

IOWA HEALTHCARE COLLABORATIVE

ANNUAL FORUM

JUNE 19, 2024

EVENT BROCHURE





GLOBAL OVERVIEW

Convening providers and community stakeholders to work toward the common goal of exceptional healthcare in Iowa and across the nation. Promote a healthcare culture of continuous improvement in quality, safety and value that provides the most effective and efficient care, while encouraging communication, collaboration, and transparency. Equipping Iowa and the nation to raise the standard of care, align clinicians for continuous improvement, engage the community for sustainable healthcare transformation, and promote responsible reporting of healthcare information.

Objectives:

- + Promote innovative approaches to improve healthcare quality, patient safety and leadership performance to enhance patient satisfaction and increase efficiency
- + Equip healthcare leaders and providers to raise the standard of care
- + Produce high-quality, rigorous, and up-to-date education to shape healthcare quality and delivery



TARGET AUDIENCE

The Iowa Healthcare Collaborative (IHC) Annual Forum sessions will benefit Physicians, Nurses, Hospital Care Teams, Clinicians, Quality Teams, Infection Prevention, Chief of Nursing Officers (CNOs), Chief Executive Officers (CEOs), Chief Operating Officers (COOs) and Community Organizations.



REGISTRATION

- + **Regular Admission Fee:** \$160/attendee
- + **Early Bird Admission (Ends April 30):** \$100/attendee
- + **HQIC and FLEX Stipend:** \$100/1 person per facility
- + **Group Discount (Available for Everyone):** Groups of 5 or more will receive reduced registration. For groups of 5 or more, please reach out to rizzo@ihconline.org (e-mail) to register.

NOTE for Eligible Stipend Users: Register and pay as normal and you will be reimbursed post-event. If your organization is both a Flex and HQIC participant, you are able to receive a stipend for both if two people from your organization attend.

Event Webpage QR Code



www.ihconline.org/ihcannualforum (Link)

Registration QR Code



<https://rb.gy/31wbca> (Link)

| Quotes from Last Year's IHC Annual Forum Attendees

"I loved that on day one we got to interact with each other. It was collaborative and we brought ideas together! I also like the different topics as it is all areas out hospital is focusing on."

- Anonymous

"All of it was fantastic. Speaker knowledge and credibility was great. I really liked the shorter sessions and the frequent breaks. Was easier to keep my attention."

- Anonymous

"Quality vendors and speakers. Great opportunities for networking"

- Anonymous

"I appreciated the speaker's providing education and best practices, ideas, what has worked for them."

- Anonymous

7:30 - 8:45 AM | Sign-in and Continental Breakfast (ends at 8:30) + Welcome

Tom Evans MD, FAAFP

8:45 - 9:45 AM | Keynote | Detecting Signal from Noise: A Leadership Must

Maulik Joshi, Dr.P.H.

The disruption and change in healthcare remains at a rapid pace. Coming through a pandemic, many people are burnt out, but the demand for better healthcare has only increased. There is so much noise that those in the healthcare field grapple with. New entrants in the market, challenging workforce needs, growing community health expectations, financial instability are just to name a few. Healthcare leaders must detect the signals from the noise to stay focused on what matters to the people we serve. In this session we will talk about the noise and how key signals must be detected for us to focus on - population health, social determinants of health, culture, quality and leadership. Our communities needs leaders who are going to quickly identify these signals, implement solutions and drive better healthcare and health for all.

Objectives:

- + Analyze examples of key practices that can be implemented to improve population health
- + Examine environmental trends that are impacting healthcare
- + Identify examples of key practices that can be implemented to improve quality and efficiency

9:45 – 10:15 | Break/Exhibit Hall Time

10:15 - 11:15 AM | Quality + Leadership Panel: What's Old is New Again – Leading with Quality

MODERATOR *Tom Evans MD, FAAFP*

PANEL

+ <i>Maulik Joshi, Dr.P.H.</i>	+ <i>Dr. Jeff King, PhD</i>
+ <i>Benjamin Anderson, MBA, MHCDS</i>	+ <i>Shawna Forst, CPHQ, MBA</i>
+ <i>Jason C. Harrington, FACHE</i>	

In this panel session, we will discuss how what is old is new again – quality! Regardless of all the changes in the healthcare field, providing the best quality care and service and improving quality is still job one. We will examine the value of community members in development and oversight of processes, projects, and outcomes as well as strategic planning activities. We will analyze how quality professionals ensure the board is up to date on quality measures. We will also discuss what works and what we need to do more of and less of to focus on improving results. Lastly, we will consider the board of directors' perspective and how they best understand quality metrics.

