2026 ADVANCED LEADERSHIP ACADEMY

IOWA HOSPITAL ASSOCIATION

The academy is an exclusive opportunity to equip experienced hospital leaders with the skills and knowledge to navigate operational factors in their roles. The academy class size is limited to 25 participants to ensure a personalized learning experience.

CURRICULUM

- Collaborate with professionals to improve public speaking and communication delivery
- Learn from and discuss issues with experienced healthcare leaders
- Meet routinely with program mentors to explore presentation topics and discuss how to use the lessons
- Tour diverse healthcare settings and learn about alternative healthcare delivery models
- Understand the integration of healthcare information and leadership development

ACADEMY INFORMATION

- Participants are required to have a mentor from their facilities to discuss and operationalize their academy activities.
- IHA will recognize academy graduates for their achievements at the prestigious 2027 IHA Rural Hospital Leadership Forum, providing a platform for further professional growth and networking.

Bonus benefits: Besides the invaluable knowledge and skills gained, participants will receive complimentary registrations for the 2027 IHA Governance Forum and 2027 IHA Rural Hospital Leadership Forum. These events will provide ample networking opportunities and potential for professional growth.

SESSION 1: AUG. 4, IOWA HOSPITAL ASSOCIATION

8:30 a.m. **Welcome**
Robb Gardner, Chief Operating Officer and Chief of Staff, Iowa Hospital Association, Des Moines

9 a.m. **Leading from Within: Harnessing Values and Strengths for Sustainable Impact**
Molly Mackey, MBA, Chief Learning Officer, LEAdeRNship Institute, Jesup

Authentic leadership begins at the intersection of personal conviction and organizational mission. This session challenges leaders to bring their core values to the forefront, using them as a stabilizing force during periods of change and chaos. We will dive deep into strengths-based decision-making, finding how your top talents can propel and – if left unchecked – hinder the success of you and your team. You will leave with a refreshed look at yourself, your organization and the challenges you face.

Learning objectives:

- Align personal core values with organizational values to strengthen authentic and consistent leadership behaviors
- Develop approaches to navigate change and the "trough of chaos" and lead others with clarity during change
- Use your strengths while recognizing potential overuse pitfalls to improve decision-making and team effectiveness

Noon **Lunch**

1 p.m. **Continuation of Leading From Within: Harnessing Values and Strengths for Sustainable Impact**

2:30 p.m. **Healthcare Redesign**
Jen Nutt, Vice President of Nursing and Clinical Services, Iowa Hospital Association, Des Moines

This session is a foundational exercise detailing the complexities of leading healthcare organizations. Why are healthcare leaders needed? What needs to change? Participants will investigate the complex world of leading healthcare organizations, providers and boards. They will explore the state's strengths and opportunities for improvement. Participants will analyze care systems as they present their versions of healthcare redesign.

Learning objectives:

- Describe a strategic direction in healthcare
- Explain how to develop a program to manage healthcare resources statewide
- Identify a system that improves the health of Iowa statewide

3:30 p.m. **Adjourn**

SESSION 2: SEPT. 1, CHILD*SERVE*

8:30 a.m. **CEO, Board and Medical Staff Relations**

Todd Linden, FACHE, President, Linden Consulting, Centennial, CO

This session will show participants examples of how hospital administrators, boards and medical providers interact. Linden will discuss best practices and ways to navigate and develop these relations successfully. Participants will learn the key components of this triad and how to foster each.

Learning objectives:

- Analyze internal strengths and weaknesses and use this to develop a cohesive plan to maximize interactions among healthcare administration, boards and medical staff
- Garner best practices to foster relations among these three entities
- Review and understand the functions of healthcare administration, boards and providers

Noon **Lunch, Facility Welcome and Tour**

Teri Wahlig, M.D., CEO, ChildServe, Johnston

1:30 p.m. **Financial Policy Business Skills for the Healthcare Leader**

Susan Horras, CPA, FHFMA, Senior Vice President, Finance Policy, Iowa Hospital Association, Des Moines

Strong financial skills are necessary for effective healthcare leadership. This session will better equip leaders as they explore the financial policy skills needed at the administrative level of healthcare leadership.

