy and legislative capabilities for Fortune 500 companies, associations, state and local governments and non-profit organizations, helping them accelerate their success. She's proud of her work coaching CEO's, top level leadership and elected officials on how to lead with more impact and influence. She provides practical tools and strategies to effectively manage change and deal with difficult people, tough conversations, and hard issues.

Using humor and vulnerability, Ms. Becking has the ability to connect with her audiences at a deeper level. Her authentic, engaging, humorous and empowering messages of extraordinary resilience, conquering change and creating success regardless of your circumstances have made her a favorite among her audiences.

Ms. Becking doesn't want you to just bounce back after change and adversity — she wants you to develop a “Momentum Mindset” where you push past limited thinking, get unstuck, and use the change and adversity in life as the fuel needed to propel you forward — faster, further, stronger, and better than ever before.

She has been featured in national media such as *People*, *SELF*, *New York Times*, *USA Today*, *Good Morning America* and *Lifetime Television* for her expertise on resilience and thriving in the midst of change.

Ms. Becking graduated with honors from Missouri State University with a Bachelor of Science Degree in Marketing and received her Juris Doctorate with honors from the University of Missouri-Kansas City School of Law.

She is a member of the National Speakers Association, the International Association of Business Communicators, the Association of Talent Development and holds a Certificate of Public Participation from the International Association of Public Participation. She is also on the board and serving as President of the Greater Missouri Leadership Challenge.

A best-selling, award-winning author, she recently launched her Momentum series of business success tip books with more than four books in development, focusing on change, resilience, leadership, and communications.

Ms. Becking resides in Columbia, Missouri with her blended family of five and travels throughout the United States and internationally for conferences, conventions, and events.



Rich Bluni is one of Huron's most sought-after national speakers and the bestselling author of several award-winning books: *Inspired Nurse*, *Inspired Journal*, *Inspired Nurse Too* and *Oh No... Not More of That Fluffy Stuff! The Power of Engagement* (all from Fire Starter Publishing). Mr. Bluni has nearly three decades of front-line healthcare and leadership experience across a broad range of areas, including pediatric intensive care, trauma intensive care, flight nursing, behavioral health, and emergency medicine.

Mr. Bluni joined Huron initially as a high-performing coach in 2007. In his capacity as a nationally renowned inspirational speaker, he has presented to tens of thousands of people across the U.S. and Canada, frequently keynoting major national and state conferences, individual hospital organizations, medical practices, and universities. Mr. Bluni specializes in topics related to inspiration, burnout, connect to purpose and engagement. Through his stories, humor, and unique style, he connects heart to mind and people to purpose.



Nate Carter is the chief operating officer at Portneuf Medical Center in Pocatello, ID. He has held previous hospital leadership roles in Springfield, OR and Easton, PA. An Idaho native, Mr. Carter loves living and working in this part of the country. He has leadership oversight of operational teams, capital projects and facility throughput. With four grade school aged kids, he spends most of his time outside throwing baseballs, fishing, hunting, and camping.



Clint Child is the president of Saint Alphonsus Medical Center – Nampa (SAMCN). Prior to accepting this position, Mr. Child was the Saint Alphonsus Health System Regional chief nursing officer (CNO), SAMCN CNO and vice president of operations.

Mr. Child has been with SAMCN for over 15 years managing and leading nursing and clinical operations. He has provided vital leadership as healthcare navigated the pandemic where he led and participated in vaccination clinics across the Treasure Valley.

He led the efforts for the conversion to the electronic medical record Epic in February 2022, managed growth and improvements in quality, clinical operations, patient care, safety, and service for Saint Alphonsus in both the Nampa hospital and within the Saint Alphonsus Health System. While in these positions, he has guided the development and implementation of a patient experience program (Grace), Lean initiatives balancing efficiency and cost reduction with safety and quality, leadership rounding, and numerous other operational achievements.

Mr. Child holds a Doctorate in Nursing Practice from the University of Utah, along with an MBA and Bachelor of Science in Nursing degrees. He achieved certification in executive nursing practice through the American Organization of Nurse Executives.

Mr. Child has been an adjunct faculty at the University of Utah in the Doctor of Nursing practice program for seven years. In this role, he provided real world professional insight, guidance, and feedback to doctoral students as a project chair for scholarly projects aimed to improve care and safety within nursing. He is also a member and past President of the Nurse Leaders of Idaho and Idaho Alliance of Leaders in Nursing.

Community service and engagement is a high priority for Mr. Child. He dedicates hundreds of hours each year to community and volunteer efforts. He coordinates and participates in first aid booths at various events, immunization efforts with schools and the Health Department, has also volunteered as a Guardian Ad-litem, and has been a member of the Nampa Lions Club. He participates and coordinates career events encouraging students to pursue higher education and careers in healthcare. He is also actively involved as an Officer and Director on the Board for Stampede for the Cure and the Snake River Stampede.

He and his wife, Kari, have five children (Jessika, Jake, Jayson, Josh, and Joella) and four grandchildren. Both he and Kari love the western lifestyle with the typical courtesy and respect it entails. The Child family dedicates significant time, money, and talents to volunteer efforts that support children and those at risk. They desire to create a kinder, gentler world for everyone.



Michelle Choate has nearly 25 years of individual, organization, and leadership development experience in a variety of industries. Coaching and advising clients in healthcare, nonprofits, technology, government, and higher education seek out Ms. Choate to conceptualize solutions that build on strengths and develop skills that reflect individual and team purpose. She facilitates a collaborative process that enables individuals and teams to lead with increased focus, clarity, and confidence.

Ms. Choate is a certified Executive and Transitions Coach with a master's in organizational communication and conflict management, with a focus on healthcare communications. She has post-graduate certifications in executive strategic thinking and conflict management, including ADR and negotiation theory. Her coaching and team coaching engagements are based in Emotional Intelligence, in which she is certified to assess and coach. Other education and experience include being a certified Facilitator of Crucial Conversations, certified in Human Centered Design, and certified in SAFe Agile.



Jette Curtis currently leads the Health Equity, Diversity & Inclusion strategy at Healthwise, a nonprofit provider of health education, technology, and services. Ms. Curtis has over 20 years' leadership experience in government, non-profit and community-based organizations, promoting innovative social solutions to meet the needs of vulnerable and under-resourced communities. Her areas of focus include health equity, diversity and inclusion, social determinants of health, community partnership, health literacy, behavioral health, and affordable housing.