Objectives:

- + Examine the value of community members in development and oversight of process, projects, and outcomes as well as strategic planning activities.
- + Analyze all the changes in the healthcare field and discuss how to provide the best quality care and service while improving quality.
- + Discuss how quality professionals ensure the board is up to date on quality measures.
- + Consider the board of directors' perspective and how they best understand quality metrics.

11:15 – 12:30 | Lunch and Exhibit Hall

12:30 – 4:00
Breakout Sessions
+ Exhibit Hall

Breakout
Tracks

A: Leadership
B: Healthcare Data + Reporting
C: Community

12:30 - 2:00 PM, Bishop AB | Breakout 1A: A Communications Crisis in a Rural Community

Erin Sullivan, PhD

The stability of rural health care delivery systems may be determined by hospital and clinic administrative and governance leaders' effectiveness in communicating about significant events and strategic decisions to other stakeholders. How do leaders ensure the right messages are communicated to the right audiences at the right times? In this session, we will discuss a Harvard Business School-style case study about a massive communications failure between a hospital board and CEO as an opportunity for participants to analyze common communication challenges and think through how this failure could be prevented. At the end of this session, you will have a foundational understanding of the importance of a crisis communications strategy as part of a broader emergency preparedness plan.

Please come prepared to participate – this is not a lecture-based experience! *Pre-reading required*

Objectives:

- + Differentiate between what can and should be communicated outside of executive leadership and board meetings, and what should remain confidential
- + Apply tools and strategies to manage crisis communications and public relations. What message should be communicated to whom, and when?
- + Identify critical steps for building out a crisis communications strategy for rural hospitals, clinics and communities so that you can formulate your own plan

12:30 - 1:30 PM, Salon 1 | Breakout 1B - Harnessing Electronic Clinical Quality Measures to Improve Quality and Safety

Michelle Dardis MSN, MBA, RN

This presentation delves into the intricate world of electronic clinical quality measures (eCQMs), essential tools for assessing and improving healthcare quality and safety. Participants will gain a comprehensive understanding of eCQMs, explore new measures addressing critical patient safety and maternal outcomes, and learn practical steps for their evaluation and implementation.

Objectives:

- + Foundations of eCQMs: Examine fundamental eCQM concepts, such as the quality data model and value sets, necessary to interpret eCQM specifications.
- + New Hospital Reporting Measures: Explore recent measure additions to hospital reporting programs addressing patient safety and maternal outcomes.
- + Evaluation and Implementation Strategies: Gain practical insights into evaluating and implementing new eCQMs within healthcare settings.

12:30 - 2:30 PM, Salon 2 | Breakout 1C: Poverty Training

Jayson Henry

This session will introduce you to the dynamics of different socioeconomic backgrounds and how mental models affect the way people think, behave, and communicate. You will learn about 11 resources necessary to provide stability for individuals and families, (such as emotional, spiritual, hidden rules, role models and social capital), and when lacking, the turmoil it can cause as they navigate the world around them. By the end, you will gain a deeper insight into your own and others' experiences and be challenged on how to bridge the gaps without perpetuating dependency.