Learning objectives:

- Examine ways to engage with legislators in your community to share stories affecting your facility's financial future
- Explore and understand healthcare financial policy and how state and federal legislation can affect your organization's economic stability
- Review financial policy issues discussed at the state and federal levels

2:30 p.m. **Revisit the Healthcare Redesign Exercise**

3:30 p.m. **Adjourn**

SESSION 3: OCT. 27, IOWA HOSPITAL ASSOCIATION

9 a.m. **A Day in the Life of a CEO**

Doug Morse, Principal, Capstone Leadership Solutions, Sault Ste. Marie, MN

This session will explore critical themes that drive a leader's success and offer ideas you can implement immediately. This highly interactive session will provide participants with real-world examples of leaders' thoughts and behaviors that positively impact their organizations. As past CEOs, Morse and Varnum help leaders prepare for the next phase of their leadership journeys by showing best practices and lessons learned in healthcare's rapidly changing environment.

Learning objectives:

- Define actions the healthcare leader can take to develop the talent of others
- Identify personal values and how those values align with leadership activities
- List the skills essential for communicating and leading others
- Recognize the critical role healthcare leaders play in defining organizational culture
- Understand the importance of the team surrounding the healthcare leader

Noon **Lunch**

1 p.m. **Advanced Communications Training**

Andy Garman, Senior Trainer and Communication Adviser, Wixted and Company, West Des Moines

Participants will learn ways to enhance their public speaking skills and capture an audience within 90 seconds using the tools discussed in this session. This session will feature firsthand training followed by "onstage" practice and review.

4 p.m. **Adjourn**

4:30-6:30 p.m. Advanced Leadership Academy Reception

SESSION 4: OCT. 28, BROADLAWNS MEDICAL CENTER

8:30 a.m. **Welcome**

Proctor Lureman, President and CEO, Broadlawns Medical Center

9 a.m. **Thinking Strategically**

Mary Sand, Ph.D., Consultant, Sand Consulting, Omaha, NE

As healthcare leaders advance in their careers, the expectation to think strategically becomes more critical than to make tactical decisions. Strategic thinking involves guiding the organization toward its long-term goals by understanding industry dynamics, using organizational strengths and fostering innovation. It's about seeing the broader picture, envisioning future possibilities and inspiring others to align with the vision to drive progress.

Learning objectives:

- Describe key trends shaping the healthcare industry and how to navigate them
- Develop the ability to communicate and inspire others with your vision
- Explore different approaches to strategic thinking
- Identify and use strengths and opportunities in your organization

Noon **Lunch and Tour of Broadlawns Medical Center**

1:30 p.m. **Media and Crisis Communication 101**

Andy Garman, Senior Trainer and Communication Adviser, Wixted and Company, West Des Moines

Learn how the media covers crises, including their process and when an organization or representative controls the press. This session will also cover considerations for developing a message and tips for conducting a high-stakes interview. Lectures, discussions, case studies and exercises will provide a realistic learning experience.

Learning objectives:

- Develop the skills needed to represent a healthcare facility during a crisis effectively
- Identify ways to manage social media during a crisis
- Outline a clearly defined process that a healthcare facility can use to communicate messages during a crisis

2:30 p.m. **Revisit the Healthcare Reimagined Exercise**

3:30 p.m. **Adjourn**

SESSION 5: NOV. 18, MARY GREELEY MEDICAL CENTER

8:30 a.m. **Welcome**

Amber Deardorff, President and CEO, Mary Greeley Medical Center

9 a.m. **Dimensions Discovery Datalytics**

John Richardson, Senior Director, IPOP and Data Analytics, Iowa Hospital Association, Des Moines

This session will provide an overview of IHA's Dimensions Discovery Datalytics. The presentation will focus on program dashboards and show attendees how to access the tool. It will also explain how and when to use specific dashboards and provide real-life examples.

Learning objectives:

- Find key uses for Dimensions Discovery Datalytics in hospitals
- Identify which dashboards to select for different analyses
- Understand the primary function of Dimensions Discovery Datalytics

11 a.m. **Revisit the Healthcare Reimagined Exercise**

Noon **Lunch and Tour of Mary Greeley Medical Center**

1:30 p.m. **Leadership Mastery**

Corey Martin, Vice President, Group Purchasing Organizations, Health Enterprises, Cedar Rapids

Participants will develop leadership skills through self-reflection and mastery of their emotions and personality traits, learning to respond to stressful communications and to others' portrayals of them during challenging times. They will also learn how to get maximum results from conversations through listening, managing difficult conversations and making dreaded conversations positive interactions. Martin will share tools to develop leadership skills, resulting in notable influence and outstanding workplace contributions.