Barbara DeBaun has over 40 years of experience in the field of infection prevention and quality improvement. She is currently an independent consultant and an improvement advisor with Cynosure Health where she provides vision and leadership in the development, implementation, and facilitation of infection prevention and quality improvement initiatives for healthcare organizations. She has provided support to large academic medical centers in urban settings and small (Critical Access) hospitals in rural settings. Previously, she was an improvement advisor for BEACON, the Bay Area Patient Safety Collaborative, and was the director of patient safety and infection control at California Pacific Medical Center in San Francisco. Ms. DeBaun is a certified Infection Control Practitioner (CIC) and holds a Bachelor of Science in Nursing (BSN) degree from Pace University in New York and a Master of Science in Nursing (MSN) degree from San Francisco State University. Ms. DeBaun served two years as an elected member of the APIC Board of Directors. Before her board service, she served as APIC's liaison to the Centers for Disease Control's Hospital Infection Control Practices Advisory Committee (HICPAC). Ms. DeBaun has lectured nationally and internationally on a variety of patient safety and infection control topics and has published over a dozen articles and several book chapters.



Rhonda Dixon joined St. Luke's in June 2022 as the vice president of patient care with responsibilities for driving quality and safety improvements in nursing, supporting clinical practice integration, and serving as the Treasure Valley Magnet Chief Nursing Officer. She is also responsible for senior leadership of the Enterprise Resource Staffing Office and the Centralized Staffing Unit.

Ms. Dixon comes to St. Luke's from OhioHealth O'Bleness Memorial Hospital where she served as chief nursing officer since 2018 after a long tenure at OhioHealth Riverside Memorial Hospital. Ms. Dixon brings 37 years of health care experience overseeing nursing care, strategic planning, quality, operations, budgets, and financial planning.

During her career with OhioHealth, Dixon served on the Central Ohio Trauma System Board of Trustees. Additionally, she garnered several honors, including numerous OhioHealth System and Business Unit Prism Awards for excellence, the Riverside Methodist Hospital lead for Operation Feed and named to the 2014 Central Ohio LGBTQ "Who's Who" list.

Ms. Dixon has raised more than \$10,000 for the Leukemia & Lymphoma Society by participating with Team in Training, completing numerous endurance events and was a 2015 New York City Marathon finisher.

Ms. Dixon received Master of Business Administration and Bachelor of Science in Healthcare Management degrees from Franklin University, while also earning a Bachelor of Science in Nursing from Ohio University. She

is currently pursuing a Doctorate of Health Care Administration from Capella University (expected graduation, June 2025).



Day Egusquiza brings over 40 years' experience in health care reimbursement, including 20 years in an Idaho hospital leading hospital revenue cycle operations, contracting, new program development, auditing and compliance implementation. Additionally, her experience includes eight years as a director of a physician medical management billing service which included completing an integrated business office between a hospital and a large multi-specialty physician clinic. She has been an entrepreneur in hospital and physician practice accounts receivable management and a leader in redesigning numerous organizations. Her work includes providing guidance as a compliance and reimbursement educator while providing operational insight on the revenue cycle impacts of disruption, lost charges, coding validation and yes, why I love Traditional Medicare's 2 MN rule. Ms. Egusquiza's strength is her ability to 'operationalize' complex regulations into teachable components.

Ms. Egusquiza is a nationally recognized speaker on continuous quality improvement (CQI), benchmarking, redesigning, reimbursement systems and implementing an operational focus of compliance — both in hospitals and practices. She has been on the AAHAM National Advisory Council, HFMA National Advisory Council, is a past President of the Idaho HFMA Chapter and recently received the Lifetime Achievement Award. She has been highlighted in JCAHO's Six Hospitals in Search of Excellence, Zimmerman's Receivable Report, HFMA's HFM and Patient Account, AHIA Prospective, and numerous healthcare newsletters along with a contributing author to 2006 Health Law and Compliance Update. She received the Idaho Hospital Association "Distinguished Service Award" for her legislative work and training on new indigent law. Attendees at HFMA's ANI rated her in the top 25% for each year she has presented, earning her the 'Distinguished Speaker' award.

Her greatest accomplishments are her four wonderful children and her eight fabulous grandchildren.

What makes her unique? She has been in the trenches with us!



Erika Ferrozzo joined Idaho Urologic Institute, PA as their chief operating officer in May of 2021. Ms. Ferrozzo has over 15 years of administrative leadership experience encompassing 13 specialties across 5 locations, including 110 staff and providers. She has proven to be a results-focused and highly engaged leader skilled at leading change initiatives with a verifiable record in delivering measurable improvements in operational and clinical performance. Ms. Ferrozzo has an exceptional ability to implement change management strategies, achieving operational objectives and establishing effective teams. She has a proven track record leading primary care, surgical specialties, ambulatory surgery centers, and specialty divisions with exceptional provider workplace satisfaction, patient satisfaction, and employee engagement.

In a 2020 Great Place to Work Survey, Ms. Ferrozzo was ranked as the highest performing manager at Scripps Health by staff. This was her fourth year in the top 4 highest performing managers. In 2019, she was awarded the Scripps Administrative Employee of the Year award for outstanding character, for exceptional ability to collaborate well with multiple divisions and dyad partners, and for never 'passing-the-buck.' In 2020, her physician team ranked in the 99th percentile for workplace satisfaction, attributing much of their workplace satisfaction to streamlined care lines and the elimination of many non-value-added workflows. In addition, patient satisfaction Press Ganey surveys were consistently above the 99th percentile year over year, with 98.1% of patients recommending the practice.

Ms. Ferrozzo has utilized and implemented multiple lean initiatives that resulted in millions of saved or recovered funds. Some of the major projects she has lead include her team exceeding the requirements for the hypertension bundle that resulted in a \$2M recovery for Scripps Coastal, the restructuring of A/R for plastic surgery cosmetic & medically necessary split cases resulting in the recovery of \$1M, implementing a Medicare Advantage Chronic Condition process that will increase revenue by nearly \$2M in 2021, implementation of a supply utilization process and introduction of PAR levels resulting in 70% reduction of wasted supplies in 90 days or \$300k saved, created standard work for controlled medication storage and logs resulting in \$110k/year saved, and created a data management macro via Excel to track a 5,000 patient clinical trial resulting in a multi-million dollar drug study approval.

Ms. Ferrozzo earned a master's in public health, healthcare administration from National University and received the Presidents Chair Award for Academic Excellence, a Bachelor of Science in Kinesiology with an emphasis in Sports Medicine from San Diego State University and is a member of the Gamma Phi Beta honors

society for academic excellence, service, and character. In addition, she is a certified Lean Six Sigma Black Belt, a certified HBI Revenue Cycle Leader, a certified HBI Patient Access Specialist, is in process of completing the Project Management Professional Certification, is currently serving as the Membership Board Chair for the Idaho ACHE Chapter, is in the process of sitting for her ACMPE exams and is in the process of satisfying her FACHE requirements.