Please come prepared to participate – this is not a lecture-based experience! *Pre-reading required*

Objectives:

- + Analyze the differences between economic social classes and it's impact on how a person thinks
- + Learn ways to navigate situations with people who view "help" different than you
- + Examine and discuss a case study with your peers

1:30 - 2:30 PM, Salon 3 | Breakout 2B: Just Culture and High Reliability Organizations

Julia Pyle MSN, RN

Healthcare leaders who have seen significant improvements in safety will tell you it starts with high reliability organizing concepts. Compass Network is pleased to present this session on High Reliability Concepts and how to implement a framework for staff to feel safe reporting mistakes and/or near misses that is foundational in creating a culture of safety for patients and their families. The framework of Just Culture ensures balanced accountability for those responsible for system design and process improvement in the workplace.

Objectives:

- + Define High Reliability Organizing Concepts
- + Define Just Culture
- + Describe the components of an incident decision tree
- + Review best practices for implementing incident decision tree into your organization

2:00 – 2:30 PM | Bishop AB Break/Exhibit Hall

2:30- 3:00 PM | Salon 1, 2 and 3 Break/Exhibit Hall

2:30 - 4:00 PM, Bishop AB | Breakout 2A: Rural Hospital Leadership Conundrum

Benjamin Anderson MBA, MHCD and Erin Sullivan, PhD

Rural hospitals face an ever-evolving set of challenges, one of which is the burnout of dedicated healthcare workers on the frontlines of care delivery. If you are struggling with how to address the root causes of burnout in your health system, then this session is for you! Through an interactive discussion of a Harvard Business School-style case study, we will explore the individual and structural issues that contribute to burnout in a rural setting. At the end of this session, you will have specific tools and strategies that you can use next week.

Please come prepared to participate – this is not a lecture-based experience!

Objectives:

- + Assess the individual and structural (or system-level) issues that contribute to health care workers' burnout in a rural setting
- + Identify tools to transform the systems that currently perpetuate burnout and moral injury among health care workers
- + Analyze workplace stressors in order to generate long-term solutions to mitigate burnout

3:00 - 4:00 PM, Salon 1 | Breakout 3B: Clinical Data vs Claims Data for Quality Improvement

Jaime Bland, DNP, RN

Bringing together clinical data and claims data in a form that supports a variety of tools and analytics is key to improve outcomes, quality, and cost. An integrated data approach will yield better results than can be achieved with clinical or claims data alone. Leveraging policy, technology and comprehensive data sources can produce meaningful results in quality improvement programming.

Objectives:

- + Define the value of integrating clinical and claims data for quality improvement
- + Explore the opportunities to leverage the health data utility for aggregating integrated clinical and claims data
- + Discuss the impact of policy and data standards on quality improvement

3:00 - 4:00 PM, Salon 2 | Breakout 3C: Expansion of Recovery Housing Efforts

Cody Crawford

Recovery housing is an integral part of the recovery and healthcare continuums in Iowa. In this session we will learn about recovery housing in Iowa today, efforts underway to expand this resource, and its important role in our healthcare system.

Please come prepared to participate – this is not a lecture-based experience!

Objectives:

- + Explore the current state of recovery housing in Iowa
- + Identify what work is being done in Iowa around recovery housing
- + Analyze how recovery housing can work in tandem with the healthcare continuum

4:00 PM | Adjourn



Location

This event is taking place at the Meadows Events and Conference Center located at 1 Prairie Meadows Dr, Altoona, IA 50009. A discounted guestroom rate has been secured at the Prairie Meadows Hotel (connected to The Meadows Event and Conference Center). Limited rooms are available. Please call the Prairie Meadows Hotel at (515) 967-1000 to make a reservation and let them know your reservation will be under the IHC room block.



Videos

Registration and participation in the IHC Annual Forum constitute an agreement by the registrant to IHC's use and distribution (now and in the future) of the registrant or attendee's image or voice in photographs, video, electronic reproductions and audio recordings of such events and activities.



Handout Information

IHC will not be providing paper handouts to attendees. Registrants will be contacted via e-mail by the IHC Education team when presentation handouts and resources are available on the event webpage prior to the event.