Learning objectives:

- Demonstrate personal strengths, power and effectiveness by building inherent skills
- Develop flexible, creative and initiative-taking teams and influence and persuade teams through a complete leadership presence
- Discover and analyze leadership styles and tendencies
- List the skills essential for communicating with and leading others

3:30 p.m. **Adjourn**

SESSION 6: DEC. 17, IOWA HOSPITAL ASSOCIATION

8:30 a.m. **Welcome**

Chris Mitchell, President and CEO, Iowa Hospital Association, Des Moines

9 a.m. **Advocacy 101 and State and Federal Policy Updates**

Erin Cubit, Vice President, Federal and Regulatory Affairs, Iowa Hospital Association, Des Moines

Most legislators do not work in healthcare. They depend on the ability and stories from the front lines to understand what's happening in hospitals. With healthcare being one of the most regulated industries in the nation and 60% of hospital revenue coming from government payers, leaders must understand the impact advocacy has on a facility. This session will teach participants how to be effective advocates and emphasize the importance of building relationships with their representatives. The session will also review state and federal legislative activities impacting healthcare and hospitals.

Learning objectives:

- Describe the legislative process and the hospital leader's role
- Discuss legislative issues facing federal and state legislatures and the impact on Iowa hospitals
- Explain how to get involved with IHA advocacy efforts

10 a.m. **Building Workplace Culture with Seven Principles of Leadership**

Brett Hoogeveen, Co-founder, BetterCulture, Bellevue, NE

Organizations understand the value of culture in the working world. But what does it take to drive culture? In this session, participants will learn a mental model and schema for leadership based on BetterCulture's Seven Principles of Leadership. The session will explore data and trends, time-tested leadership best practices, and dozens of practical skills and tactics that will equip leaders with the tools to develop their teams and strengthen their workplace culture.

Learning objectives:

- Clarify approaches to recognition and appreciation designed to maximize employee motivation
- Demonstrate the importance of pride in generating employee loyalty and engagement
- Identify seven core leadership principles proven to generate lasting employee engagement
- Understand the business case for culture's value to healthcare organizations

11:30 a.m. **Lunch**

1 p.m. **Continuation of Building Workplace Culture With Seven Principles of Leadership**

3 p.m. **Adjourn**

SPEAKERS

Erin Cubit is the Iowa Hospital Association's vice president of federal and regulatory affairs. She works on federal and state lobbying activities as well as regulatory policies. Outside government relations work, Cubit is a staff liaison for IHA's Foundation Professionals for Iowa Hospitals. She also leads the Hospice and Palliative Care Association of Iowa. Cubit graduated from the University of Northern Iowa with bachelor's and master's degrees in public policy.

Andy Garman is a communication adviser and trainer with over 20 years of experience in broadcasting, management and social media. Garman has a wealth of knowledge about the inner workings of newsrooms, tips for improving presentation skills, using social media and finding ways for stories to cut through the clutter. He earned his bachelor's in communication studies from the University of Iowa.

Brett Hoogeveen is co-founder of BetterCulture, a product and technology company focused on making the world a better workplace. Hoogeveen is a former engineer, an experienced healthcare executive, business consultant, executive coach and angel investor. He holds a civil engineering degree from the University of Kansas. In over a decade at an Omaha-based rehabilitation provider, he helped lead the organization to national prominence and five consecutive selections as the best place to work in metropolitan Omaha.

Susan Horras is vice president of finance policy with the Iowa Hospital Association. Before this, Horras was the finance director at UnityPoint Accountable Care Organization, director of network economics for Wellmark Blue Cross and Blue Shield, and chief financial officer at a critical access hospital. She also spent several years in healthcare consulting at RSM.

Todd Linden is president of Linden Consulting. Linden retired after 24 years as president of Grinnell Regional Medical Center, where he is a CEO emeritus. He is a fellow of the American College of Healthcare Executives. Linden was on the American Hospital Association and Grinnell College boards and the U.S. Department of Health and Human Services National Rural Advisory Committee. He testified on Capitol Hill and met with Presidents Bill Clinton and Barack Obama about healthcare and economic development. Linden is an adjunct professor at the University of Iowa and a regular American College of Healthcare Executives faculty member.

Molly Mackey is an author, speaker and trainer of leaders. Mackey is the founder and chief learning officer of the LEAdeRNship Institute. She believes that by intentionally intersecting leadership and learning, we can create better leaders. Mackey has over 20 years of business and speaking experience and a passion for business strategy, leadership and learning. She holds a Master of Business Administration from the University of Iowa and is a certified professional in talent development and artificial intelligence.

Corey Martin is the senior vice president of education services for the Iowa Hospital Association. Martin oversees all educational programming, including the IHA Annual Meeting, Governance Forum and Advanced Leadership Academy. He is also the executive director of the Iowa Rural Health Telecommunications Program. Martin holds a bachelor's degree in sociology from the University of Northern Iowa, focusing on gender studies. Before joining IHA, he worked in hospitals for 26 years, finishing as the supply chain director at Rose Medical Center. While there, Martin became a Crucial Conversations trainer and provided communications training to leadership teams at the medical center and their sister hospitals in the HCA Continental Division.

Doug Morse is a former rural hospital CEO and lifelong rural healthcare zealot. He knows small hospitals and clinics are the healthcare and economic engines driving rural life. Today, he helps leaders and boards achieve exceptional scorecards and strong community support through one-on-one coaching, entrepreneurship training seminars and mission-discernment processes for critical decisions. The author of "You Got This: How to Make Big Decisions at Small Hospitals," Morse was twice recognized as a college faculty teacher of the year and received the Iowa Hospital Association Young Executive Achievement Award.

John Richardson is the senior director of inpatient/outpatient data and data analytics for the Iowa Hospital Association. He manages the Dimensions program and is a member of the IHA data analytics team. Richardson also supports IHA's quality and patient safety data services as a subcontractor for Compass Healthcare Collaborative.

Mary Sand, Ph.D., is a proven leader with over 35 years of experience in healthcare, nonprofit organizations and higher education. Most recently, Dr. Sand was vice president of strategic operations and performance excellence for Avera Health. She has collaborated on large-scale projects designed to reduce expenses and improve operations. Dr. Sand's experience also includes working with physicians and leaders of clinical service lines. She has a doctorate in interpersonal communication in healthcare from The Union Institute and a master's degree in public administration from the University of Missouri-Kansas City.

Dan Varnum is an executive coach with Varnum Group. He retired from MercyOne after over 30 years as a healthcare executive with MercyOne, Wellmark and UnityPoint Health. He was president and CEO of MercyOne North Iowa, where he led a cultural transformation and implemented The Mercy Way as a lean leadership system.

REGISTRATION

Register online at www.ihaonline.org.

- Individual – $1,500

- If you have dietary restrictions or allergies, email iharegistration@ihaonline.org.
- Dress for the conference is business casual. Layered clothing is recommended for your comfort.
- This is a paperless conference. IHA will email conference materials when available.

PROGRAM LOCATION

This program is hosted at the Iowa Hospital Association and other healthcare facilities in the Des Moines area. IHA has a discounted corporate rate for overnight accommodations. The rate is offered to attendees based on "non-last room" availability, meaning it may not be available at times because of high demand. Book early if you think you may need arrangements. When calling, please reference the corporate ID.

Staybridge Suites Des Moines
Corporate rate: $139/night plus taxes
515-280-3828
Corporate ID No.: IXNR

Des Moines AC Marriott East Village
Corporate rate: $177/night plus taxes
515-518-6060
Corporate ID Code: 3QR

CONTINUING EDUCATION

IHA will provide a certificate of attendance on completion of the program evaluation and strongly encourages nurses to keep a program brochure as documentation of their participation. Nurses decide whether course content meets the Iowa Board of Nursing's criteria for continuing education.

IHA can award preapproved American College of Healthcare Executives-qualified education credits for each program. Participants can use these credits for advancement, recertification or reappointment in the American College of Healthcare Executives.

CANCELLATION/REFUND POLICY

- Cancellations and substitutions are welcome anytime. Email cancellations and substitution requests to iharegistration@ihaonline.org.
- IHA will refund cancellations received 10 or more business days before the conference.
- IHA will charge a $50 administrative fee for cancellations received six to nine business days before the conference.
- IHA will calculate refunds by the date received and the number of IHA business days remaining before the conference.
- IHA will not refund cancellations received five or fewer business days before the conference.
- IHA may cancel the conference because of low enrollment. If so, IHA will notify preregistered participants and provide full refunds.

ADA POLICY

IHA does not discriminate in its educational programs based on race, religion, color, sex or disability. IHA wishes not to exclude, deny services, segregate or treat anyone with a disability differently because of the absence of auxiliary aids and services. If you need auxiliary aids or services under the Americans With Disabilities Act to attend this conference, contact the IHA Education Department at 515-288-1955 or iharegistration@ihaonline.org.

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