Ms. Ferrozzo is originally from San Diego, California and now lives in Kuna, Idaho with her husband, Anthony, and their three children. She enjoys live music, hiking, sporting events, and supporting her kids while they learn new activities.



Michelle Gates is an experienced leader in healthcare Revenue Cycle Operations and Management. She has worked in every revenue cycle position over the past 21 years and worked her way up to a lead, manager, and last role, on the provider side, was director of revenue cycle. Now she gets the opportunity to help healthcare organizations in the role of a Revenue Cycle Consulting Manager with Eide Bailly. She holds a Bachelor of Business Administration and Master of Science (MS) in Organizational Leadership both from Marian University of Fond du Lac, Wisconsin. She has earned the Lean Management Certification, Lean Six Sigma White Belt Certification, HFMA Certified Specialist Accounting & Finance (CSAF) and HFMA Business of Health Care.

She is active in the HFMA Idaho Chapter serving as the current President Elect (23-24), Program Chair and Sponsorship Chair.



Ralph Llewellyn started his healthcare career as a rural hospital CFO. For the past 25 years he has been with Eide Bailly where he conducts operational assessments and assists providers in enhancing financial and operational performance. He provides chargemaster/cost report audits and redesign projects, conducts reimbursement enhancement studies, and also assists in the development of physician compensation strategies. Mr. Llewellyn is a frequent speaker at state, regional and national healthcare conferences.



Judi Marsh serves in the role of vice president of strategy and mission at Healthwise, a not-for-profit health education organization located in Boise, Idaho. Ms. Marsh leads Healthwise's strategic planning efforts and the health equity strategy. She facilitates decision making to help the company fulfill its mission of helping people make better health decisions. She has enjoyed a long career at Healthwise and will celebrate her 17-year anniversary in 2023. Prior to her current role, she has held several positions within the organization. She has worked with the Clinical Content team to ensure continuous medical accuracy and consistency. She also supported the developers and designers in

Content Development Operations.

Before coming to Healthwise, Ms. Marsh served in a leadership role in outpatient clinic operations in primary care—specifically, family practice, pediatrics, urgent care, and physical therapy. She brings more than 20 years of experience in the healthcare industry, including business operations, clinical workflow, and improving the patient experience. She is passionate about putting patients in the driver's seat of their journey through health.

Ms. Marsh holds an MBA in healthcare from Northwest Nazarene University and a BS in health sciences from Boise State University. She serves on the board of the Idaho Chapter of American College of Healthcare Executives and on the board of the Wassmuth Center for Human Rights as the Internal Affairs Committee Chair.

Ms. Marsh resides in Boise with her family and two dogs. They enjoy all things outdoors, including touring the Pacific Northwest, gardening, hiking, and just about any water sport.



Thomas J. Mortell is co-managing partner and chair of Hawley Troxell's Health Law Practice Group. He serves as general counsel of the Idaho Hospital Association and he and his firm represent many of the IHA's member hospitals.

Since 2002, Mr. Mortell's practice has focused on advising hospitals and other healthcare providers on all aspects of healthcare law. He assists healthcare providers in business transactions, including the acquisition of competing entities, hospital/physician joint ventures, and the acquisition of physician practices. He also helps medical providers with professional services contracts between hospitals and physicians and advises hospital boards on issues relating to physician integration, compliance, governance, and strategic planning.

Mr. Mortell represents hospital clients in federal false claims act litigation, payer reimbursement claims, and related compliance matters. He represents and advises hospitals, and other healthcare clients with issues relating to regulatory compliance (Stark, Anti-kickback statute, HIPAA, EMTALA) as well as physician peer review, credentialing, and provider discipline.

Mr. Mortell has been listed in Best Lawyers publication for healthcare since 2013 and was selected in 2016 and 2022 as Lawyer of the Year for Health Care Law in Boise. He has also served as the Chair of Board of Directors for the Boise Metro Chamber of Commerce Board (2021), is currently the Chair of the Chamber's Policy Committee, and will serve as the Board Chair of the Boise Valley Economic Partnership in 2024. He was also named to the Idaho Business Review's 2023 Power List of the Most Influential Business Leaders in Idaho.



Tom Murphy is currently the CEO for Minidoka Memorial Hospital in Rupert, ID. Mr. Murphy has been in healthcare leadership for the last 20 years and has worked in healthcare for more than 29 years. He has worked for Intermountain Healthcare in Utah, Portneuf Medical Center in Pocatello, ID, and Weiser Memorial Hospital in affiliation with St. Luke's Health System of Boise, ID. He is passionate about patient centered care, especially for the rural residents of Idaho. Mr. Murphy loves Critical Access Hospitals and the close relationship these smaller hospitals have with their respective communities. He believes Critical Access Hospitals provide an essential and vital role in access to care and emergency services, and that they can perform very competitively when it comes to quality, service, and value.

He has a B.S. Degree in Business Management from the University of Utah, and an MBA from Utah State. He served as the Board Chair for the Idaho Hospital Association in 2018 and 2019 and served on the board for a total of ten years. Mr. Murphy is also a Fellow of the American College of Healthcare Executives and has served on multiple healthcare associations in the state of Idaho. He also served as the Regent for Idaho for the American College of Healthcare Executives.

Mr. Murphy is a native of Idaho, born in Sun Valley, and loves the great outdoors and all that Idaho has to offer. He has two grown sons serving religious missions and two sons and one daughter still at home in Idaho with his wife Heather. He and Heather have been married 32 years and are happy to call Rupert, Idaho home. His parents reside in Rupert and his wife's parents reside in Twin Falls, making this a great place to work and enjoy proximity to family. The family enjoys skiing, hiking, cycling, and anything else in Idaho's great outdoors.



Christine Neuhoff has over 25 years of combined legal and health care leadership experience. She joined St. Luke's Health System in 2008, where she serves as Senior Vice President and Chief Legal Officer. Her role involves ensuring business strategies, policies, and programs are developed and applied with appropriate consideration of legal implications and risks. During the COVID-19 pandemic, Ms. Neuhoff served on the Governor's COVID-19 Vaccine Advisory Committee, as well as the Idaho's Crisis Standards of Care Activation Advisory Committee.

Prior to joining St. Luke's, Ms. Neuhoff worked as in-house counsel with Shands HealthCare (now known as UF Health), engaged in private practice as an attorney with Morrison & Foerster LLP handling patent disputes, and served as law clerk to the Chief Judge of the United States District Court for the Southern District of California. She received her undergraduate degree from Dartmouth College, her Juris Doctor from the University of California at Berkeley, and her Master of Business Administration from the Massachusetts Institute of Technology, Sloan School of Management.

Ms. Neuhoff has held numerous leadership positions in the community and beyond. She has chaired the board of the Idaho Liability Reform Coalition and the Healthcare Subcommittee of the Idaho Association of Commerce and Industry. She also chairs the board of the Cherokee National Historical Society and was appointed by the Principal Chief of the Cherokee Nation to lead the Cherokee Nation Task Force to Protect Women and Families. She is a past chair of the Essential Hospitals Institute (the research and education arm of America's Essential Hospitals), the board of the Boise Philharmonic Association, the American Heart Association Idaho Board, and the Legislative Policy Committee of the Idaho Hospital Association. Ms. Neuhoff continues to serve on nonprofit boards in the community.



Nichole Perisho serves as the Program Director at the Northwest Telehealth Resource Center (NRTRC), creating and disseminating information and resources to expand and sustain telehealth in the NRTRC's seven-state region, serving AK, ID, MT, OR, UT, WA, and WY – and beyond. She is an invited speaker across the country, sharing her deep and broad telehealth expertise in ways that resonate with participants, including a focus on telehealth's critical role in achieving the quadruple aim of reducing cost, improving quality, enhancing the patient experience, and bettering the work life of healthcare staff.

Prior to joining the NRTRC, Ms. Perisho oversaw the Telehealth Program at a rural regional hospital, managing all aspects of telehealth delivery, expansion, and improvement. Her clinical background and years of telehealth experience in multiple specialties strengthens her knowledge of the needs of healthcare providers and patients and translates into an intuitive approach in supporting and operationalizing telehealth best practices for healthcare organizations and teams.



Brienne Sandow is the chief operating officer/chief nursing officer (COO/CNO) of St. Luke's Meridian Medical Center and Eagle Medical Plaza, part of the St. Luke's Health System. She has strategic oversight for both sites, working collaboratively with clinical disciplines, providers, and ancillary leaders to ensure services are fully integrated in pursuit of patient centered outcomes. Ms. Sandow fosters a culture of partnership and commitment to high performance in all areas, focusing on exceptional staff and patient experiences, quality, safety, and efficiency of care.

In 2002, she joined St. Luke's Health System. During her 21 years with the organization, she has served in multiple leadership positions and driven numerous critical initiatives. Prior to her current role, she was instrumental in supporting operations throughout the health system during the pandemic as the Director of the Enterprise Resource & Staffing Office.

Ms. Sandow earned a Bachelor of Science in Psychology and a Bachelor of Science in Family and Consumer Sciences from the University of Idaho, a Bachelor of Science in Nursing from Boise State University, and a Master of Science in Nursing, emphasis Patient Care Services Administration, from Sacred Heart University in Fairfield, Connecticut. She is American Nurses Credentialing Center certified in Nurse Executive Advanced.

She is President-Elect of Nurse Leaders of Idaho, the local chapter of the American Organization for Nursing Leadership. She has previously served as Director-at-Large on the national ANA Board of Directors and as President of the American Nurses Association Idaho. She has been honored by the Women's and Children's Alliance with the Tribute to Women and Industry award, and by the Idaho Business Review with the Accomplished Under 40 award. She is an active member of several professional organizations, including Sigma Theta Tau International Honor Society of Nursing and the American College of Healthcare Executives.

A native Idahoan, Ms. Sandow has been married to her husband Ron, a Nurse Practitioner, for 21 years. They have two spirited daughters: Sophia, sixteen, and Olivia, twelve. In her free time, she enjoys relaxing by the pool, skiing, and traveling.



Kathleen Schulz has more than 20 years' experience in designing and implementing wellbeing, fitness, occupational health, EAP, benefits, work/life, and organizational development initiatives. Prior to joining Gallagher, Ms. Schulz spent 19 years leading award winning occupational health and wellness programs at Campbell Soup Company and four years leading the health and wellness programs for NYNEX Corporation in New York. Her experience lies in designing integrated approaches to organizational wellbeing by connecting culture, employee behavior, risk, and outcomes.



Kim C. Stanger is a partner in the Boise office of Holland & Hart, LLP, and the chair of the firm's Health Law Group. Mr. Stanger helps clients navigate the complex state and federal regulations governing the healthcare industry, including healthcare reform, fraud and abuse laws, HIPAA, EMTALA, Medicare and Medicaid requirements, and licensing, compliance, administrative proceedings, and litigation.

He was named the Best Lawyers® 2021 Health Care Law "Lawyer of the Year" in Boise. He is also listed as a Mountain States Super Lawyer and in Best Lawyers in America® for Health Care Law by *U.S. News & World Report*. He is a member of the American Health Lawyers Association; the American Bar Association Health Law Section; and Past President of the Idaho Bar Association Health Law Section. Mr. Stanger is a frequent and popular speaker at industry events and meetings, including those sponsored by hospital, medical, and long-term care associations.



Erika Sundrud has 20+ years of experience in healthcare with a primary focus in quality, regulatory and care delivery. With a master's degree in industrial/organizational psychology, Master Black Belt in Lean and Six Sigma, and Certified Professional in Healthcare Quality (CPHQ) certification, Erika expertly designs and improves upon care variation across the continuum of healthcare. She has extensive knowledge in developing and leading large projects focused on improving the patient care experience and transitions in care, while stabilizing per capita cost.

An authority on improving quality at community hospitals and healthcare systems alike, Erika advises providers throughout the U.S. She is a frequent speaker at major healthcare conferences on quality improvement, as well as a system Lean and Six Sigma expert and advocate for implementing positive change.



Bradley C. Turpen is the Chief Executive Officer at Valor Health, a critical access health system in Emmett, Idaho. He is a Fellow in the American College of Healthcare Executives (ACHE) and a Fellow in the American College of Medical Practice Executives. His healthcare career has spanned consulting, private practice management, hospital owned medical groups, hospital administration, and health system operations.

Mr. Turpen grew up in the Treasure Valley and left to earn a bachelor's degree in management from the Air Force Academy, after which he served active duty for six years. He earned a master's degree in business administration from Utah State University and has been working in Healthcare Administration for the past 21 years.

Mr. Turpen is currently the ACHE Regent for Idaho, having previously served as President and Education Chair of ACHE of Idaho. He served on the Idaho Hospital Association Board of Directors for many years and is an Idaho MGMA Past-President, having volunteered on the IMGMA Board from 2006-2012. He also served as a Commissioner for Boise City Parks and Recreation from 2011-2015.

He loves raising his three very active daughters with his wife, Tara. He is a certified USA Softball ACE Level 3 coach and has travelled across the country with his softball teams. When he and Tara are not coaching youth sports, you can find them enjoying Idaho's beautiful outdoors, especially biking, skiing, and fishing.



Jonathan Wheatley is an associate in the firm's Transactional practice group and the Government Affairs/Lobbying practice group, where he represents clients with issues in healthcare, technology, and energy. With a strong background in transactional law and a broad range of expertise in contract drafting and review, healthcare regulatory compliance, business negotiations, taxation, and intellectual property, Mr. Wheatley is well-equipped to provide strategic counsel to clients navigating the complex landscape of legal issues and government affairs challenges.

Mr. Wheatley's expertise in intellectual property law, including internet law, data privacy, cryptocurrencies, and artificial intelligence, has made him an asset to the firm's Transactional group and Government Affairs/Lobbying practice group. He uses his knowledge of these complex and rapidly evolving areas of law to effectively represent clients before government agencies, legislators, and other stakeholders in addition to helping them navigate the business landscape to achieve their goals and protect their interests.

Mr. Wheatley serves as a member of the Board of Directors of the Boise State University Alumni Association and was the Editor-in-Chief of the Idaho Law Review for the University of Idaho College of Law in 2021.



Michelle Wier is a dynamic leader in healthcare operations with a deep history in data analysis, accounting, and operations. Ms. Wier has led and advised both independent practices and health systems toward operational efficiencies and financial sustainability. With a focus on transformation and innovation, she and the V2V team bring a fresh approach to solving the operational challenges of today's healthcare environment. As an MGMA Western Section Liaison, Past President of Idaho MGMA, and chapter President for two Louisiana MGMA Chapters, she understands the mission that drives us toward continuous improvements and application of best practices. Ms. Wier has served as

a speaker at industry meetings and conferences around the country.

AWARD RECIPIENTS

STEVEN A. MILLARD STAR GARNET AWARD



Jon Ness began his career in healthcare in 1986 in Fargo, ND. Since that time he has spent his career providing leadership in healthcare delivery and ensuring patients and communities have access to the highest quality of care possible. In 2010, Jon joined Kootenai Health as its chief executive officer. During his 13 years at Kootenai Health he has made a significant impact on healthcare in northern Idaho and throughout the state.

A hallmark of Jon Ness' leadership at Kootenai Health has been a focus on increasing access to care through initiatives that helped attract and retain top talent. Soon after Jon's arrival at Kootenai Health, he began activating his leadership team to develop a cultural initiative that became known as, "the Kootenai Health Way." An interdisciplinary team established the organizational ideals of Safety, Compassion, and Engagement. These became the foundation for an employee engagement campaign that would move Kootenai Health from the 19th percentile for employee engagement to the 82nd percentile and a series of Gallup Exceptional Workplace awards. Jon also initiated an organizational shift to employing physicians through Kootenai Clinic. This created a more appealing work model for many physicians and helped retain and recruit more providers in northern Idaho. The Kootenai Clinic Family Medicine Residency expanded this vision by training new physicians, many of whom remain after completing their residency and continue to provide needed care in northern Idaho communities.

As a college athlete at North Dakota State University, Jon learned the value of collaboration over competition. He recognized that strategic alliances with both smaller and larger health systems would be key to optimizing Kootenai Health's future and the services it provides. He became an active board member on the Northwest Hospital Alliance, a collaborative network of hospitals in Idaho's panhandle. As a group leader, Jon is known for always listening to the needs of the rural hospitals and fostering a spirit of collaboration, cooperation and respect.

Jon has made it common practice for Kootenai Health to share ideas, policies, and best practices and come to the table to assist when there is a need to explore solutions. By working together in a spirit of collaboration and cooperation, as opposed to one of competition, the members of the Northwest Hospital Alliance have been better able to meet the healthcare needs of northern Idaho's growing population.

Jon's arrival at Kootenai Health coincided with one of the largest population booms northern Idaho has ever seen. Kootenai County was dubbed one of the fastest growing counties in the United States. Jon became a strong advocate for anticipating the region's future healthcare needs and going to work to create the facilities and resources to meet those anticipated needs. As part of this plan, Kootenai Health built its east expansion adding a state-of-the-art family birth center and NICU as well as many needed patient rooms. It has built new operating rooms, expanded its emergency department, expanded its heart center, and built a new outpatient clinic facility in Post Falls. Kootenai Clinic has also added numerous new specialty practices in northern Idaho, including many of which are the only providers of certain services, such as care for Multiple Sclerosis, in northern Idaho.

Under Jon's leadership, Kootenai Health also worked with area physicians to create Kootenai Care Network. Kootenai Care Network is a clinically integrated network that allows providers, hospitals and payers to work together to improve clinical outcomes and provide more cost-effective care. Its work has helped improve patient care and also provider reimbursement, which helps keep the provider community in northern Idaho strong.

Jon also recognized the growing need for behavioral health services and directed Kootenai Health's work to develop the Northern Idaho Crisis Center. The center serves hundreds of people each year and also reduces the burden on local emergency departments and law enforcement by providing appropriate care resources in an outpatient setting.

During Jon's tenure at Kootenai Health, he has served on the Idaho Hospital Association board for eight years, including serving on the board from 2014 to 2018, and recently coming back to serve on the board again

in 2023. He has been a strong advocate for hospitals on the state and federal level including advocacy for legislation criminalizing violence against healthcare workers, Medicaid expansion, protection of 340B funding, and telehealth. During the COVID-19 pandemic, he advocated for appropriate, thoughtful precautions in the community and access to state and federal resources to provide patients needed care. Throughout the tumultuous days of the pandemic, he provided calm, thoughtful leadership within Kootenai Health, the healthcare community, and the community at large.

Jon Ness' humble nature, strong work ethic and sterling character have established him as a respected leader throughout the state. When Jon speaks to the state of healthcare, anyone with a desire to understand, from chambers of commerce to the state capital is interested in hearing what he has to say. His name has become synonymous with healthcare, and he has leveraged this platform for the betterment of hospitals, physicians, healthcare workers, and most importantly, patients across the state. His work will be remembered as a lasting legacy for healthcare throughout the state.

TRUSTEE OF THE YEAR AWARD



Elaine Bohn has faithfully served Oneida County as a board member for over 17 years. Her service as a board member is truly deserving of this award. During her time as a board member, Elaine has been instrumental in the hospital's successes and has been a steady support in times of struggle. Over her 17 years of service, Elaine has supported the hospital as a lobbyist, helping hand, mentor and matron.

Elaine has been a diligent board member constantly focused on improving quality throughout the Oneida County healthcare system. Elaine actively sought to improve patient satisfaction, and, during her time on the board, she actively participated in activities aimed at achieving new benchmarks in patient satisfaction. Her positive approach to her role as a board member showed in her interaction with the community. Elaine's consistent upbeat attitude regarding the hospital, its service lines, and the staff has greatly helped present a positive image for the organization. Her fellow board members and the facility staff always appreciated the homemade goodies that she would frequently bring to meetings and to just say thank you.

Over the years, Elaine has taken an active role in making sure that the organizational interests were properly voiced and addressed in the political forum. She became well acquainted with multiple state and federal legislators and helped to drive community interest regarding the important political issues facing healthcare. Regarding Elaine, Senator Mark Harris from Idaho's 35th District states: "I am honored to support the nomination of Elaine Bohn. I got to know Elaine when she served on the Board of Trustees for Nell J. Redfield Memorial Hospital. In the following years I was able to work with her on several different issues involving Oneida County. I discovered early on that Elaine is one of those special individuals that put the needs and concerns of others before her own. She loves her community, but even more importantly, she loves the people of her community. It is this love that inspired her 17 years as a hospital board member and inspires her to keep serving her people in Oneida County in various ways. Elaine is always engaged and involved in almost every issue. She is a pleasure to be around and just a wonderful person. The world is a better place because of Elaine Bohn."

Elaine was a leader during her service on the board and was frequently the person that oncoming board members sought out for guidance. Dotty Evanson, a former Oneida County hospital board chairperson, states, "Elaine Bohn became a good friend when I served on the hospital board. I had no idea what to expect, and she took me under her wing and oriented me to the task at hand. She had a great understanding of what a hospital board member's role entailed. Beyond that, she loved and cared for those associated with the hospital. I will always be grateful for my association with Elaine."

Seventeen years of service on a rural community's hospital board is a challenging commitment. There is little anonymity in small rural communities, and many board members often find themselves tasked with supporting and defending the hospital staff in the face of serious concerns from community members and friends. Elaine always seemed to be able to address any concerns from either community members or hospital staff with a degree of compassion and empathy that made everyone involved feel assured of the fact that they were being heard, and that their issues would be addressed. Elaine loved to simply listen, and I believe this trait greatly added to her success as a board member and contributed to the hospital's successes. Elaine has established a legacy within the organization and within the community that will be difficult for others to match. Her devoted leadership will be missed.

EXCELLENCE IN MEDICINE AWARD



Charles Novak, MD, is an extraordinary physician and has been practicing in Idaho for the past 38 years. From speaking on the steps of the Idaho Capital alongside NAMI in 2014 to raise awareness for mental illness to his involvement with Community Health Centers across Idaho, Dr. Novak has forged the path for mental healthcare as we know it. He has been described as a dedicated physician who flourishes when presented with a challenge. His colleague, Dr. Roberto Negrón, refers to him as the “Father of Psychiatry” here in the Treasure Valley where he has become a mentor to many over his career, some of who are now his esteemed colleagues.

Dr. Novak's leadership, perseverance, and commitment to service began early on in his career when he was Chief Resident at the University of Hawaii Psychiatric Residency Program from 1984 - 1985. Upon completion of his residency, he chose to relocate to Idaho where he began working in private practice. He then played an integral role in the creation of Sage Healthcare in 1994. Sage serves patients of all ages for their psychiatric and mental health needs by utilizing psychiatrists, therapists, nurse practitioners, physician assistants and experienced office staff, to deliver high-quality, culturally sensitive care and treatment. Today, Sage has grown to 14 psychiatrists with 8 to 10 mid-level providers. He also helped to pioneer the existence of Cottonwood Creek Behavioral Hospital (CCBH) in the Treasure Valley in 2019. Knowing there was a need in our community for more inpatient beds, he took it upon himself to ensure that CCBH was established. By doing so he helped fill a significant gap of care in the community by creating 92 additional inpatient psychiatric beds, some of which are allocated to adolescents ages 12 – 17. This was during a time that there were limited options in the state for adolescents in crisis. Dr. Novak continues to play an essential part at CCBH, currently serving as the Associate Medical Director.

Before coming to CCBH in 2019, Dr. Novak served in several capacities at Intermountain Hospital from 1985 – 2018, of which he was Medical Director from 2008 – 2018. He was a representative for the State of Idaho's Governor's Task Force on Behavioral Health Transformation from 2009 - 2010, helping to advocate for the mental healthcare needs he saw in our community. He then went on to serve as a co-chair on the State of Idaho's Behavioral Health Integration Committee from 2015 – 2018. He served as the president of the Idaho Psychiatric Association from 1993 – 1994, and as the President of the Saint Alphonsus Medical Staff in Boise from 2009 – 2011.

In 2016 Dr. Novak attained the Distinguished Life Fellow status from the American Psychiatric Association. This is the highest honor the APA bestows upon members who have made significant contributions to the psychiatric profession in at least five of the following areas: administration, teaching, scientific and scholarly publications, volunteering in mental health and medical activities of social significance, community involvement, as well as for clinical excellence. He also received the Bob LeBow Award from Terry Reilly in 2016 which recognizes and celebrates those who have made a lasting contribution to the health and well-being of the people in our community.

Dr. Novak has been honored twice with the Exemplary Psychiatrist of the Year Award by the National Alliance of the Mentally Ill (NAMI), once in 1992 and again in 1998. This award praises psychiatrists that work tirelessly to help improve the lives of people living with mental health conditions. Today, he continues to be active in his advocacy for the severe and persistently mentally ill with his ongoing involvement with the Idaho Department of Health and Welfare as they work to advance and improve the public services provided to those most in need of basic behavioral health care services.

Currently, Dr. Novak is the Medical Director of several entities including Sage Healthcare, Terry Reilly's Allumbaugh House, and Saint Alphonsus Psychiatric Services. He also continues to work as a Psychiatric Consult Liaison for both Saint Alphonsus and St. Luke's. His wife and colleagues joke that all these years later, he is still working weekends and holidays. They note that he stopped taking on call shifts only two years ago. He remains very active in the psychiatric space in the Treasure Valley, and continues to be very involved in our community as evidenced by his ongoing work. It is clear from Dr. Novak's career achievements that he has led a life of servitude to better his community. We will be forever grateful that he chose Idaho to call home.

Outside of healthcare, Dr. Novak regularly participates in charitable community events such as the Festival of Trees and fundraising for the Idaho Humane Society alongside his wife Stacey Novak. He is an avid skier and still plays competitive tennis today.

AWARD OF EXCELLENCE IN PATIENT CARE



Benjamin (Ben) Watland, RN, is a nurse within the Saint Alphonsus Health System, a member of Trinity Health, one of the largest Catholic healthcare systems in the nation and as part of their local and national response to the ongoing and intensifying shortage of registered nurses, they have been exploring transformative and alternate care delivery models.

In December 2022, Saint Alphonsus launched a new innovative virtual connected care model and Ben served as the Project Champion. The ultimate goal of this innovative care model is to support better outcomes, safety, and an exceptional patient experience. This new innovative virtual connected care model involves a three-person team — a Bedside RN to provide direct patient support, an RN Partner (Nursing Assistant, Certified Nursing Assistant, LPH/LVN) who partners with the RN to care for more patients, and a Virtual RN, who brings expert support and coordinates complex care. On December 4, the model went live at Saint Alphonsus Regional Medical Center and at Saint Alphonsus Medical Center - Nampa. Ben, working with a team of clinicians, providers, and senior leaders, led the design, development, deployment, education, reassessment, sustainment, and growth/expansion efforts for this project.

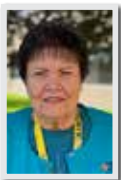
Ben used, and continues to use, his nursing operations knowledge and experience, and research intellect having completed research on various care models in conjunction with other leaders across the health system. His past and now expanded professional knowledge has been key in developing options to address the barriers to care delivery Saint Alphonsus has faced in the past. Once options were developed, Ben helped lead collaborative efforts to gain insight, guidance, and buy-in from front-line staff. Through these efforts, many best practice processes and strategy examples were reviewed in detail with the design team with front-line clinical staff. The passion for learning and collaboration with Ben led these efforts were key to the cohesive outcome – the team as a whole was honored for the results and not any one individual.

The above examples show the depth and scope of the local leadership efforts and skills that he used in this project. Due to the enterprise-wide impact, he ably managed communication relationships upward to senior leadership at Trinity Health as well as navigated successful communication locally in Idaho.

Additionally, as the leader of other leaders involved in the overall project, he led a group of managers to onsite evaluations of other programs during the development and became a peer leader of the overall project on a national enterprise level.

As Saint Alphonsus is only five months into this model, they are continuing to gather outcome and experience data; however, the current results are showing great progress on many metrics of success. Implementing a team design has led to a lower overall dependency on RNs by adding other care provider positions to the team. The virtual nurse has added options for experienced nurses that no longer wish to walk the floor but love to interact with patients and help educate/develop new nurses. Patient fall rates are dropping with additional focus on patient safety and process for the team to continuously assess, identify, monitor, and intervene in risky situations. The team model facilitates increased patient education and clarity of follow-up/next step of care instructions. The bedside team is spending less time charting and more time providing hands-on care, compassion, and patient-family interactions. This virtual connected care model is now being deployed across Trinity Health and the longer-term implications which this innovative care model has for the nursing care delivery model is significant and will transform how care is delivered in the future. Ben's professional knowledge, collaboration, and leadership has been the driving force behind the development and deployment of a much-needed shift in care delivery with a focus on the patient at the center of the model.

LEADER OF VOLUNTEER EXCELLENCE (LOVE) AWARD



Sheila Carter has been a volunteer at Eastern Idaho Regional Medical Center (EIRMC) since September, 2017 and has volunteered over 2,100 hours.

People care is Sheila's magnificent gift as a human being. Her positive, hands-on, "You matter to me" approach makes a difference not only to EIRMC patients, but also their families, visitors, employees, physicians, and the community.

Sheila befriends and pretty much "adopts" the families of patients. It usually begins when they bump into her in the front lobby and are warmly greeted, or they're lost and need directions, or perhaps there's some question they need answered. Regardless of how it starts, very quickly these encounters become conversations, and the

interactions deepen. She is sincere in her interest in the patients and their families, they know she truly cares. Her warmth and sincerity are like a balm to the raw emotions people in the hospital are feeling. People find in Sheila a kindred spirit, a calming presence, and a caring confidante.

Sheila currently serves as the vice president of the EIRMC Auxiliary. In this role, Sheila helps decide where donations go and is in charge of writing thank you notes for all donations received by the Auxiliary. She has donated countless hours of her time helping make decisions that are best for EIRMC patients, holding ice cream socials for staff, and looking for opportunities for the Auxiliary to help families in need. There have been a number of times where Sheila has recognized a patient's family in need and has done everything in her power to fulfill that need.

Sheila is a member of a widow's group and is often found helping a widow get groceries or to medical appointments or to watch their grandchildren at a ball game when they aren't able to get around themselves. She also volunteers at the Idaho Falls Rescue Mission. She cooks homemade meals at the Idaho Falls Rescue Mission every Monday. She helps serve meals and clean up, spending roughly six hours every Monday helping feed those in need. There was a time when she recognized that the Idaho Falls Rescue Mission was running out of food so she texted her family and organized a family food drive and donated all the food to the Idaho Falls Rescue Mission.

Recently, Sheila attended a fundraiser at her local church where they were selling candy bars. Sheila purchased a number of boxes from the fundraiser and brought them to the hospital to be given to the healthcare workers on different floors just because she thought they needed a treat for working so hard. Sheila regularly picks up extra shifts and has helped with a number of side projects that benefit both the patients and the community.

Sheila is humble, and she doesn't do anything because she wants praise or recognition. Her only motivation is the difference she might make for someone else. There is an expression that says, "Lighthouses don't have to shout to call attention to their shining. They just shine." That is Sheila. She just shines.

Sheila truly embodies all that is right and good about EIRMC, about healthcare, and about humanity. EIRMC is a far better place because she is here.

JUNIOR VOLUNTEER OF THE YEAR AWARD

Aatman Jindal is an outstanding junior volunteer at Saint Alphonsus Regional Medical Center. He has been a member of the Saint Alphonsus Volunteer team for one year. He has graciously given the Boise hospital over 77 service hours (and counting). Aatman is an extremely community service minded young man and tried to apply for the Junior Program during COVID, but the program was placed on hold for two years until transmission rates in the community were at safer levels.



The Saint Alphonsus Junior Volunteer Program reopened in June 2022. After full program restoration, Aatman was the first person to answer the call for high school volunteers – ages 16-18. The volunteer office continues to rebuild its volunteer program – both adult and junior - post-COVID as 75% of the volunteers chose not to return. While the Junior Volunteer Program continues to recover its vibrancy, it is stand-outs like Aatman that bring energy and revitalization to the program.

When asked why he chose Saint Alphonsus to volunteer, Aatman states that he is inspired by their mission as a compassionate and healing presence within the community. He also feels a connection to this hospital as his sibling was born here. Aatman is passionate about helping people and would like to pursue a career in either Neurosurgical or Pharmaceutical Medicine. He states that volunteering at Saint Alphonsus "enables me to feel connected to my community and helps me learn from caregivers striving to heal and improve patient lives."

In reading his resume, you can see that Aatman is a well-rounded individual. He is a gifted National Honor Society student who shares his gifts by tutoring his peers in English, math, and helping Scholastic Assessment Test applicants study for and achieve higher scores on their SATs.

He also shares his gifts with Saint Alphonsus by volunteering several Saturdays a month during the school year. He is an active, busy high schooler who is also a member of Timberline High's Varsity Swim team. One of the things he is very passionate about is STEM tutoring. He works as a tutor for Mathnasium – a private tutoring

organization providing customized math learning to K-12 students. Aatman also volunteers his time at College Board/Khan Academy Schoolhouse helping fellow high school students improve their SAT scores.

Not only is Aatman an amazing volunteer, but he also serves as a leader in the Junior Volunteer Program. Without being asked, Aatman directs his fellow juniors working with him on Saturdays to check and deliver patient mail; to deliver patient packages from the mailroom; and ensures both the Volunteer Services office and the Volunteer desk at the hospital entrance is staffed. He organizes which volunteers will answer phones and who will respond to the service calls.

Aatman understands and fulfills these weekend duties with very little direction or supervision. It's his natural leadership and maturity that helps him see a need and motivate those around him to accomplish tasks. He is well liked by his fellow juniors and his lead-by-example work ethic inspires his peers to be better, do more, and to leave the hospital at shift end feeling good about their contribution!

Like many high school students, Aatman has a full schedule filled with challenging Advance Placement (AP) classes, varsity sports, tutoring and volunteering. Unlike some high school students, however, he aspires to make a measurable community impact and has continued his volunteer career throughout the school year despite all his other commitments and schoolwork. While we encourage all our juniors to continue volunteering throughout the year, some are content to fulfill the minimum required volunteer hours and end their volunteerism when school begins again. Aatman has continued to serve the hospital and its patients as a way to improve his teamwork skills, gain insight into patient care techniques and give back to his community.

Aatman demonstrates his energy and organizational skills by helping the volunteer office with special weekend projects as well. He leads his fellow volunteers in assembling Deaf and Hard of Hearing Kits and regularly putting together New Volunteer Orientation packets. He also humbly and without protest helps prep the busy volunteer office for the upcoming week by vacuuming office floors and emptying trash bins. He also helps collect materials for art wall projects and sets up special volunteer events.

Aatman is supremely friendly and outgoing with hospital staff and patients alike. Volunteer Services Coordinator, Marnie Mesplay, has received many compliments on his professionalism and service-oriented teamwork approach from fellow Saint Alphonsus colleagues. He is a quick study and has even shared some tech tricks helping to navigate the new companion phone system.

Aatman is an outstanding young man and Saint Alphonsus is richer for his volunteering. Marnie Mesplay states, "I look forward to seeing where his long-term journey leads him. Thankfully we have another year with him until college takes him elsewhere. Without him, there will certainly be a leadership gap. His affable, calm earnestness and quiet strength will be hard to duplicate. We hope to encourage upcoming volunteers to emulate his can-do approach, his ability to see a need and - with little supervision - make certain it's met. Aatman will be shepherding a whole new group of upcoming junior volunteers this summer. We hope that they learn from him and take to heart his incredible dedication, integrity, and steadfast loyalty to our hospital. We want to pass on his service legacy to the incoming Saint Alphonsus junior volunteers and beyond."

SPECIAL RECOGNITION OF RETIREMENT



After 28 years of dedicated service to St. Luke's Health System, **Jeff Taylor**, St. Luke's third-ever chief financial officer, retired in 2022. As senior vice president and CFO at St. Luke's, Jeff helped drive innovation — and effective disruption — by rethinking payment models that led to improved patient outcomes and decreased financial burdens. His financial leadership for the health system and transition into retirement merit strong consideration for this special honor and recognition from the Idaho Hospital Association.

Jeff retired in the fall of 2022. "Jeff's been more than a traditional CFO. He's been leading our journey," said St. Luke's President and CEO Chris Roth. "Jeff was at the leading edge of moving us to a value-based strategy. It's big shoes to fill, for sure."

St. Luke's Chief Operating Officer Sandee Gehrke echoed those sentiments when Jeff announced his retirement in 2022. "You are the heart of what we do here," she said. "I just want to thank you for your dedication and your passion and your heart, not just for St. Luke's but for all of us, as leaders on our own journeys."

Jeff helped lead the paradigm shift from the historical, fee-for-service, episodic model that rewards volume over outcomes and exception care. Under his guidance, St. Luke's entered the Next Generation ACO program with Medicare, a value-based agreement. "Our early experience at St. Luke's is that moving consciously, thoughtfully and meaningfully toward value is causing, at the same time, a move toward innovation," Jeff explained in 2018. "Here, very simply, is why. The areas that previously would have drained revenue are now draining cost. The model flips, and things that were not 'values,' that is, values in the less financial sense of the word, defray our costs."

Jeff's enthusiasm for healthcare innovation has been palpable throughout his career, and colleagues from across the industry have shared praise for his leadership and abilities to reimagine the intersection of healthcare and finance. His business acumen, paired with his fervor for excellent healthcare, has been infectious in the health system, bettering the health of communities across Idaho.

Jeff joined St. Luke's in 1994, recruited the previous year by Chuck Pomeroy, St. Luke's previous chief financial officer, and former health system Chief Operating Officer Gary Fletcher. "With St. Luke's, there was a purpose," he said last year. "I'd always said, 'Health care isn't going anywhere.' But St. Luke's, we're a people business."

Over the following three decades, Jeff and team worked to expand access to care, leading foundational elements from forming a health system with the addition of St. Luke's Magic Valley to launching Epic, the common electronic health records system. Jeff's outstanding tenure was defined by growth, innovation and quality. In 1994, there were approximately 1,000 employees; when he was named CFO in 2008, there were about 6,000 team members. At the time of his retirement last year, St. Luke's employed roughly 17,000 people.

"It's been a struggle to say when's the right time to leave," Jeff told other St. Luke's leaders last year. "You just have to jump off at some point. There's never a good time to jump off, but St. Luke's will carry on."

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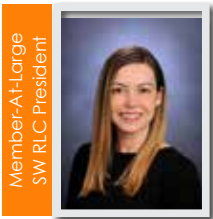
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