ADA Policy

IHC does not discriminate in its educational programs on the basis of race, religion, color, sex or handicap. IHC wishes to ensure no individual with a disability is excluded, denied services or segregated or otherwise treated differently than other individuals because of the absence of auxiliary aids and services. If you need any of the auxiliary aids or services identified in the Americans with Disabilities Act in order to attend this conference, please call 515-288-1955 or connect with the Education Department at IHC education@ihconline.org (e-mail).



Cancellation Policy

No-shows will be billed. Cancellations and substitutions welcome anytime. All cancellations and substitution requests must be sent to Amber Rizzo at rizzo@ihconline.org (e-mail). A full refund will be given to all cancellations received 10 or more business days prior to the conference. A \$50.00 administrative fee will be charged to all cancellations received six to nine business days prior to the conference. No refunds will be given to cancellations received five or fewer business days prior to the conference. Refunds will be calculated by the date received and the IHC business days remaining prior to the conference. IHC reserves the right to cancel the conference due to insufficient enrollment, in which case pre-registered participants will be notified and full refunds provided.



Certificate of Attendance

A General Certificate of Attendance will be available, at the closing of the conference. This certificate will not award any continuing education credits but can be used as your proof of attendance. IHC recommends keeping a copy of the onsite agenda and that you contact your own board or certification organization to find out what is required to submit for continuing education credits.

Continuing Medical Education (CME)

Accreditation: This activity has been planned and implemented in accordance with the accreditation requirements and policies of the Iowa Medical Society (IMS). Iowa Healthcare Collaborative (IHC) is accredited by the IMS to provide continuing medical education for physicians.



Designation: IHC designates this live activity for a maximum of 5.0 AMA PRA Category 1 Credit(s)[™] Physicians should claim only the credit commensurate with the extent of their participation in the activity.

Commercial Support: This activity was developed without support from any ineligible company. *The ACCME defines ineligible companies as those whose primary business is producing, marketing, selling, re-selling, or distributing healthcare products used by or on patients. Note: The ACCME does not consider providers of clinical service directly to patients to be commercial interests unless the provider of clinical services is owned, or controlled by, and ACCME defined ineligible company.

Disclosure: IHC adheres to the Standards for Integrity and Independence in Accredited Continuing Education. The content of this activity is not related to products or the business lines of an ACCME-defined ineligible company. None of the planners or moderators for this educational activity have relevant financial relationships to disclose with ineligible companies whose primary business is producing, marketing, selling, re-selling, or distributing products used by or on patients.

American College of Healthcare Executives (ACHE)

In-Person: This program has been developed and is presented locally by the Iowa Healthcare Collaborative and the ACHE of Iowa Chapter. The ACHE has awarded 1.5 ACHE In-Person Education Credits for the Keynote and Leadership Panel.

Qualified Education: By attending the 2024 IHC Annual Forum offered by The Iowa Healthcare Collaborative participants may earn up to 3.0 ACHE Qualified Education Hours toward initial certification or recertification of the Fellow of the American College of Healthcare Executives (FACHE) designation.

Nursing Continuing Education

Up to 5.0 Nursing Contact Hours will be awarded for this conference by IHA Iowa Board of Nursing, provider #4. Contact hours will be available during this conference to participants who attend sessions in their entirety. Partial credit for individual sessions will not be granted.

Certified Professional in Healthcare Quality (CPHQ)

This program has been approved by the National Association for Healthcare Quality for a maximum of 5.0 CPHQ continuing education credits for this event.

Certified Professional in Patient Safety (CPPS)

This activity meets the criteria of the Certification Board for Professionals in Patient Safety for up to 11.0 CPPS CE hours. It is the provider's responsibility to track course expiration dates and to submit renewal applications prior to the expiration date identified above (if applicable). If you have questions please contact Sarah Blossom, director of certification, at 617-391-9927 or sblossom@ihi.org.

Tom Evans MD, FAAFP, President and CEO at IHC

Tom Evans has been President and CEO of IHC since 2005. Dr. Evans received a bachelor and master of arts degree from Drake University. He received his medical degree from the University of Iowa in 1983 and completed his Family Medicine residency at Broadlawns Medical Center in 1986. He practiced family medicine for thirteen years before serving as chief medical officer for the Iowa Health System from 1999 to 2005. Dr. Evans has served as President of both the Iowa Medical Society and the Iowa Academy of Family Physicians. He has also served on the delegations for both the American Medical Association (AMA) and the American Academy of Family Physicians. Dr. Evans is a faculty member with the Institute for Healthcare Improvement, the College of Medicine at Des Moines University and the College of Public Health at the University of Iowa. He also serves on the Board of Trustees for Bethel University in St. Paul, Minnesota.

Jennifer Brockman MHA, BSN, RN, Chief Clinical Program Officer at IHC

As the Chief Clinical Program Officer for IHC, Jennifer Brockman leads an organizational structure that supports quality improvement, patient safety, change management, data analytics and achievement of strategic directives. Brockman has more than twenty years of clinical nursing experience in a variety of healthcare settings including acute and long-term care, quality management and infection prevention. She received a Bachelor of Science and Nursing Degree from the University of Iowa and Master's in Healthcare Administration (MHA) Degree from Walden University. Brockman has extensive experience designing and executing small and large scale clinical and population health strategies, statewide alignment strategies and national provider networks.

Maulik Joshi, Dr.P.H., President and CEO, Meritus Health, Inc.

Maulik Joshi, Dr.P.H. is the President and CEO of Meritus Health, Inc. This organization includes the proposed Meritus School of Osteopathic Medicine (MSOM) and Meritus Medical Center (MMC). Previously, Maulik was the COO and executive vice president at the Anne Arundel Health System (AAHS). Prior to AAHS, Maulik was at the American Hospital Association as associate executive vice president and president of the Health Research and Educational Trust. Maulik has also worked at the Institute for Healthcare Improvement, the Agency for Healthcare Research and Quality, the University of Pennsylvania Health System and The HMO Group. Maulik earned his Doctorate in Public Health and MHA from the University of Michigan. He was editor-in-chief for the Journal for Healthcare Quality. He also co-edited The Healthcare Quality Book: Vision, Strategy and Tools (5th edition published in 2022) and coauthored Healthcare Transformation: A Guide for the Hospital Board Member and Leading Healthcare Transformation: A Primer for Clinical Leaders (2nd edition published in 2023). Maulik has authored a combination of over fifty peer-reviewed articles, commentaries and perspectives. Maulik is an adjunct faculty at the University of Michigan School of Public Health in the Department of Health Management and Policy where he teaches annually. He serves on numerous Boards of Trustees within and outside of healthcare.

Jaime Bland, DNP, RN, President and CEO of Regional Health Data Utility - CyncHealth

Since being appointed CEO in 2018, Dr. Bland has piloted CyncHealth's strategic growth beyond the established health information exchange and Prescription Drug Monitoring Program in Nebraska to include four new entities. This includes CyncHealth Advisors, the CyncHealth Foundation, the Nebraska Healthcare Collaborative and CyncHealth Iowa. Dr. Bland serves as an influential and impactful board member for each of these entities as well as a number of regional and national organizations guiding the expansion, use and accessibility of health data. Prior to CyncHealth, Dr. Bland has held leadership positions in regional, national, and international markets within the public and private sectors. Dr. Bland has extensive experience in establishing and leading care management, population health, and clinical quality initiatives. She holds advanced degrees in informatics and a Doctor of Nursing Practice in Public Health-Global Health Nursing from Creighton University in Omaha, Nebraska.

Benjamin Anderson, MBA, MHCDS, President and CEO, Hutchinson Regional Healthcare System

Benjamin Anderson is responsible for the management, direction, and coordination of all organizational operations and related activities in pursuit of the goals and objectives as set forth by the Board of Directors. During the four years prior to joining Hutchinson Regional Healthcare System, Benjamin served as Vice President for Rural Health and Hospitals at the Colorado Hospital Association, where he provided leadership and direction in the development and execution of the Association's rural strategies, advocated on behalf of rural hospitals and health systems and developed strategic partnerships with organizations that affected the health of rural Coloradans. Before his move to Colorado, Benjamin served as CEO of Kearny County Hospital, a comprehensive rural healthcare delivery complex in Lakin, Kan. that serves patients of thirty nationalities within a 180-mile radius. During his time there, he led the organization through a period of rapid growth, expanding access to coordinated primary care and specialty services. Anderson is a recognized leader in transforming rural health care through a mission-driven approach to recruiting physicians to underserved areas, tying together domestic and international service. His work was recognized on CBS Sunday Morning, NPR, and in POLITICO and Sports Illustrated. Anderson was named to Becker's Hospital Review's Rising Star list of healthcare leaders under 40 and one of Modern Healthcare's 2014 Up and Comers. He earned a Bachelor of Arts in English in 2004 and Master of Business Administration in 2007 from Drury University. He also obtained his Master of Healthcare Delivery Science in 2016 from the Tuck School of Business at Dartmouth College.

Shawna Forst, CPHQ, MBA, Performance Excellence, Quality and Risk Coordinator, MercyOne Newton Medical Center

Shawna Forst leads the Patient and Family Advisory Council at her organization. Shawna graduated from Simpson College in 2002 with a Bachelor of Arts in Physical Education and a Coaching Endorsement. In 2010, she became a CPHQ and received her Lean Green Belt certification in 2014. In 2018, Shawna earned her Masters in Business Administration from Western Governors University. She has certifications in Nonviolent Crisis Intervention, A.L.I.C.E. (active shooter response) and Hospital Emergency Coordinator through Georgia Regents University. Shawna currently serves on the Board for the Iowa Association for Healthcare Quality and has been a member of the National Association for Healthcare Quality since 2010. In 2010, she co-authored Lean Healthcare in Action: A practical Guide to Streamlining Processes. Shawna has a passion for supporting healthcare colleagues in all areas of quality to help provide safe and quality care to patients. She strives to help elevate and center the patient voice.

Jayson Henry, CEO, The Well Offering Help and Hope

Jayson Henry is the CEO of The Well, a 501(c)(3) organization impacting the lives of people struggling in poverty, with locations currently in four Iowa communities. The Well collaborates with other local partners interested in more effectively supporting people who lack stability in life. Their unique approach to breaking dependencies and putting people on a path to transformation is receiving recognition across the state of Iowa and beyond, attracting visits from the Iowa governor and other state and local representatives.

Taking a seemingly traditional path after high school, Jayson attended Iowa State University to study business management. Upon graduation in 1994, he accepted a position at Pella Corporation in Pella, Iowa to pursue a job in business where he held various manufacturing leadership roles. In 2011, he joined Vermeer Corporation in Pella, leading manufacturing operations, while concepting with a group of community members what would soon become The Well. Unbeknownst to his peers, he had spent his adult life trying to escape the hurtful and often tumultuous childhood that he knew growing up, one of generational poverty. Jayson was elected as the first chair of The Well Board of Directors in 2014 and appointed CEO in 2015 where he has led The Well in double digit growth annually, increasing their ability to impact the lives of people struggling in poverty.

**Erin E. Sullivan, PhD, Associate Professor of Healthcare Management,
Sawyer School of Business at Suffolk University**

Erin Sullivan is a scientific storyteller in a discipline dominated by quantitative measures. She illuminates quantitative findings with rigorous thematic, inductive and deductive analyses of the stories of the human beings who comprise small and large datasets, thus providing texture and meaning to the numbers that healthcare and medicine favor but which fail to provide the context for the findings.

She conducts research that raises the status and importance of primary care in the United States health system, focusing on understanding the mechanisms that support excellent and sustainable primary care practice in the United States. Her applied research bridges management principles and primary care in ways that strive to improve the efficacy of care delivery and performance of primary care practices. In the last five years, she has conducted primary care focused research related to three critically important topics: 1) Burnout mechanisms, reduction and elimination 2) The lessons from the devastating impact of COVID-19 on healthcare providers and 3) The role of physician leadership in more effectively guiding healthcare systems. