



901 MARQUETTE AVENUE S., SUITE 2100  
MINNEAPOLIS, MN 55402  
ph: 612.339.0919 toll free: 800.327.9335  
fx: 612.339.2569

## INTEGRATED HEALTHCARE STRATEGIES™

www.IHStrategies.com

700 WEST 47TH STREET, SUITE 400  
KANSAS CITY, MO 64112  
ph: 816.795.1947 toll free: 800.821.8481  
fx: 816.795.0301

### Integrated Healthcare Strategies 2010 Educational Topics and Speakers List

*Following is a listing of some of the educational topics Integrated Healthcare Strategies offers for seminars, webinars or presentations. Descriptions of each session can be found on the following pages.*

#### BOARD GOVERNANCE

- Board-CEO Relationships: Enhancing Performance through Shared Accountability
- CEO Performance Planning & Appraisals
- Enhancing the Role of Organ Procurement Organizations' Clinical Advisory Boards
- Governance Enhancement Plans: Blueprints for Board Effectiveness
- The Board's Role in Transforming Healthcare Quality: Setting Expectations and Rewarding Performance

#### EXECUTIVE COMPENSATION

- Communication Strategies for a New Form 990
- Designing Effective Executive Total Compensation Programs
- Executive Total Compensation Compliance and Design
- Improved Performance Through an Aligned Compensation Strategy
- Rethinking Executive Pay: Responsible Governance in an Era of Healthcare Reform
- Trends and Issues in Executive Total Compensation

#### HUMAN RESOURCES

- Changing Medical Staff Demographics: Motivating the Next Generation in a Voluntary Environment
- Compensation Inefficiency - The Hidden Cost of Millions to Healthcare Organizations
- Improved Performance Through an Aligned Compensation Strategy
- Leading the Multi-Generational Workforce
- Securing HR's Seat at the Table: Developing and Selling Strategic "People Plans" to the C-Suite
- The New HR Model - Transforming HR to Improve Organizational Performance
- The Power of Pride: People Metrics that Drive Organizational Change

#### LABOR RELATIONS

- Thriving (Not Just Surviving) in the Face of Big Labor's Assault on Healthcare

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#### **LEADERSHIP TRANSITION AND CONTINUITY**

- Contingency Planning for CEO Vacancy
- Leadership Continuity Planning
- The Importance of Organizational Continuity - Ensuring a Smooth Leadership Transition
- Top 5 Do's and Taboos for CEO Transition and Succession Planning
- Top 5 Do's and Taboos for Executive Team Continuity Planning

#### **PHYSICIAN SERVICES**

- Case Studies in Fair Market Value Arrangements with Physicians
- Compensating Physicians for Community-Based Research
- Fair Market Value Analysis
- How to Develop, Recognize, and Reward High-Performing Physician Leaders Within a Culture of Quality
- Investing in Physician Leadership Development: Factors that Frustrate & Facilitate Effectiveness
- Physician Recruitment & Retention
- Programs of Promise: A Study of Physician Leadership Academies
- The Call Pay Dilemma: Building Long-Term Relationships with Physicians Who Take Call
- Why High-Performing Physician Leaders are Critical to Your Success

#### **RECRUITMENT AND RETENTION**

- CEO Selection: Getting it Right
- Physician Recruitment & Retention



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## **BOARD GOVERNANCE**

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### ***Board-CEO Relationships: Enhancing Performance through Shared Accountability***

Speaker Options: Jim Rice, Bob Erra, Ken Ackerman, Don Wegmiller

Research has shown that relationships between boards and CEOs have a significant impact on the effective management of organizations across all industries. Boards that do a good job of building rapport with the CEO facilitate good management, while those that are continually at odds with the CEO weaken their ability to influence management decisions and organizational performance. This presentation will draw on recent research by The Governance Institute and Integrated Healthcare Strategies to discuss ways to strategically build rapport and resolve in an era of expanding pressure for executive performance.

### ***CEO Performance Planning & Appraisals***

Speaker Options: Jim Rice, Kattie Brecke

Increasing pressure is being put on boards to ensure that their established pay practices for their CEO are in-line with his or her performance and the organization's business success. As a result, boards are taking a closer look at their CEO performance appraisal process to enhance its effectiveness in evaluating the CEO and setting clear performance expectations. This is one of the most fundamental and most important responsibilities of the board, and now more than ever matters in allaying concerns about abusive pay practices. Learn how high performing hospital organizations are conducting their CEO performance appraisals, and strategies around planning and developing your own organization's CEO performance appraisal.

### ***Enhancing the Role of Organ Procurement Organizations' Clinical Advisory Boards***

Speaker Options: Jim Rice, Kate Brecke

Organ Procurement Organizations are facing similar obstacles that other healthcare systems are facing, but also have unique challenges of their own in running a business. Learn what many top performing OPO's are doing around establishing the federally mandated Clinical Advisory Boards and the success they have had thus far. Both in terms of how they have leveraged the time and talent of the Advisory Board members, but also enhanced the relations between the Governing Board and the Advisory Board. In addition, discover how many of these top performing OPO's have addressed the stumbling blocks they have encountered along the way.



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***Governance Enhancement Plans: Blueprints for Board Effectiveness***

Speaker: Jim Rice

The governance of tax-exempt hospital systems has never been easy, but now the challenges are even more complex: regulator scrutiny, media and payer calls for high performance quality and cost-effectiveness, and the need for expanded transparency of community benefits reporting. Participants will gain practical insights into how to conduct board self-assessments and will review elements of successful Governance Enhancement Plans.

***The Board's Role in Transforming Healthcare Quality: Setting Expectations and Rewarding Performance***

Speaker: David Bjork, Ph.D.

Increasingly, boards are being asked to focus time and attention on quality improvement and establishing a culture of quality and safety. Compensation programs provide a powerful tool to accomplish this when they are used strategically to set expectations and recognize and reward high performance. This presentation will provide an overview of boards' involvement in quality improvement, and discuss the role of the board in linking pay to quality.

**EXECUTIVE COMPENSATION**

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***Communication Strategies for a New Form 990***

Speaker Options: Ken Ackerman, David Bjork, Don Wegmiller

The new Form 990 will expose many more executives' total compensation to scrutiny by the media, physicians, employees, and other interested parties. Hospitals and health systems can prepare in advance for this scrutiny by developing effective communication strategies. This presentation will discuss how to select a spokesperson; how to relate executive compensation to the leadership needs of the organization, and to the organization's mission, vision, and values; how to discuss community benefit in explaining executive compensation; and how to prepare the board and executive team to respond to inquiries.



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***Designing Effective Executive Total Compensation Programs***

Speaker Options: David Bjork, Ken Ackerman, Don Wegmiller

The compensation challenge today is to attract and retain the best available talent while meeting both your fiscal goals and your needs for executive retention. This presentation will discuss potential solutions to the compensation challenges that face member organizations. We will share insights on matching the executive total compensation package to an organization's culture, strategy, and philosophy, creating the right mix and balance of salaries, performance bonuses, supplemental benefits, and deferred compensation to help the organization achieve its goals.

***Executive Total Compensation Compliance and Design***

Speaker Options: David Bjork, Ken Ackerman, Don Wegmiller

It's nearly impossible today to pick up a newspaper, business publication, or governance journal without seeing something about executive compensation. Past abuses, overreaching, or failure to fulfill fiduciary duties have led to increased government regulation and oversight. This presentation addresses the specific requirements for governance of executive total compensation in 501(c)(3) healthcare organizations, focusing on best practices from the for-profit and tax-exempt worlds that will help boards select executive compensation programs that are competitive and effective in reinforcing the organization's mission, vision, and performance objectives.

***Improved Performance Through an Aligned Compensation Strategy***

Speaker Options: Kevin Haeberle, Kevin Talbot

High performing healthcare organizations share a common characteristic: a high level of alignment among the Board, the Senior team, middle management, employees and physicians. Because compensation strategies for executives are often made within the boardroom walls, far from the decision making process for setting pay for the rest of management and staff, systems are needed to ensure incentives and objectives are connected. While regulatory requirements and governance practices mandate a different type of oversight of executive pay, the unintentional consequence of this is a misalignment between the pay practices for executives and those for the rest of the organization. Such misalignment has the potential to produce some serious drag on an organization's performance. It can create real or perceived internal equity issues or it can result in ineffectual management incentive plans. This presentation identifies the five most damaging disconnects and how to develop an effective systems and implementation tactics for aligning compensation throughout the organization.



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***Rethinking Executive Pay: Responsible Governance in an Era of Healthcare Reform***

Speaker Options: David Bjork

The federal bailout of big financial institutions has brought unprecedented attention to executive pay. With healthcare reform on the horizon, and with the government likely to pay an ever bigger portion of the bill, is there any reason to believe hospitals that take government reimbursement won't be subject to controls on executive compensation? Boards can no longer make compensation decisions in the way they have in the past. It's a new day. Boards need to do more than follow the current rules under Section 4958 scrupulously – they also need to avoid raising red flags with regulators by continuing to sponsor old forms of pay that look outrageous to the general public. They need to make decisions in the best interests of the organization and the community. They need to be ready to base and defend their decisions to the public, physicians, employees and to federal and state regulators. This presentation will examine seven questions hospital and health system boards must ask themselves about executive pay, and discuss new steps and strategies boards should take to make sure pay is fair to executives; effective in attracting, retaining and rewarding leaders; reflective of community values; and defensible in the court of public opinion.

***Trends and Issues in Executive Total Compensation***

Speaker Options: David Bjork, Kevin Talbot, Ken Ackerman, Don Wegmiller

This presentation focuses on one of today's hottest topics for boards of hospitals and health systems. We will update the audience on regulatory issues, including IRC Section 4958/intermediate sanctions, form 990 reporting, IRS compliance initiatives, and Congressional oversight activities, and discuss their likely impact on executive pay. We will provide insights on tools and techniques boards may use to assure compliance, and suggest best practices to follow to make good governance decisions.



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## HUMAN RESOURCES

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### ***Changing Medical Staff Demographics: Motivating the Next Generation in a Voluntary Environment***

Speaker Options: Kevin Haeberle

No call, reduced hours of coverage, a preference towards employment, base salary with little incentives, and low risk taking are all issues being driven by the new generations of physicians. There has been much research and discussion about the new generations, but how does all that information specifically apply to physicians? And how will it change health care? During the last 10 years the relationships between medical staff and healthcare leadership has been relatively positive and calm because the majority of physicians and the majority of leadership share the same generational attitude about the nature of medical staff relationships. That is about to change. This presentation reviews what is needed now and over the coming years to develop an action plan to address these changing demographics, and talks about the importance of carefully timing implementation to retain existing talent while recruiting new talent.

### ***Compensation Inefficiency – The Hidden Cost of Millions to Healthcare Organizations***

Speaker Options: Kevin Haeberle, Mick Schoenberger

With the financial challenges facing almost every healthcare organization today, it is as important as ever to make sure the organization is spending its limited resources in the most efficient manner. Although that responsibility is shared by the entire leadership team, CFOs are held particularly accountable. CFOs are appropriately asking the question – *are we spending the organization's monies in the most efficient manner possible?* When that question is asked about the largest expense in the organization – compensation – the answer is typically given from a recruitment or employee relations approach -- not from a financial perspective. Over time, decisions are made which result in overspending without a corresponding return in value, similar to the same conditions CFOs experienced when they started reviewing their supply chain and inventory management. The lack of efficiency in compensation programs include an overly broad and general compensation approach which can result in many jobs being overpaid; legacy decisions which had value when they were implemented, but had no exit strategy when conditions changed; relying on pay, compared to other alternatives, as an extremely expensive employee relations improvement strategy, or simply not effectively connecting pay to the organization's performance. A healthcare CFO can face many roadblocks when challenging the efficiency of their compensation systems. This program is designed to add to the CFO's knowledge and effectiveness using proven strategies on how to approach the issue, what to ask and look for, and how to manage the delicate balance between an efficient use of the organization's resources and still meeting the complex demands of recruitment and employee relations.



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***Improved Performance Through an Aligned Compensation Strategy***

Speaker Options: Kevin Haeberle, Kevin Talbot

High performing healthcare organizations share a common characteristic: a high level of alignment among the Board, the Senior team, middle management, employees and physicians. Because compensation strategies for executives are often made within the boardroom walls, far from the decision making process for setting pay for the rest of management and staff, systems are needed to ensure incentives and objectives are connected. While regulatory requirements and governance practices mandate a different type of oversight of executive pay, the unintentional consequence of this is a misalignment between the pay practices for executives and those for the rest of the organization. Such misalignment has the potential to produce some serious drag on an organization's performance. It can create real or perceived internal equity issues or it can result in ineffectual management incentive plans. This presentation identifies the five most damaging disconnects and how to develop an effective systems and implementation tactics for aligning compensation throughout the organization.

***Leading the Multi-Generational Workforce***

Speaker Options: Terry Hobbs, Kevin Haeberle, Jami Herzberg, Becky Brown

This presentation defines the characteristics of today's multigenerational workforce, pinpoints demographic shifts, and explains the traits inherent to each age group. It addresses challenges to the healthcare organization, such as staffing and labor shortages, and provides a research-based analysis of what motivates members of each generation to choose careers in health care.

***Securing HR's Seat at the Table: Developing and Selling Strategic "People Plans" to the C-Suite***

Speaker Options: Kevin Haeberle, Becky Brown

National surveys indicate that CEO's want even more strategic advice from HR leadership. Unfortunately, the perception that they don't provide enough strategic advice persists despite HR leaders' continual efforts to plan for future needs and challenges. Without a strategic partnership between HR and key organizational initiatives, the time and effort invested in many plans can be wasted because the staff, leadership and necessary culture was not developed simultaneously. There is a tendency to look to HR for last minute "band aid" solutions without proper foresight, frequently resulting in negative outcomes being attributed to Human Resources. This educational session will prepare HR leaders to secure their seat at the table on all strategic matters, not just HR, by raising awareness on key trends and offering recommendations on effective ways to create organizational preparedness. The presenters will provide insights on how an effective "People Plan" has been developed at leading healthcare organizations.



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***The New HR Model – Transforming HR to Improve Organizational Performance***

Speaker Options: Kevin Haeberle, Terry Hobbs, Mick Schoenberger

The success of Human Resources today is directly connected to the success of the organization. Conventional HR organizational models, which require HR's customers to come to HR for service, can be "a day late and a dollar short" when it comes to assisting successful overall organizational performance. It is no longer enough for HR professionals to have HR expertise. Today's environment requires HR to "know the business" as well as they know HR. Our new model integrates HR professionals with operational departments so as to take HR to the customer rather than wait for the customer to come to HR. As many HR departments respond to diminished resources and increased demand for services, a shift in the way HR is structured is needed. With a focus on Management Support, Employee Engagement, and Organizational Integrity, The New HR Model can poise HR to scale up or down as needed, and strike the right balance of efficiency and effectiveness for organizations that adopt it. Our discussion will involve an overview of how the model works, and present case studies where it has been successfully implemented and positioned HR to have a positive effect on improved organizational performance.

***The Power of Pride: People Metrics that Drive Organizational Change***

Speaker Options: Terry Hobbs, Kevin Haeberle, Jami Herzberg, Becky Brown

This presentation provides an in-depth analysis of current management issues and ways to optimize performance in health care organizations by reaping the benefits of employee pride. It identifies metrics for measuring organizational pride, and describes strategies, tactics, and tools to drive pride upward. Participants will gain insights into how senior leaders at highly successful organizations elevate employee pride and avoid the negative impact of low expectations.



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## **LABOR RELATIONS**

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### ***Thriving (Not Just Surviving) in the Face of Big Labor's Assault on Healthcare***

Speaker Options: Kevin Haerberle, Becky Brown

Managing potential labor union threats has dramatically changed in the last few years. The historical consultative and legal approach of creating an almost mystical, high drama atmosphere no longer fits in today's more sophisticated and experienced leadership environment. Healthcare leaders today have developed the skills and ability to manage a number of potential crises, including financial, quality and public relations issues. The labor consultative approach of motivating through fear, intimidation and blind focus simply is not appropriate or effective in the more complex healthcare management world we live. While many organizations have limited unionization with this "fire fighter" mentality, the future prognosis is less positive for this approach. In this presentation, we review a holistic approach to labor relations by exploring dramatic shifts in management practices and labor's approach to healthcare organizing. HR leaders will learn what they should do to build an internally and externally focused labor strategy using the skills and experience already existing in the organization. Participants will also leave with knowledge on how to gain organizational commitment for a comprehensive strategy to foster a highly engaged workplace in order to thrive in today's ever increasing competitive marketplace.

## **LEADERSHIP TRANSITION AND CONTINUITY**

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### ***Contingency Planning for CEO Vacancy***

Speaker: Jim Rice

Anticipating a potential vacancy in top executive leadership is one of the primary responsibilities of high-performance organizations. There are many reasons why vacancies occur, and different causes present unique and specific challenges for governance and management leaders as they ensure that their organization continues to operate effectively in support of its mission. The timing of a CEO vacancy can be difficult or impossible to predict, but proactive planning for the broad spectrum of possible contingencies can alleviate anxieties and provide a roadmap out of the wilderness. This presentation will detail these contingencies and provide best-practices model solutions that can be easily adapted to your organization.



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***Leadership Continuity Planning***

Speaker Options: Jim Rice, Kathy Hall, Ken Ackerman, Don Wegmiller

Health care organizations need to keep operating smoothly, even in the face of the sudden departure of a key leader because of death, disability, a competing job offer, or termination for performance issues. Boards can prepare for these unforeseen and unforeseeable situations by having continuity plans in place before the need arises. This presentation will discuss the components of a leadership continuity plan and explore best practices used by forward-thinking healthcare organizations.

***The Importance of Organizational Continuity - Ensuring a Smooth Leadership Transition***

Speaker Options: Jim Rice, Jane Groves, Kathy Hall, Ken Ackerman, Don Wegmiller

When the CEO reveals plans to depart, for any reason, all C-Suite executive positions are put at risk. Leadership transition and continuity planning can add significant value to the process of selecting a new CEO. This presentation will discuss best practices in continuity planning and leadership transition, as seen in the country's most successful hospitals and health systems, and demonstrates how adopting these strategies can help an organization fulfill its future promise.

***Top 5 Do's and Taboos for CEO Transition and Succession Planning***

Speaker Options: Jim Rice, Kathy Hall

Hospitals across the US have seen that one of the most unsettling events in the life of any organization is a change at the top. Even when it is planned in advance, it calls for a high tolerance of ambiguity. CEO transition and succession planning is an important strategy to protect and enhance an organization's capacity to grow and prosper. This process can be compared to the organization's strategic and financial plan, both are plans without which the organization should not consider moving forward. Learn how high performance hospital organizations can better plan for effective leadership transitions whether planned or in one of seven unplanned scenarios. Participants will explore fresh strategies for the design of transition processes, and how best to manage the challenges of multiple stakeholder communications associated with any CEO transition scenario.



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***Top 5 Do's and Taboos for Executive Team Continuity Planning***

Speaker Options: Jim Rice, Kathy Hall

Boards and CEOs are increasingly recognizing the power of and focusing on the advanced strategic planning for their leadership talent; talent that is aligned with not only the performance imperatives for the overall enterprise, but also personal aspirations; talent that provides continuous stability and vitality for the organization's future performance capabilities in challenging times. Our industry is remarkably weak in identifying and developing bench strength among our executive and physician leadership ranks. Participants will be introduced to effective strategies to enhance organizational performance through the development of Talent Management strategies.

**PHYSICIAN SERVICES**

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***Case Studies in Fair Market Value Arrangements with Physicians***

Speaker Options: Steve Rice, Felipe Padilla, Chad Stutelberg, Tom Becker

This presentation will define fair market value as it relates to physician practices, and examine two recent case studies, giving background, data analysis, outcomes, and takeaways. The first case involves the acquisition of a big producer's practice; the second examines the issue of call pay for subspecialists in a hospital emergency department.

***Compensating Physicians for Community-Based Research***

Speaker Options: Steve Rice, Felipe Padilla, Chad Stutelberg, Tom Becker

Community-based research is not limited to academic medical centers in today's healthcare environment, yet many healthcare institutions do not have established methodologies for compensating physicians engaged in research. This presentation will discuss why non-academic institutions pursue research endeavors, and provide an overview of the steps to be taken in valuing physician effort and developing payment models that meet standards of reasonableness. It will discuss how funds flow relates to compensation. It then uses two case studies to examine the effective and ineffective ways to compensate physicians for community-based research.



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***Fair Market Value Analysis***

Speaker Options: Steve Rice, Felipe Padilla, Chad Stutelberg, Tom Becker

This presentation defines fair market value analysis of physician practices and work effort and discusses legal and legislative considerations that dictate how such an analysis should be conducted. It reviews current market trends and issues. It then presents an approach IHStrategies has used successfully in conducting fair market value analysis in client work with hospitals and health systems around the country.

***How to Develop, Recognize, and Reward High-Performing Physician Leaders Within a Culture of Quality***

Speaker Options: Jim Rice, Steve Rice, Bob Erra, Felipe Padilla

This presentation will report the results of a recent national survey examining how boards are building quality and patient safety metrics into hospital incentive award programs. Survey findings will be explored and enhanced with insights from interviews with leading medical group boards and physician leaders.

***Investing in Physician Leadership Development: Factors that Frustrate & Facilitate Effectiveness***

Speaker Options: Jim Rice

Healthcare organizations are working hard to establish and enhance physician alignment and engagement. To accomplish this you need effective physician leaders. Integrated Healthcare Strategies and The Governance Institute co-sponsored a survey of nearly 430 CEOs, CMOs and VPHRs to learn more about the factors that frustrate and facilitate effective physician leaders. This presentation will present the results of that survey as well as discuss specific steps that can be taken by organizations to enhance the effectiveness of their physician leaders, strengthen physician leader development plans and develop strategies to retain and attract physician talent.

***Physician Recruitment and Retention***

Speaker Options: Jane Groves, Mark Madden, Tom Becker

Health care organizations often have difficulty finding and recruiting high-qualified specialty physicians for clinical practice. This presentation discusses ways to develop a more effective recruiting process, including candidate screening, communications, interviews, on-site visits, negotiation of compensation and benefits, and employment agreement structure, with the goal of improving long-term retention of quality physicians and reducing the cost of the recruiting process.



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***Programs of Promise: A Study of Physician Leadership Academies***

Speaker: Jim Rice

This presentation will profile over 20 Physician Leadership Academies from across the US, focusing on how they help physicians develop the competencies they need to bring effective leadership to quality performance initiatives in hospital and health system settings.

***The Call Pay Dilemma: Building Long-Term Relationships with Physicians Who Take Call***

Speaker Options: Drew Erra, Tom Becker

Physician shortages and an aging population will increase the burden on physicians and hospitals to adequately staff the emergency department in coming years. Paying for call is not yet an industry standard, but it is quickly becoming a common practice. Alternatives to paying for call can be more effective for hospitals. This presentation discusses the issues behind Emergency Room call-coverage, physician shortages affecting hospitals across the nation, the three standard structures for cash-based call programs, and alternative call pay programs designed to help physicians save for retirement and that will foster long-term relationships.

***Why High-Performing Physician Leaders are Critical to Your Success***

Speaker Options: Steve Rice, Jim Rice, Bob Erra

Today's most successful hospitals and health systems find that high-performing physician leaders are an essential part of their management structure. Compensation programs that are effective in helping not-for-profit healthcare to recruit, develop, and reward physician leaders continue to evolve. This presentation will discuss how governing boards can ensure that total compensation programs for physician leaders are compliant with tax laws and regulations; that they are defensible as reasonable in the marketplace; that they actually represent fair consideration for the services provided; and most importantly, that they successfully align physicians' behaviors with the performance goals of the organization.



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## **RECRUITMENT AND RETENTION**

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### ***CEO Selection: Getting it Right***

Speaker Options: Jane Groves, Roger Samuel

A turnover of the CEO can have extraordinary consequences on any organization – and choosing the right successor may be the most critical responsibility of a healthcare governance body. In this presentation, the speaker will present the challenges associated with successfully recruiting and retaining the right CEO candidate for your healthcare organization, including discussing the roles of the three key parties - the Board, the Search Committee, and the Executive Search firm - to identify, screen and ultimately select the candidate who possesses the personality, personal values, leadership attributes, and skill set to succeed in your organization. This presentation will also cover the important details associated with the interview process along with other matters such as constructing the employment agreement and CEO orientation and acceleration.

### ***Physician Recruitment and Retention***

Speaker Options: Jane Groves, Mark Madden, Tom Becker

Health care organizations often have difficulty finding and recruiting high-qualified specialty physicians for clinical practice. This presentation discusses ways to develop a more effective recruiting process, including candidate screening, communications, interviews, on-site visits, negotiation of compensation and benefits, and employment agreement structure, with the goal of improving long-term retention of quality physicians and reducing the cost of the recruiting process.



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