

20  
26

# IHA ANNUAL CONVENTION

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**SUN VALLEY  
IDAHO**

**SEPT 28- OCT 1 | SUN VALLEY RESORT**



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# YOU'RE INVITED!

Dear Friends and Colleagues,

On behalf of the Idaho Hospital Association, we invite you to join us for IHA's Annual Convention at the beautiful Sun Valley Resort in Sun Valley, Idaho. This event is an opportunity we look forward to each year to bring our members together for education, collaboration, and networking.

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, **Jackie Gaines**, presenting ***Reigniting the Flame: Leading with Purpose, Passion, and Impact in Healthcare***. In this presentation, she will blend personal stories, powerful reflection, and actionable tactics, leaving leaders both re-energized and equipped to lead forward. And, taking the stage at Wednesday's luncheon will be our closing keynote speaker **Mary Sand**, presenting ***Design, Develop, Deliver: A Blueprint for a Thriving Healthcare Culture***. In this presentation, attendees will explore how culture shapes organizational performance and the success of high-performing teams while gaining insight into the key questions that drive an effective culture design process.

In addition to our keynote sessions, attendees will have access to content experts, who will speak to 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 2026 award recipients of the Steven A. Millard Star Garnet, Trustee of the Year, Excellence in Medicine, Excellence in Patient Care, Special Recognition of Retirement, Leader of Volunteer Excellence, and Jr. Volunteer of the Year at the awards luncheon on Tuesday.

We invite you to join us on Tuesday evening for the Chairman's Celebration and Entertainment. Celebration attendees will enjoy drinks, dinner, and the musical talents of **Kevin Ware**. Come partake in the festivities and network with friends and colleagues, old and new.

Without the participation and generous support of our sponsors, this convention and its various educational opportunities and social events would not be possible. Their support 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 look forward to welcoming you to **IHA's 93<sup>rd</sup> Annual Convention**.



**Sandee Gehrke**  
IHA Board Chair  
EVP/COO  
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**Brian 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 \$225/night (single/double occupancy), a block of rooms will be held until **August 26** 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. All cancellations are fully refundable up to seven (7) days prior to arrival. A credit card is required at time of booking and a full deposit will be taken on the seventh day prior to arrival. Sun Valley Resort policy is to charge for 'no shows' as well as early departures made within seven (7) days 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 and 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 September 23 at 11:59 p.m. MDT.** A \$40 processing fee will be added to

all new registrations received after September 21. Online registration will remain open through **Wednesday, September 23 at 12:00 p.m. MDT**, 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](mailto:info@teamiha.org). Hours of operation are listed on pages 16 and 25.

**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](http://teamiha.org) approximately five (5) days prior to the event and will remain accessible for ten (10) days post-event. The attendee list will include Name, Title, Organization, and City/State. NOTE: Paper copies of handouts will not be provided on-site at the convention unless specifically requested by a presenter. Please refer to your registration confirmation email for the link and password.

**SPECIAL NEEDS:** In accordance with the Americans with Disabilities Act, IHA seeks to make our meetings accessible to all. Please call 208.338.5100 before **September 8** if you require special accommodations.



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# Idaho Hospital Association 2026 Annual Convention



# SCHEDULE AT-A-GLANCE

## Monday, September 28

4:00p - 5:30p Registration

6:00p – 7:30p President's Welcome Reception

## Tuesday, September 29

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 & Compliance

4:00p – 6:00p American College of Healthcare Executives (ACHE) Networking Event

*This reception is open to current members of ACHE Idaho or those interested to learn more about ACHE.*

6:30p – 9:00p Chairman's Celebration & Entertainment

## Wednesday, September 30

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)

- Option 1 (CAH)

- Option 2 (General)

10:00a – 10:15a \*\*\*Sponsor Showcase & Beverage Break\*\*\*

10:15a – 11:45a Session Tracks (select one)

Track 1: Leadership (ACHE); Track 2: Finance (HFMA); Track 3: Governance;

Track 4: Quality & Compliance

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 & Compliance

4:00p – 5:00p Healthcare Business Ventures Board of Directors Meeting

*This meeting is open to Healthcare Business Ventures board members and invited guests.*

6:00p – 9:00p IHA Board of Directors Networking Event

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

## Thursday, October 1

8:00a – 11:30a IHA Board of Directors Meeting

*This meeting is open to IHA board members and invited guests.*



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Please plan to visit sponsor tables and express your appreciation for the organizations that make this event possible. This is an excellent opportunity to learn more about the products and services being showcased.

### 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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- ✓ Reduce 30-Day Readmissions
- ✓ Improve Patient Satisfaction
- ✓ Increase Follow-Up Compliance
- ✓ Manage Chronic Conditions
- ✓ Support Hospital-to-Home Care Continuity

## WHAT WE PROVIDE TO YOUR HOSPITAL



### Care Transition Coordination

- Seamless communication between hospital staff, patients and caregivers



### AI Wellness Check-Ins

- Proactive outreach to support patient well-being



### Social Services Support

- Connection to community resources



### Remote Patient Monitoring

- Ongoing monitoring to prevent complications



### High-Risk Patient Support

- Targeted support for CHF, COPD, Diabetes, Dialysis, Post-Surgical needs and more

### ADDITIONAL SERVICES



### RX Pickup & Support

- Ensure patients receive and understand medications without delay
- Additional fees may apply



### Transport to Appointments

- Reliable transportation to follow-up visits and essential appointments
- Additional fees may apply



### Personal Care Assistance

- Help with daily activities to promote safety, comfort and recovery
- Additional fees may apply

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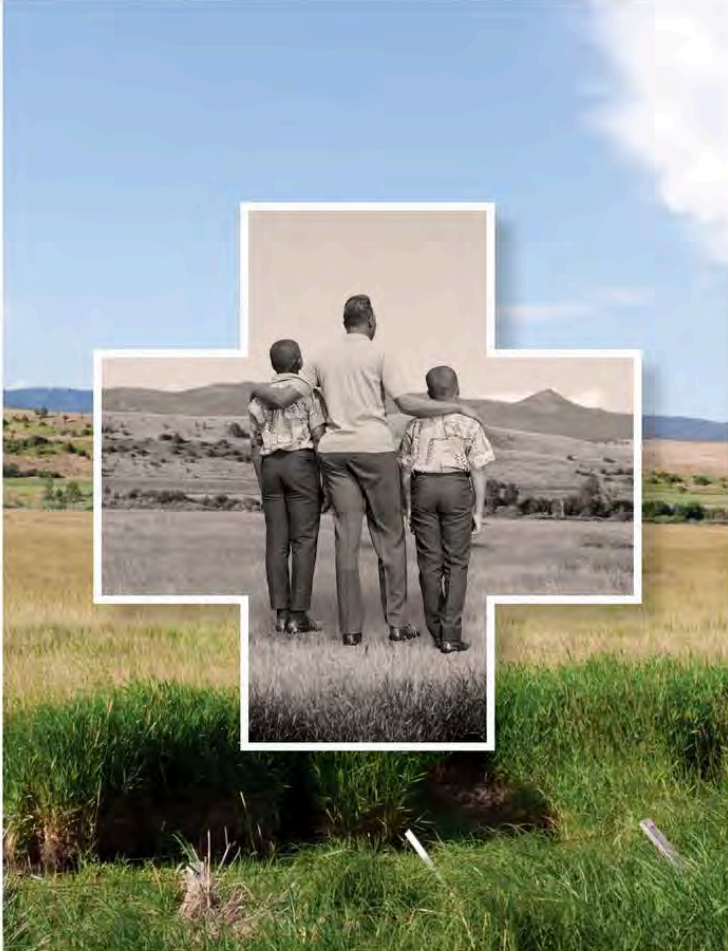


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Hawley Troxell is proud to serve as IHA's legal counsel and to assist its member hospitals with their legal needs.

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# Endorsed Partners





## Monday, September 28

**PRESIDENT'S WELCOME RECEPTION | 6:00 p.m. - 7:30 p.m.**

Sponsored by **Amerihealth Caritas**

Join us for an evening of food, drink, and networking to kick off the event.

### REGISTRATION HOURS

Inn Board Room

**Monday | 4:00 p.m. - 5:30 p.m.**

**Tuesday | 7:00 a.m. - 3:30 p.m.**

**Wednesday | 6:30 a.m. - 3:30 p.m.**

## Tuesday, September 29

\*\*\*SPONSOR SHOWCASE | 7:30 a.m. - 8:00 a.m.\*\*\*

**BREAKFAST AND KEYNOTE ADDRESS | 8:00 a.m. - 9:45 a.m.**

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***Reigniting the Flame: Leading with Purpose, Passion, and Impact in Healthcare***

Jackie Gaines MS, RN Principal, National Speaker and Best-Selling Author- Huron

Healthcare leaders today are navigating unprecedented complexity—continued disruption, workforce fatigue, and increasing demands for performance. Yet at the core of high-performing organizations is not just strategy—it is purpose, passion, and people. This keynote reconnects leaders across all levels to:

- The “why” of their work
- The power of personal purpose and remembering our story
- Practical leadership behaviors that drive resilience, trust, and performance during times of uncertainty
- Their role as community voices shaping healthcare's future

Blending personal stories, powerful reflection, and actionable tactics, this session will leave leaders both re-energized and equipped to lead forward.

\*\*\*SPONSOR SHOWCASE & BEVERAGE BREAK | 9:45 a.m. - 10:15 a.m.\*\*\*

Sponsored by **WELL Life Architecture PLLC**

**PLENARY SESSION | 10:15 a.m. - 11:15 a.m.**

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

***Medicare Advantage Tactics to Avoid Paying and How to Respond***

Kim Stanger, Attorney- Holland & Hart, LLP

Medicare Advantage and other payors have adopted new tactics in delaying and denying claims, including use of AI in claims decisions; prior authorizations; automatic downgrading; use of internal coverage criteria; and use of payment policies to deny or reduce coverage. However, many of these tactics fall outside applicable laws and regulations as shown by recent lawsuits and insurance department decisions. This program will review the tactics and provide guidance for hospitals in how to respond.

\*\*\*SPONSOR SHOWCASE & BREAK | 11:15 a.m. - 11:45 a.m.\*\*\*

**AWARDS LUNCHEON | 11:45 a.m. - 1:45 p.m.**

Sponsored by **Hawley Troxell**

Join us as we honor our 2026 award recipients in the following categories: Steven A. Millard Star Garnet, Trustee of the Year, Excellence in Medicine, Excellence in Patient Care, Special Recognition of Retirement, Leader of Volunteer Excellence (LOVE), and Jr. Volunteer of the Year for their outstanding contributions and performance in healthcare. You can read about this year's honorees beginngin on page 36..

\*\*\*SPONSOR SHOWCASE & BREAK | 1:45 p.m. - 2:00 p.m.\*\*\*

## **SESSION TRACKS | 2:00 p.m. - 3:30 p.m. (please select one)**

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

#### **Genfluence #1: How to Lead a Multigenerational Workforce**

Dan Collard, Co-Founder and Partner- Healthcare Plus Solutions Group

Multigenerational teams are the new norm in healthcare, and managing across several age groups is no longer optional. Genfluence provides healthcare leaders with a focused, evidence-based approach to building stronger, more collaborative teams across generational lines.

*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 **Multiview ERP**

#### **Preserving Essential Services While Cutting Costs: Strategic Non-Labor Cost Solutions**

Chris Perry, Enterprise Client Executive & Mark Rafalski, Partner-- Healthcare Performance Improvement Consulting

This session will explore how hospitals can use non-labor cost management as a practical strategy to strengthen financial stability while preserving access to care, services, and staffing. Participants will examine realistic savings opportunities across supplies, purchased services, and benefits, and learn how to avoid common implementation barriers such as delayed decisions, vendor inertia, and stalled initiatives. The discussion will frame non-labor savings not simply as expense reduction, but as a reinvestment strategy that supports long-term sustainability in rural healthcare.

### **Track 3: GOVERNANCE**

#### **The Population Health Imperative: Financing and Sustaining Impactful Initiatives for Healthier Communities**

James Rice, National Advisor, Governance and Leadership- Gallagher

This session will equip attendees with a clear understanding of population health and its importance, provide actionable strategies for financing impactful initiatives, highlight best practices for engaging communities to ensure sustainability and inspire Idaho hospitals to lead transformative efforts that improve health outcomes statewide. Health care boards, executives and clinical leaders will leave empowered to embrace the population health imperative, driving meaningful change for their organizations and the communities they serve.

### **Track 4: QUALITY & COMPLIANCE**

Sponsored by **Prista Corporation**

#### **When Every Birth Matters: Results from Idaho's First Statewide Perinatal Quality Initiative and What Comes Next**

Sara Hallvik, MPH & Kelly McGrath, MD, MS- Comagine Health

Idaho is at a critical juncture for maternal health and the Idaho Perinatal Quality Collaborative (IDPQC), established through a partnership between the Idaho Department of Health and Welfare and Comagine Health, was built to provide concrete, statewide infrastructure for improving outcomes for mothers and newborns across all facility types and geographies. This session presents outcomes and lessons learned from IDPQC's first statewide quality improvement initiative as well as longer-term implications for maternal health quality across the state.

Beyond the data, this session will examine what made implementation work. Attendees will hear directly from physician leaders who guided the initiative about what participation looked like on the ground and how it impacted their staff's readiness for obstetric emergencies. The session will end with a forward look at the IDPQC's next focus areas and a Q&A with attendees about how hospitals can take advantage of the IDPQC's support and resources to standardize evidence-based perinatal care and improve the health of the families they serve.

## **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 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 | 6:30 p.m. - 9:00 p.m. | ADD-ON FEE: \$85/pp



Join us Tuesday evening for networking and a celebration to honor our 2026 IHA Chair, **Sandee Gehrke**, EVP/COO of St. Luke's Health System.

The event will feature dinner, drinks, ample time for networking, and entertainment. The Chair Address and IHAPAC awards will also be presented.

Entertainment Sponsored by **Layton Construction**

**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 over 20 years and is a Blaine County local and favorite.



## Wednesday, September 30

\*\*\*SPONSOR SHOWCASE | 7:30 a.m. - 8:00 a.m.\*\*\*

### MEMBERSHIP BREAKFAST | 7:30 a.m. - 8:45 a.m.

Sponsored by **Qualivis**

#### American Hospital Association Political Update

Jason Kleinman, Director of Federal Relations- American Hospital Association.

This presentation will provide a timely legislative update on the most recent congressional activity affecting hospitals and health systems. It will also include a preview of the upcoming midterm elections and examine how potential shifts in congressional control could shape the remainder of this congress.

\*\*\*SPONSOR SHOWCASE & BREAK | 8:45 a.m. - 9:00 a.m.\*\*\*

### PLENARY SESSION | 9:00 a.m. - 10:00 a.m. (please select one)

#### Option 1 - CAH

Sponsored by **InReach Community Dx**

#### How Strategic Hospitals Engage Communities for Long-Term Success

Andrew McCrea, Professional Speaker, Author & Radio Broadcaster- McCrea Communications

Hospitals and the health care industry face immediate challenges that impact their bottom line and their ability to deliver the care their communities need. However, strategic hospitals understand the balance of focusing on the challenges of the present and the future. What are some of the key challenges that could prevent your hospital and your community from being viable in the next decade and beyond?

Andrew McCrea's extensive travels working in communities of many sizes, and his background as a trustee for a hospital and hospital foundation, provide the foundation for his look at what hospitals and communities get "wrong" and "right" as they engage those around them. He'll share what progressively minded hospitals are doing to engage their communities to drive better long-term results without breaking the bank to do it. Laugh, learn and see how to implement strategies for better outcomes where you live.

#### Option 2- General

Sponsored by **UnitedHealthcare Community Plan of Idaho**

#### Updates on Immigration Law: The Good, the Bad, and the Ugly – Enforcement and Opportunities

Michelle Williams, Attorney- Hawley Troxell

Healthcare facilities face unique challenges when navigating immigration issues—from understanding how to respond to potential ICE activity at a hospital to leveraging immigration pathways to address critical workforce shortages. This presentation will equip attendees with practical tools and guidance on what to do if ICE arrives at their facility, including understanding sensitive location protections, staff responsibilities, and strategies to safeguard patients and employees while complying with the law. In addition, attendees will learn how hospitals, health systems, and clinics can use available immigration-based solutions to recruit and retain physicians and other essential healthcare professionals, helping build a stronger and more resilient healthcare workforce.

\*\*\*SPONSOR SHOWCASE & BEVERAGE BREAK | 10:00 a.m. - 10:15 a.m.\*\*\*

## **SESSION TRACKS | 10:15 a.m. - 11:45 a.m. (please select one)**

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

#### ***Navigating Key Legislative Issues Facing Healthcare Leaders***

Moderator: Brad Turpen, CEO – Valor Health | Panelists: Kim C. Stanger, Partner – Holland & Hart LLP; Brian Whitlock, President & CEO – IHA; and Corey Surber, MHS, Regional Vice President, Advocacy & Government Relations – Saint Alphonsus, Trinity Health

Numerous public policy and legislative issues around healthcare delivery and public health affect healthcare organizations and demand involvement of their leaders to respond and adjust organizational policies and procedures. These issues often relate to improving population health, access and coverage through Medicaid and other programs, improving value, addressing consumer issues and workforce shortages, and more. Learning these issues and being involved in policy and organizational responses is important for healthcare leaders, regardless of how directly they may be involved.

### **Track 2: FINANCE (HFMA)**

Sponsored by **Intellimed**

#### ***Denials Management: Consequences and Proactive Management***

Michelle Roehl, MSOL, MPHSM, CSAF, CSBI, CRCR, Director- Eide Bailly & Noa Towner, BS, R (RT) (CT) (M), CRCR, Director of Revenue- Weiser Memorial Hospital

This session will explore the consequences of denials and why proactive management is essential for sustaining revenue and ensuring compliance. We will discuss proven approaches to reduce denial rates, streamline workflows, and optimize revenue cycle processes. In addition, we will provide actionable guidance on initiating and implementing a structured program that addresses root causes, improves accountability, and enhances overall revenue integrity. We will be joined by Noa Towner, Revenue Cycle Director at Weiser Memorial Hospital as she shares their journey in developing a denials management program.

### **Track 3: GOVERNANCE**

#### ***Surviving Managed Care Contracting: Practical Insights and Initiatives***

James Rice, National Advisor, Governance and Leadership- Gallagher

Managed care contracting is no longer simply a negotiation over rates and terms—it is a defining test of hospital governance, strategy, and leadership. In an increasingly complex healthcare environment, boards and executives must understand not only what is in the contract, but how contracting decisions affect mission, financial resilience, clinical priorities, physician alignment, and the long-term sustainability of the organization.

This governance session is designed to move beyond the frustrations of managed care toward practical governance insights and initiatives that strengthen a hospital's position at the negotiating table. The goal is not merely to survive managed care contracting, but to govern it more strategically—turning contracts from sources of vulnerability into instruments for sustainable performance, accountability, and community benefit.

### **Track 4: QUALITY & COMPLIANCE**

Sponsored by **Schmitt Regulatory Consulting**

#### ***Patient Safety Challenge: What Would You Do?***

Kristi Clark, RN, BSN, Senior Quality Improvement Advisor- Idaho Hospital Association

Join colleagues from across Idaho for an interactive discussion of real-world patient safety scenarios commonly faced by rural and Critical Access Hospitals. Through live polling, table discussions, and peer learning, participants will explore how different organizations respond to complex safety events, share lessons learned, and identify practical strategies to improve patient safety and quality outcomes.



\*\*\*SPONSOR SHOWCASE & BREAK | 11:45 a.m. - 12:00 p.m.\*\*\*

## **LUNCHEON AND KEYNOTE ADDRESS | 12:00 p.m. - 1:45 p.m.**

### ***Design, Develop, Deliver: A Blueprint for a Thriving Healthcare Culture***

Mary Sand, President/ Owner- Sand Consulting

Culture is already happening in your organization. The question is whether it's working for you or against you. A thriving organizational culture doesn't happen by chance; it happens by design. In this interactive session, healthcare leaders will explore how culture shapes organizational performance and the success of high-performing teams. Gain insight into the key questions that drive an effective culture design process and the critical details that demand attention. You'll leave with a clear, actionable blueprint to design, develop, and deliver a culture where teams thrive, leaders are aligned, and excellence becomes the norm.

## **BREAK | 1:45 p.m. - 2:00 p.m.**

## **SESSION TRACKS | 2:00 p.m. - 3:30 p.m. (please select one)**

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

#### ***Genfluence #2: How to Lead a Multigenerational Workforce***

Dan Collard, Co-Founder and Partner- Healthcare Plus Solutions Group

Part two of Dan Collard's session, **Genfluence**- Multigenerational teams are the new norm in healthcare, and managing across several age groups is no longer optional. Genfluence provides healthcare leaders with a focused, evidence-based approach to building stronger, more collaborative teams across generational lines.

### **Track 2: FINANCE (HFMA)**

#### ***Inside the Payer Friction Playbook: How Insurers Have Tilted the Field—And How to Even the Score***

Mark Craig, Founder and CEO- Write-Off Warrior

Insurance payers are systematically running an ever-growing playbook of delay and denial tactics that keep hospital teams scrambling on defense. But what can realistically be done about it? Drawing from his original research surveying hospital leaders nationwide, Mark breaks down the tactics hitting hospitals hardest, including growing trends in downcoding, takebacks, and credentialing requirements—then delivers the counter-strategies that are working today. This is an interactive session where Mark shares recent hospital association data, real-world solutions, and actionable frameworks while leading collaborative discussion and collective problem-solving. Attendees leave energized with a clear playbook of their own to reclaim revenue, close hidden leakage, and protect the essential services their communities depend on.

### **Track 3: GOVERNANCE**

#### ***The Leadership Gap Solution: Leveraging Interim Leaders Amid Rising Healthcare Executive Turnover***

Susan Dorsey, Vice President of Portfolio Development- Ovation Healthcare

Sooner or later, every hospital will face the critical challenge of replacing an executive leader. Whether anticipated or abrupt, these transitions carry significant consequences: how an organization responds will determine the extent to which operational stability, quality of care, financial performance, and organizational culture are protected. In today's environment of sustained executive turnover, workforce shortages, and persistent market instability, leadership vacancies are no longer rare disruptions—they are predictable strategic risks. Hospitals must now ask themselves: When the inevitable leadership transition occurs, is our organization prepared to withstand the impact? Interim and permanent executive leadership strategies play a decisive role in shaping that answer. This paper explores why a structured, proactive approach to executive transitions—anchored by skilled interim leadership—has become essential for safeguarding continuity, ensuring accountability, and enabling thoughtful, not reactive, permanent placement decisions. This session will review best practices for structuring and executing leadership transition plans that support both immediate needs and long-term organizational success.

## **Track 4: QUALITY & COMPLIANCE**

### ***Beyond the Discharge: Strengthening Transitions of Care Across the Continuum to Reduce Readmissions***

David Rodriguez, LSSGB,CHPM,CLHP, Sr. Quality Improvement Advisor & Risa Hayes, CPC, Program Specialist, Care Coordination Subject Matter Expert (SME)- Midwest QIN-QIO

This interactive session will explore transitions of care through both the hospital and primary care clinic perspectives. Participants will examine common barriers that contribute to readmissions, discuss the realities hospitals face when coordinating safe discharges, and hear frequent concerns expressed by outpatient clinics following hospitalization. Together, we'll identify practical strategies to strengthen communication, improve care coordination, and build stronger partnerships across the continuum of care.

Whether your organization is just beginning to improve discharge processes or refining an established care transitions program, this session will provide actionable ideas that can be adapted to hospitals of all sizes, including rural and critical access hospitals.

### **HEALTHCARE BUSINESS VENTURES BOARD OF DIRECTORS MEETING | 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. Details will be provided under separate cover.

## **Thursday, October 1**

### **IHA BOARD OF DIRECTORS MEETING | 8:00 a.m. - 11:30 a.m.**

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



# Speaker Bios



**Kristi Clark** RN, BSN, is the Senior Quality Improvement Advisor for the Idaho Hospital Association. With more than 22 years of healthcare experience, she partners with Idaho hospitals to advance quality improvement, patient safety, and regulatory readiness. Drawing on her background in nursing and rural hospital leadership, Kristi is passionate about helping healthcare teams collaborate, share best practices, and improve outcomes for patients across Idaho.



**Dan Collard** is a seasoned healthcare executive with more than 32 years of healthcare industry experience including operations, consulting, and technology startups. He is the co-founder of HealthCare Plus Solutions Group (HPSG) along with long-time colleague Quint Studer.

Prior to creating HPSG, Dan served as Executive Vice President and Chief Growth Officer of TeamHealth, one of the nation's largest hospital-based physician practices. Previously, he served as President of Press Ganey's Strategic Consulting Division and as CEO of EVOQ Medical, Inc. a healthcare technology start-up in Atlanta.

Dan spent 13 years at Studer Group as a senior leader, where he served organizations ranging from rural hospitals to complex health systems and academic medical centers. Prior to his time at Studer Group, Collard was a health system operator within LifePoint Health.

Dan has always enjoyed the role of change agent within each organization he has led. In healthcare operations, Dan and his leadership teams helped their organizations attain best-in-class performance across a balanced set of metrics: quality, patient experience, physician and employee engagement, volume growth and financial performance.

This passion for improving healthcare also led to Dan being asked to testify in June 2014 before the House Committee on Veterans Affairs in the run-up to the bill signed into law that August.

Dan is the co-author along with Quint Studer of *Rewiring Excellence: Hardwired To Rewired* as well as *Rewiring Leadership in Post-Acute Healthcare*. His new book, *Genfluence: How to Lead a Multigenerational Workforce* co-authored with Dr. Katherine Meese is available on Amazon.



**Mark Craig** is a speaker, author, and healthcare revenue cycle strategist with over two decades of experience helping hospitals recover revenue and navigate the complexities of payer relationships. He is the creator and lead researcher for *Preyed On: How Insurance Corporations Are Exploiting America's Hospitals*, an ongoing nationwide survey of hospital leaders sharing payer challenges and solutions, particularly within Medicare Advantage plans. As founder and CEO of advocacy firm Write-Off Warrior, he regularly collaborates with healthcare researchers, lawmakers, and partner advocacy groups to advance targeted oversight reforms that expose and dismantle predatory insurer practices.



**Susan Dorsey** brings nearly 20 years of experience at Ovation Healthcare to her role as Vice President of Portfolio Development. Her enterprise-wide expertise in healthcare administration, spanning supply chain spend management, system implementations, process improvement, and financial leadership, makes her a strong asset to Ovation's clients. Drawing on experience in project management, financial reporting, revenue forecasting, and clinical consulting, she helps organizations build internal capabilities, strengthen financial strategies, and drive sustainable growth. Susan is deeply committed to supporting hospitals across Idaho, shown through years of hands-on experience working alongside the state's healthcare leaders.



**Jackie Gaines, MS, RN**, is a high-performing senior executive, national speaker and best-selling author with a progressive career encompassing more than 45 years of sustained leadership and accomplishments with major health systems and organizations. She has dedicated most of her career to the advancement of quality healthcare programs throughout the United States, particularly those focused on the care of the poor and underserved and leading national expert on community-based health care delivery. She is frequently sought after to consult on board development, strategic planning, leadership development, operational and performance improvement, and provider/employee engagement. Jackie travels all over the country telling her story and sharing the leadership lessons learned throughout her career. She also continues to give back to the community by serving on numerous boards and task forces.



**Sara Hallvik** is an executive leader and health data expert, serving as the vice president of data solutions at Comagine Health. She oversees a portfolio that includes maternal health programs, health information technology consulting, external quality review, and analytics with the ultimate goal of using data to drive improvements in health outcomes. Early in her career, she led community health assessment projects in rural and frontier public health jurisdictions and implemented and analyzed quality improvement strategies across large behavioral health systems. She enjoys mountain biking, trail running, and cheering on her family in the things that bring them joy.



**Risa Hayes** has over 25 years of experience in quality/process and performance improvement, practice transformation, project design and management in all settings - rural and urban – leading and supporting local, regional, and national projects. Risa is trained in Motivational Interviewing, Patient Activation, Human Centered Design, holds certifications in professional coaching, Appreciative Inquiry, Lean Methodology, and a Six Sigma Black Belt. She employs a tailored mix of these strategies plus 25+ years of change leadership to help providers and communities transform health and healthcare.



**Jason Kleinman** is the Director of Federal Relations at the American Hospital Association. In this role, he lobbies on behalf of nearly 5,000 hospitals and health care systems across the country on a variety of issues. Previously, Jason worked in government relations at the Association of American Medical Colleges, where he advocated on behalf of major teaching hospitals and medical schools. He earned his Master of Public Policy degree from Rutgers University and his BA in political science from the University of Michigan.



A member of Forvis Mazars' Health Care Performance Improvement Services division, **Chris Perry** has developed extensive expertise across multiple aspects of healthcare operations, including enterprise technology deployment, ERP implementation, GPO optimization, data integrity and service line performance improvement.

Over his career, he has supported healthcare systems of varying sizes and complexities, including major academic medical centers and regional health networks. Previously, Chris worked with Vizient, Inc., where he partnered with C-suite executives to co-develop enterprise growth roadmaps and drive GPO contract utilization improvements. His earlier experience includes supply chain leadership and contracting roles at Indiana University Health, where he managed statewide contracting initiatives and supported full-cycle ERP implementations across enterprise systems. Currently, his focus is on non-labor margin improvement



opportunities and assists clients in achieving savings in areas such as GPO, Medical/Surgical Supplies, PPI, Purchased Services, and Finance Programs.

Chris is a Lean Six Sigma Green Belt and has been recognized as a Top Performer and member of the Presidents Club for exceeding revenue and engagement benchmarks. He serves as a thought leader in healthcare supply chain transformation and enterprise consulting, leveraging data-driven insights to guide strategic initiatives and organizational growth.

Chris is a graduate of Purdue University with a Bachelor of Science degree in Health and Human Sciences, with concentrations in Business Administration, Psychology, and Organizational Leadership.



A member of Forvis Mazars' Health Care Performance Improvement Services division, **Mark Rafalski** has more than 38 years of experience, including more than 25 years with hospitals and health systems.

He has a unique knowledge of finance and operations, which served him as both a chief financial officer and chief operating officer within a multi-hospital system. In addition, Mark has worked for health systems in the acquisition and operation of physician practices and surgery centers. Other areas of practice include strategic planning, operational and service line performance, financial improvement, and cash flow management. Mark currently focuses on non-labor margin improvement opportunities and has assisted numerous clients in achieving savings in areas such as Medical/Surgical Supplies, Implants, Purchased Services, and Finance Programs.

Mark is a CPA and a member of Healthcare Financial Management Association, Association for Healthcare Resources & Materials Management, and the American Institute of Certified Public Accountants.

He is a graduate of Indiana University South Bend, with a B.S. degree in accounting, and a graduate of Bethel University, Mishawaka, Indiana, with an M.B.A. degree.



**Jim Rice**, PhD, LFACHE is Senior Adviser with the Governance & Leadership service line of Gallagher's Human Resources & Compensation Consulting practice. He focuses his consulting work on strategic governance structures and systems for high performing, tax-exempt nonprofit, credit union, medical groups, and health sector organizations with integrated care systems; visioning for large and small not-for-profit organizations; and leadership development for Physicians, Boards and C-Suite Senior Leaders.

Dr. Rice holds masters and doctoral degrees in management and health policy from the University of Minnesota. He has received the University of Minnesota, School of Public Health Distinguished Alumni Leadership Award; a National Institute of Health Doctoral Fellowship; a US Public Health Service Traineeship in Hospital Management; a Bush Leadership Fellowship at Stanford and the National University of Singapore; and the American Hospital Association's Corning Award for Excellence in Hospital Planning. He is a Life Fellow in the American College of Healthcare Executives (LACHE).

Dr. Rice has worked in over 34 countries and was recently Project Director and Global Technical Lead for Governance in a large \$200 million USAID funded project serving countries in Asia, Africa, and Latin America. Dr. Rice holds faculty positions at The Strathmore School of Business, Nairobi, Kenya; The Advance Institute for Health Services Management in Prague, the Czech Republic; The Judge School of Business, Cambridge University, Cambridge, England; and the Program in Health Administration at the University of Minnesota's School of Public Health. He has lectured at the Nelson Mandela School of Medicine in Durban, South Africa; The Thunderbird International School of Management in Arizona; Cornell University; The School of Public Health, University of California Berkeley, and Harvard University.

He has served as Chairman for the International Advisory Board for Children's HeartLink, an organization committed to building cardiac care capacity in developing countries, and Crescent Cove, a respite and hospice service coordinator for children facing life-limiting illnesses. He is on the Dean's Cabinet for the School of Public Health, University of Minnesota, and has served as a member of these governing bodies: IntraHealth, OneHeartHealth, Minnesota International NGO Network, The Behavior at Work Collaborative, and the Notre Dame University's School of Law's Religious Liberty Initiative. He is Chairman of Bellwether International focused on mitigating international risks of genocide; and Chairman of the Executive Board of the International Neurodegenerative Disorders Research Center (INDRC) in Prague.



**David Rodriguez** is a Senior Quality Improvement Advisor with extensive experience supporting CMS-aligned quality initiatives across hospitals, outpatient clinics, nursing homes, and behavioral health settings. In his current role with Telligen, David partners with state agencies and healthcare providers to analyze performance data, facilitate learning collaboratives, and deliver targeted technical assistance aimed at improving outcomes and regulatory compliance. His expertise includes Lean and Six Sigma methodologies, provider coaching, and translating federal quality priorities into practical, actionable improvement strategies.



**Michelle Roehl** is an experienced leader in healthcare Revenue Cycle Operations and Management with a demonstrated history of working in the Healthcare Industry including Critical Access Hospitals, PPS Hospitals, Provider Based Clinics, Private Practice Clinics and Rural Health Clinics. She has worked in every revenue cycle position over the past 22 years. The last position on the hospital side, for 5 years, was Director of Revenue Cycle, and she was leading remotely for two Critical Access Hospitals and clinics, 5 states away. She was responsible for Patient Access, Billing, HIM/Coding, Patient Financial Counselors, Provider Credentialing and Payer Enrollment, Revenue Integrity and Cash Posting team for both CAH's and the clinics.

For the past four years, she has had the opportunity to help healthcare organizations in the role of a Revenue Cycle Consulting Manager with Eide Bailly, performing Revenue Cycle Assessments, Chargemaster Reviews, Interim Revenue Cycle Leader roles, assisting clients with billing and sharing her knowledge by presenting at conferences.



**Mary Sand** is a proven leader with more than 40 years of professional experience in health care, nonprofit organizations and higher education. She worked as a Vice President of Strategic Operations and Performance Excellence for a well-respected health care system, and prior to that served as Vice President of Leadership and Organizational Development.

Some of Mary's wins:

- Facilitated system-wide strategy development and implementation for this \$2.6B system.
- Collaborated with executive sponsors on large-scale projects designed to reduce expenses and optimize operations.
- Led the transition from a decentralized model to a centralized model for leadership development and staff development impacting 1,100 leaders, 650 physicians and 16,000 frontline staff.
- Created and led service excellence initiatives at the health care system level, partnering with leaders to improve the patient experience in 32 hospitals and 200 clinics.
- Served as the founding Chair of the Physical Therapy Department at the University of South Dakota.
- Designed and developed the first and only graduate level physical therapy program in the state of South Dakota.
- Taught graduate courses on management and communication.

During her career Mary has served in a variety of leadership roles with the common denominator being 'start ups'. With the exception of her first professional job after college, every position she's held has been to create a program and/or service that didn't previously exist. That's where she excels!





**Kim Stanger** is a partner at Holland & Hart, LLP and chairs the firm's Health Care Industry Group. He guides hospitals, healthcare systems, and professionals through the many regulatory, transactional, and practical challenges facing the rapidly evolving healthcare industry. He has particular expertise on unique laws facing healthcare providers, including HIPAA, Stark, the Anti-Kickback Statute, civil monetary penalties law, EMTALA, Medicare/Medicaid regulations, and licensing requirements. With 30 years of experience, he understands the needs of his healthcare clients and how to address those needs in a cost-efficient manner. He is a frequent author and speaker on health law issues. His recognitions include:

- The Best Lawyers in America®, Health Care Law, 2010–2026
- The Best Lawyers in America® Lawyer of the Year, Health Care Law – Boise, 2014, 2019, 2021, 2023, 2025
- Idaho Business Review, Leaders in Law, 2022
- JD Supra Readers' Choice Awards, a Top Author in Healthcare, 2020
- Mountain States Super Lawyers®, Health Care, 2013-2026
- St. Luke's Regional Medical Center Merit Award
- Martindale-Hubbell®, AV Preeminent® Rating



**Corey Surber** currently serves as Regional Vice President of Advocacy and Community Health for Saint Alphonsus/Trinity Health and has been with Saint Alphonsus since 1992. She has served as adjunct faculty at Boise State University in the School of Nursing and College of Health Science since 2009, teaching courses in health policy, quality, and delivery systems.

Corey earned a Bachelor of Science degree in Zoology from College of Idaho and a Master of Health Science degree from Boise State University. Her community involvement has included serving on and chairing various nonprofit boards including United Way of Treasure Valley, Idaho Association of Commerce & Industry, Boys & Girls Clubs of Ada County, as well as currently serving on governing/advisory boards for Treasure Valley YMCA, Boise Metro Chamber, and Associated Taxpayers of Idaho.

Corey has been honored with inclusion in the Idaho Business Review 50 Most Influential Business Leaders Power List as well as the Industry Influencer Power List, and has received the highest honor from Idaho Association of Commerce and Industry, the Pat Harwood Award for Distinguished Service. She has also been honored with the Leadership Boise Distinguished Alumni Award, Idaho Public Health Association President's Award, College of Idaho Alumni Service Award, Boise State University Honored Alumni Award.

Raised on a dairy farm in Ontario, Oregon, Corey has made Boise her home for more than three decades. She enjoys spending time with her two adult daughters and granddaughter and is passionate about exploring the West and around the globe in pursuit of scenic and wildlife photography.



**Noa Towner** began her career in healthcare after graduating from radiology school in 1991. What started as a passion for patient care grew into a 25-year journey working in Radiology, during which she moved into leadership and eventually became a manager. In what she often calls “an odd switch,” she transitioned from the clinical side of healthcare to administration. Today, she serves as the Director of Revenue at Weiser Memorial Hospital, where she draws on both her frontline experience and her love for problem-solving to support the hospital's financial health and operational success.

She is a proud Idahoan and a wife and mom of three grown children—twin boys and a daughter—plus one wonderful Golden doodle that keeps her on her toes. Her career and family have shaped who she is: adaptable, grounded, and always ready for the next challenge.



**Brad 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 (ACMPE). His healthcare career has spanned consulting, private practice management, hospital owned medical groups, hospital administration, and health system operations.

Brad 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, separating as a Captain. He earned a Master's Degree in Business Administration from Utah State University and led engineering teams in the F-16 and Joint STARS programs, while also competing for the Air Force Triathlon team. Brad returned home to raise a family and serve his community in healthcare, which he has enjoyed for 23 years.

Brad is currently the Past-Regent for ACHE Idaho, having previously served as President and Education Chair. Brad served on the Idaho Hospital Association Board of Directors and currently chairs the IHA Legislative Policy and Rules Committee, which is very active during the legislative session. Brad is a Past-President of the Idaho Medical Group Management Association (MGMA), having volunteered on the IMGMA Board from 2006-2012. He also served an appointment by Mayor Dave Bieter as a Commissioner for Boise City Parks and Recreation from 2011-2015.



**Michelle Williams** is an attorney in Hawley Troxell's Immigration, Litigation, Business, and Employment practice groups. Michelle's practice primarily focuses on business and employment-based immigration law. With a wealth of experience, Michelle represents clients in complex immigration matters before a wide range of government entities, including the United States Citizenship and Immigration Service (USCIS), the Department of State (DOS), the Board of Immigration Appeals (BIA), the Department of Labor (DOL), Immigration Customs and Enforcement (ICE), Executive Office of Immigration Review (EOIR) as well matters before the federal district court and the Ninth Circuit Court of Appeals. Her extensive advocacy experience extends to securing work visas, handling PERM labor certifications, and obtaining employment-based green cards, among other critical immigration needs.

Michelle advises employers on workforce authorization, I-9 compliance, and navigating government audits. She also develops tailored strategies for responding to ICE investigations and ensuring ongoing compliance with evolving immigration regulations.

In addition to her legal representation, Michelle conducts specialized training for HR teams to help them stay ahead of regulatory changes and mitigate risks. Her dedication lies in helping employers meet their legal obligations while building and maintaining a diverse, global workforce— ensuring that they attract and retain the talent needed to succeed in today's competitive labor market.



# Award Recipients

## STEVEN A. MILLARD STAR GARNET AWARD



For fifty years, **Connie Osborn**, RN, has demonstrated extraordinary dedication to healthcare excellence, patient safety and the communities served by Gritman Medical Center. Her career reflects not only remarkable longevity, but a deep commitment to doing what is right for patients, staff, providers and the organization. Through decades of evolving healthcare challenges, regulatory changes and industry transformation, Connie has remained a steady and trusted leader whose impact has shaped Gritman Medical Center in countless ways. Her enduring service, leadership and commitment to healthcare excellence make her a deserving recipient of the Idaho Hospital Association's Steven A. Millard Star Garnet Award.

In 1976, just one week out of high school, Connie began her career with Gritman Medical Center while attending nursing school. What started as a nurse aide position became a remarkable five-decade career devoted to improving healthcare delivery and patient outcomes. Throughout her tenure, Connie has served in numerous clinical and leadership roles, bringing the same commitment to quality and service to every position she has held.

Connie devoted 17 years to critical care nursing before serving as director of the Medical-Surgical/Critical Care Unit. She established Gritman's Cardiac Rehabilitation Program, oversaw the organization's rural health clinics and successfully led countless quality, operational and strategic initiatives. Since 2006, she has served as chief quality officer, overseeing Gritman's quality, patient safety, accreditation, regulatory compliance and performance improvement efforts.

Providing high-quality care took on new meaning during the COVID-19 pandemic, when Connie served as Incident Commander and helped guide Gritman through one of the most challenging periods in modern healthcare history. She led efforts related to safety protocols, mask and visitor policies and rapidly changing regulatory guidance while helping ensure the safety of patients, staff and providers across Gritman's hospital and clinic locations.

The impact of Connie's leadership during the pandemic extended beyond the walls of Gritman Medical Center. Her clinical guidance was instrumental in Moscow becoming the first city in Idaho to require face coverings in public and in the success of Gritman's mass COVID-19 vaccination program, which distributed more than 14,000 vaccines to Latah County residents and helped the University of Idaho continue in-person classes during the pandemic.

Connie's servant leadership has never been limited to an office or title. Throughout her career, she has consistently demonstrated a willingness to step in wherever she is needed. Whether coming in during the middle of the night to support staff and patients, putting on gloves to provide bedside care or helping teams work through operational challenges, Connie has always led by example.

Most recently, during Gritman Medical Center's cybersecurity incident, Connie worked side-by-side with staff as teams transitioned to paper charting workflows. She helped teach younger nurses skills many had never needed to use before and provided calm guidance during a stressful and unfamiliar situation. Her steady presence and willingness to do whatever is needed have earned the respect and trust of generations of caregivers and leaders.

Connie's influence extends far beyond any one department or role. She has helped shape the culture of quality, accountability and patient-centered care that defines Gritman Medical Center. Throughout her career, she has championed initiatives that improved patient outcomes, strengthened safety practices and

enhanced the patient experience, all while helping the organization meet increasingly complex healthcare standards with limited resources. Her leadership has guided Gritman through numerous accreditation surveys and regulatory reviews, maintaining a consistent focus on delivering exceptional care.

Perhaps even more meaningful than Connie's many accomplishments is the way she has achieved them. She is widely respected for her integrity, humility, professionalism and deep institutional knowledge. She has mentored and supported countless nurses, leaders and caregivers throughout her career, with many of Gritman's healthcare professionals benefiting from her guidance and example. She leads with a genuine commitment to service and a willingness to put the needs of patients, colleagues and the organization first.

When Gritman recently shared the announcement recognizing Connie's fifty years of service, one word appeared repeatedly throughout comments from colleagues, patients and community members: "inspiration." That sentiment speaks not only to Connie's accomplishments, but to the impact she has had on the people around her over the course of five decades.

Beyond Gritman, Connie has served on the Public Health–Idaho North Central District Board of Health since 2016 and has presented at numerous quality and healthcare meetings, further demonstrating her commitment to improving healthcare and public health throughout the region and the state.

As Connie prepares to retire at the end of this year, she leaves behind an extraordinary legacy—not only at Gritman Medical Center, but throughout the state of Idaho. Few individuals can point to 50 years of continuous contributions to a single healthcare organization and community. Even fewer have had such a lasting impact on patient care, quality improvement, healthcare leadership and the development of future caregivers and leaders.

Connie Osborn's career embodies the qualities the Steven A. Millard Star Garnet Award recognizes. Her extraordinary service, enduring leadership and unwavering commitment to healthcare excellence have strengthened healthcare delivery for patients and families across Idaho and inspired countless others throughout her career. Simply put, Connie Osborn represents the very best of community healthcare leadership, and her five decades of service have established a legacy worthy of this recognition.

## TRUSTEE OF THE YEAR AWARD



For 27 years, **Kenneth Burt** has demonstrated unwavering commitment to the health and well-being of the Madisonhealth community. As Madisonhealth's longest-standing trustee, Kenneth has brought thoughtful, mission-driven leadership, strategic insight and a deep understanding of the community's healthcare needs to the organization's Board of Trustees. His service has helped expand Madisonhealth's capabilities, strengthen its governance and shape the organization into one of the most respected health systems in Southeast Idaho.

An advocate for improved healthcare access, Kenneth has consistently recognized and responded to the needs of the community. When Madisonhealth and communities across the country were facing an unprecedented mental health crisis, Kenneth understood the urgency of expanding local services, saying simply, "It's a need that has to be met." With his input and ongoing support, Madisonhealth built a 12-bed behavioral health unit to address more than 400 emergency mental health-related visits to the hospital each year. Before the unit opened, patients requiring specialized behavioral healthcare often had to be transferred to facilities in Idaho Falls, Salt Lake City or Boise, creating significant challenges for patients and their families. Today, two full-time psychiatrists oversee the unit, providing specialized care closer to home.

As a small business owner for many years, Kenneth has been a trusted voice for hospital leadership and



his fellow trustees. He has brought strategic decision-making, financial oversight, risk management and operational insight to the board, all of which have been essential to Madisonhealth's growth and expansion. His entrepreneurial mindset has helped the organization navigate numerous challenges while encouraging innovation and thoughtful investment in the future.

Kenneth has served as a trustee for Madisonhealth since 1999. Over the years, he has held key leadership roles including chairman and vice chairman and has chaired both the Finance and Quality Committees. His commitment to the organization extends well beyond his formal committee assignments. He regularly attends additional meetings beyond those required of his role, ensuring that he remains fully informed and able to provide thoughtful input whenever he can.

As a seasoned trustee who has witnessed decades of change and disruption in healthcare, Kenneth brings extensive institutional knowledge and situational awareness to the board. He has become an important resource for new trustees as they acclimate to their roles. By asking key questions, providing context and sharing his experience, Kenneth helps educate and inform new board members and shorten their learning curve.

Through this mentorship, Kenneth has strengthened the board's effectiveness and impact, helping fellow trustees contribute meaningfully and quickly. His loyalty to Madisonhealth has helped create a board that is more astute, capable and engaged, while ensuring that institutional knowledge and a strong commitment to the organization's mission continue from one generation of trustees to the next.

As Madisonhealth's longest-standing trustee, Kenneth's contributions have helped shape the organization into one of the most respected health systems in Southeast Idaho. His leadership has been instrumental in numerous milestones and initiatives that have expanded Madisonhealth's ability to serve a growing community.

Under his tenure, Madisonhealth has completed a multimillion-dollar hospital expansion to meet the demands of Rexburg's rapid population growth and added new service lines, including hospitalist care, a sleep lab and specialty clinics. His leadership has also supported joint-venture investments such as Madison Carriage Cove, a short-stay rehabilitation facility, and Teton Radiology, a full-service outpatient imaging center.

Kenneth has also helped advance partnerships that have brought specialized care and additional resources to the community. His support of a groundbreaking partnership with Huntsman Cancer Institute has helped bring specialized, world-class cancer care closer to home, decreasing the number of patients who must leave the area to receive treatment. Madisonhealth has further strengthened its knowledge base and resources through a strategic affiliation with University of Utah Health.

His steady governance was particularly important during the COVID-19 pandemic, when healthcare organizations faced unprecedented uncertainty and disruption. Through that challenging period, Kenneth and his fellow trustees provided stable, thoughtful oversight. During a pandemic year, Madisonhealth also received the coveted five-star rating from the Centers for Medicare and Medicaid Services, reflecting the organization's extraordinary quality of care and professionalism.

For 27 years, Kenneth Burt's thoughtful and mission-driven leadership has helped Madisonhealth grow, adapt and expand to meet the healthcare needs of the community. His commitment to sound governance, improved access, strategic growth and the development of fellow trustees has left a lasting mark on the organization. His service embodies the dedication, leadership and community commitment worthy of recognition as Trustee of the Year.

## EXCELLENCE IN MEDICINE AWARD



As system medical director for Behavioral Health at St. Luke's Health System, **Dr. Michael Walton** exemplifies the highest values of the medical profession through his commitment to clinical excellence, service, leadership and the welfare of patients and communities across Idaho. A physician leader with deep expertise in psychiatry and care delivery innovation, Dr. Walton has made lasting contributions to the advancement of behavioral healthcare through compassionate practice, clinical leadership and academic excellence. His commitment to patients and communities makes him a worthy recipient of the Excellence in Medicine Award.

Since joining St. Luke's in 2019, Dr. Walton has played a pivotal role in expanding access to high-quality behavioral healthcare across urban and rural communities. He has led the behavioral health strategy at St. Luke's Health System for more than seven years while continuing to provide direct patient care at Canyon View in Twin Falls, consult-liaison psychiatry in the Treasure Valley and outpatient psychiatry in McCall. During the COVID-19 pandemic, his work helped support continued access to psychiatric care in one of Idaho's rural communities.

To address access challenges in a state facing one of the most severe psychiatrist shortages in the nation, Dr. Walton has helped recruit psychiatrists, psychologists and therapists across McCall, Wood River, Twin Falls, Boise and Nampa, contributing to more than 400% growth in several behavioral health service areas. He has also personally relocated to Twin Falls for approximately 25–35% of the year to support clinical care, leadership needs and behavioral health access in the Magic Valley. His clinical work reflects a genuine concern for patients experiencing some of the most complex and vulnerable moments of their lives, consistently advocating for dignity, safety and evidence-based care.

In his role as system medical director for the Behavioral Health service line, Dr. Walton has demonstrated visionary leadership by advancing coordinated, patient-centered models of care across St. Luke's. He has led efforts to improve quality, access and integration of behavioral health services while fostering collaboration across disciplines and care settings.

His leadership has included co-leading St. Luke's psychological wellness strategy during the COVID-19 pandemic, supporting both employee well-being and systemwide suicide assessment and intervention training. He has also led and supported quality improvement initiatives across St. Luke's emergency departments focused on equitable care for patients presenting with psychiatric needs, including improvements in access, care coordination, patient safety and suicide risk assessment. His leadership has been instrumental in guiding behavioral health strategy amid growing statewide demand and provider shortages, ensuring that innovation in patient care translates into meaningful, real-world impact.

Dr. Walton is also deeply committed to education, mentorship and the development of future healthcare leaders. A nationally recognized clinician educator, he has held academic and leadership roles at Weill Cornell Medical College, New York-Presbyterian Hospital and NYU School of Medicine, including serving as medical director of inpatient psychiatry. He currently serves as adjunct faculty at Boise State University's School of Nursing and will hold a clinical professor appointment in psychiatry at the University of Washington beginning in July 2026.

His contributions to medical education have earned him numerous teaching and mentorship honors, including the American Psychiatric Association's Irma Bland Award for Excellence in Teaching Residents, the University of Washington Boise Psychiatry Residency Award for Teaching and the St. Luke's Magic Valley Department Chairman Award for Service. He was also among three physicians selected for a St. Luke's Caring Heart Award in 2024 and was named Physician of the Year by New York-Presbyterian Hospital.



Beyond his formal leadership roles, Dr. Walton embodies a commitment to service through his willingness to share knowledge, mentor colleagues and engage in collaborative problem-solving to improve patient outcomes. He has helped advance suicide prevention and patient-centered behavioral health research in Idaho through St. Luke's participation in the SPARC, SPRING and BRITE studies, supporting scalable approaches such as safety planning, text-based caring contacts and follow-up support designed for real-world use in emergency departments, primary care clinics, schools, rural communities and frontier settings.

He has contributed to peer-reviewed research, national presentations and community education efforts focused on suicide prevention, inpatient safety and the delivery of compassionate psychiatric care. His work consistently reflects a belief that excellence in medicine is achieved not individually, but through shared learning, collaboration and service to others.

In the community, Dr. Walton has served in a variety of Idaho behavioral health roles, including with the Idaho Council on Suicide Prevention, Idaho Medical Association, Ada County Medical Society, Boise State University School of Nursing Strategic Advisory Board and Ada County Homeless Coalition. Through these roles, he has extended his commitment to improving behavioral health beyond the walls of St. Luke's and contributing to the broader health and well-being of Idaho communities.

Rooted in a personal connection to Idaho and a lifelong commitment to care, Dr. Walton brings integrity, compassion and leadership to every aspect of his work. Through innovative clinical leadership, dedication to education and mentorship, and unwavering advocacy for patients, he has helped expand access to behavioral healthcare and advance the quality of care for patients and communities across Idaho. His career exemplifies the spirit and purpose of the Excellence in Medicine Award and reflects the highest ideals of medicine, service and leadership.

## AWARD OF EXCELLENCE IN PATIENT CARE



As chief nursing officer of St. Luke's Boise Medical Center, **Marle Shelton-Hoff**, MSN, RN, provides executive leadership for approximately 1,700 caregivers delivering care across Idaho's largest tertiary medical center, including the state's only children's hospital and pediatric trauma program. In a rapidly evolving healthcare landscape marked by workforce shortages, increasing behavioral health needs and access-to-care challenges across Idaho, Shelton-Hoff has consistently championed patient-centered solutions that improve safety, quality and reliability of care. Her leadership has helped guide Boise Medical Center to a sixth Magnet designation in 2025 and multiple Guardian of Excellence honors from Press Ganey, reflecting her significant impact on patient care and caregiver experience. Her leadership and dedication make her a deserving recipient of the Idaho Hospital Association's Award of Excellence in Patient Care.

Over the past four years, Shelton-Hoff has led transformative initiatives to address the growing complexity of behavioral healthcare in acute inpatient settings. Most notably, she led the implementation of specialized Behavioral Response Teams, or BRTs, across St. Luke's Treasure Valley hospitals. This intentional investment provides additional support to frontline teams caring for high-risk behavioral health patients who are waiting for psychiatric placement or safe discharge.

By bringing together nursing, physicians, security, behavioral health specialists and operational leaders and sharing best practices across teams and disciplines, Shelton-Hoff has fostered a consistent and reliable approach to behavioral healthcare. Since implementation, the teams have driven measurable improvements in safety, including major reductions in events involving combative individuals, often referred to as Code Gray, in Boise, Nampa and Meridian. The result has been improved outcomes and greater safety for both patients and staff.

Shelton-Hoff brings nearly three decades of nursing experience to her work, more than half of which has been dedicated to progressive leadership roles spanning bedside care, operational management and quality and safety oversight. Prior to joining St. Luke's in 2019, she held multiple senior quality leadership positions at Cedars-Sinai Health System, where she led systemwide patient safety initiatives, regulatory preparedness and quality standardization efforts across hospitals, ambulatory surgery centers and outpatient facilities.

Her work throughout her career has consistently focused on reducing harm, advancing evidence-based practices and openly sharing lessons learned so improvements can be applied across care environments. After completing her year-long leadership fellowship, she received the Innovation Nurse Excellence Award for her research, further reflecting her commitment to advancing nursing practice and patient care.

A passionate advocate for quality improvement, Shelton-Hoff led infection prevention and surge planning efforts during the COVID-19 pandemic. She also developed leadership education programs attended by hundreds of caregivers and authored several patient safety course curriculums. Her collaborative leadership style and unselfish willingness to share ideas, strategies, successes and challenges have helped caregivers across roles and settings learn from one another and advance patient care together.

Her leadership blends data-driven decision-making with deep compassion for patients, families and the healthcare workforce. She understands that improving patient care requires not only strong systems and reliable processes, but also a commitment to supporting the people who deliver that care every day.

Rooted in a lifelong calling to serve, Shelton-Hoff began her nursing journey as a bedside nurse in oncology, telemetry and surgery after earning her bachelor's degree from Azusa Pacific University. She also traveled to East Africa to train midwives in rural communities, an early experience that reflected her enduring commitment to expanding healthcare knowledge and improving care for communities in need.

She later worked in labor and delivery and served as a clinical nurse educator for same-day surgery and the Post-Anesthesia Care Unit. She went on to earn a master's degree in nursing leadership and has continued to invest in the next generation of healthcare leaders through mentorship and community service.

Her commitment to service extends beyond her role at St. Luke's. She serves on the College of Western Idaho Foundation Board, the St. Luke's Health System Treasure Valley Community Board and the American Heart Association's GO RED Executive Leadership Board. Earlier this year, she received the Tribute to Women and Industry, or TWIN, Award from the Women's and Children's Alliance for her "commitment to safety, healing and freedom from domestic abuse and sexual assault."

Through visionary leadership, measurable impact and a steadfast commitment to collaboration, safety and innovation, Marle Shelton-Hoff has strengthened patient care at St. Luke's and helped advance nursing and healthcare leadership across Idaho. Her career reflects a deep commitment to patients, families, caregivers and the communities they serve, exemplifying true excellence in patient care.

## SPECIAL RECOGNITION OF RETIREMENT AWARD



**Lannie Checketts** has led an extraordinarily successful career, making Saint Alphonsus Health System a stronger organization and working tirelessly to make healthcare more accessible throughout the Treasure Valley. His contributions have strengthened healthcare infrastructure, supported sustainable growth and helped position Saint Alphonsus to meet the needs of a rapidly growing region. In short, Idaho is a better place to live, work and play because of Lannie's service and leadership.

Yet, perhaps the most important part of Lannie's legacy is the way he has led. Throughout his years of service, he has been known for his unfailing kindness and empathy. He treats everyone with the same



respect and has served as a mentor to many healthcare leaders. With a great sense of humor and a steady presence, Lannie has been a source of wisdom, integrity and calm through countless challenges. For those who have had the opportunity to work alongside him, he has been, first and foremost, a trusted colleague and friend.

As Lannie approaches his well-earned retirement in the summer of 2026, his tremendous impact on Saint Alphonsus and the people and communities it serves is worth celebrating. He joined Saint Alphonsus in 2010 when Saint Alphonsus acquired Mercy Medical Center. As CFO of Saint Alphonsus Medical Center–Nampa, he provided financial leadership during the development of the Nampa hospital, helping provide the vision for a highly visible piece of healthcare infrastructure just off Interstate 84 that would become a symbol of the growth to come for the region.

Lannie assumed the role of vice president of finance at Saint Alphonsus Health System in 2016 and was promoted to chief financial officer, West Region, for Trinity Health in 2022. Throughout that time, he provided exemplary financial stewardship for the health system and its seven joint-venture relationships, including Life Flight Network and the Ten Mile Surgery Center in Meridian. He has been responsible for the integrity of financial reporting and oversight of health system operations while guiding capital planning, operating budgets and long-range financial strategy.

His leadership has helped strengthen financial performance, improve internal controls and position Saint Alphonsus for sustainable, mission-aligned growth. His work has combined sound financial stewardship with a clear understanding that healthcare investment is ultimately about serving patients and communities.

The impact of his most recent work will extend well into the coming generations of Idahoans. Lannie has been instrumental in securing the financing and planning for three major projects that will help address healthcare infrastructure needs in the rapidly growing Treasure Valley.

The Caldwell Health Plaza opened in September 2025 in one of the fastest-growing communities in the country. The state-of-the-art, three-story, 63,000-square-foot medical facility was designed to keep care close to home and offers more than 15 specialties, including primary care, pediatrics and urgent care.

The North Meridian Health Plaza broke ground in June 2026 and will create a major new access point for primary and specialty care in another rapidly growing area of the valley. Located at the corner of Highway 16 and Chinden Road on more than 17 acres, the 80,000-square-foot facility will bring high-quality primary, urgent and outpatient care closer to families throughout North Meridian, Star, Eagle, Northwest Boise and rural communities along the Highway 16 corridor.

The Saint Alphonsus Medical Center–Nampa expansion also broke ground in June 2026, building on the healthcare infrastructure Lannie helped establish during his early days with Saint Alphonsus. The project will more than double the size of the existing hospital, creating space to serve residents of Canyon County and beyond for many years to come. The expansion includes a new seven-story tower, 64 new medical/surgical and ICU beds and shell space for future growth.

Outside of Saint Alphonsus, Lannie has provided leadership at several healthcare organizations throughout his career, including Pocatello Regional Medical Center, then part of Intermountain Health Care; Mercy Medical Center in Nampa; and UnityPoint Health in Cedar Rapids, Iowa. In these roles, he strengthened financial operations, supported clinical service expansion and helped community hospitals navigate the evolving landscape of healthcare.

As he prepares for retirement, Lannie leaves behind more than a record of financial accomplishments. He

leaves a legacy of thoughtful stewardship, accessible healthcare and infrastructure designed to serve Idaho communities for generations. His ability to combine strategic financial leadership with kindness, humility and a genuine commitment to others has made him a trusted mentor and colleague to healthcare leaders throughout his career.

In retirement, Lannie looks forward to spending more time with his wife, Sandy, their three children and many grandchildren, as well as hiking, skiing, bike riding and traveling. He also plans to finally complete the resto-mod project of his first car, a 1965 Mustang.

Lannie Checketts' career represents a remarkable commitment to healthcare, Saint Alphonsus and the people of Idaho. His financial leadership has helped strengthen an essential health system, while his vision and stewardship have helped make possible major investments in healthcare access across the Treasure Valley. His kindness, integrity, wisdom and dedication have left an equally meaningful mark on the people with whom he has worked.

## LEADER OF VOLUNTEER EXCELLENCE (LOVE) AWARD



For nearly 28 years, Margo Johnson has demonstrated an extraordinary commitment to Bonner General Health, its patients, staff and the surrounding community. During her time with the organization, Margo has contributed more than 11,300 volunteer hours in service to the hospital and those it serves. Based on Independent Sector's current valuation of volunteer time, her contribution represents an estimated \$392,901 in donated service to Bonner General Health. While the monetary value of her time is remarkable, the true impact of Margo's service cannot be measured in dollars.

Margo has held every office within the Bonner General Health Auxiliary and has served as chairperson for the past 11 years. Her leadership, dedication and compassion have been instrumental in the continued success of the Auxiliary and its support of Bonner General Health.

Recently, Margo was recognized as Bonner General Health's Volunteer of the Month for her compassion and attentiveness in assisting a visually impaired patient through the hospital. The recognition reflects the care and empathy she demonstrates every day. Margo is always willing to step in wherever help is needed, often anticipating needs before anyone else recognizes them.

Under Margo's leadership, every Auxiliary fundraiser has been a success. From organizing raffle basket events to coordinating the annual scrub sale, she has consistently led fundraising efforts with enthusiasm, professionalism and exceptional results. During her tenure, her team has raised more than \$100,000 through fundraising events and donations. Those efforts have directly benefited numerous hospital departments through Auxiliary-supported purchases and contributions, helping provide resources that enhance care and support the hospital's patients and staff.

Everyone at Bonner General Health knows Margo Johnson. She has become a cornerstone of both the hospital and the community through her steadfast commitment and positive presence. In addition to leading fundraising efforts, she organizes volunteer appreciation lunches, holiday celebrations and special events that foster camaraderie and ensure volunteers feel valued for the important role they play.

Margo's commitment is truly extraordinary. Even while on vacation, she remains engaged and attentive, often reaching out if she becomes aware of an issue or an area needing support. She carefully develops assignments for new volunteers and has an exceptional understanding of what is needed, when it is needed and how best to serve the hospital and its patients. Her attention to detail and willingness to remain involved have helped ensure that volunteers are prepared and that the Auxiliary continues to meet the needs of Bonner General Health.



At 86 years old, Margo continues to serve with remarkable energy, compassion and dedication, inspiring everyone around her. Her decades of service have made her a familiar and trusted presence throughout Bonner General Health, and her generosity of time and spirit have touched countless patients, caregivers, volunteers and community members.

When the time eventually comes for Margo to retire from her volunteer service, she will be deeply and sincerely missed by the entire Bonner General Health family and the community she has served so faithfully. Her nearly three decades of volunteerism have left an enduring legacy of compassion, leadership and service.

Margo Johnson embodies the very best of community service and hospital volunteerism. Her extraordinary commitment, generous spirit and ability to inspire others have strengthened Bonner General Health and enriched the lives of those around her. Her 11,300-plus hours of service represent far more than a remarkable number—they reflect a lifetime of showing up, lending a hand and making a difference wherever she is needed.

## JUNIOR VOLUNTEER OF THE YEAR AWARD



Kento Ogawa has demonstrated an extraordinary commitment to Saint Alphonsus Regional Medical Center and the patients and community it serves since joining the hospital's volunteer team in July 2022. Beginning at just 14 years old, Kento has continued to give his time and energy to the hospital, donating nearly 300 hours of service. His dedication, reliability and willingness to help wherever he is needed have made him an outstanding member of the Saint Alphonsus volunteer team and a deserving recipient of the IHA Junior Volunteer of the Year Award.

Kento joined the Saint Alphonsus volunteer program shortly after it reopened following the Volunteer Office's closure during COVID-19. Although the Junior Volunteer Program is primarily offered during the summer months, Kento has consistently found additional opportunities to serve, volunteering on early-release days, holidays and school breaks. He has made himself available wherever there is a need, donating his time across the Cancer Care, Neurosurgical Trauma, Emergency and Intensive Care units.

Kento also regularly volunteers in the Volunteer Office, assisting with patient dismissals and delivering flowers and packages throughout the hospital. He is always willing to take on additional projects and has developed the knowledge and confidence to manage office responsibilities without direction or supervision. His reliability and experience have also allowed him to help train new volunteers, demonstrating a level of responsibility well beyond what might be expected of a high school volunteer.

Kento has become one of the most dedicated and dependable Junior Volunteers at Saint Alphonsus. He is friendly and outgoing with fellow volunteers, hospital staff and patients, bringing exceptional communication skills and a strong work ethic to every assignment. His willingness to engage with others and contribute wherever he can has made him a valued presence throughout the hospital.

Like many high school students, Kento balances a demanding schedule filled with Advanced Placement and Dual Credit classes, varsity sports and other commitments. Even with the demands of school and extracurricular activities, he has continued his volunteer service throughout the school year. His decision to consistently make time for the hospital reflects a genuine desire to make a meaningful impact in his community.

Kento has approached his volunteer experience with clear purpose. He has continued to serve Saint Alphonsus and its patients not only to give back to his community, but also to strengthen his teamwork skills and gain insight into patient care and the healthcare environment. His willingness to learn, take responsibility and serve others has allowed him to make a meaningful contribution while developing skills

and experiences that will serve him well in the future.

Kento's dedication has made a lasting impression on the Saint Alphonsus community. He has demonstrated that age is no barrier to meaningful service, and his nearly 300 hours of volunteer work reflect a remarkable investment of time and energy on behalf of patients, caregivers and the hospital.

Kento Ogawa represents the very best of Junior Volunteer service. His generosity, reliability, maturity and commitment to helping others have enriched Saint Alphonsus Regional Medical Center and the community it serves. Through his continued service, he has not only made a difference for patients and staff, but has set an inspiring example of what young people can accomplish when they choose to give their time in service to others.



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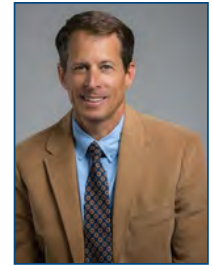
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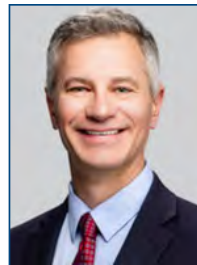
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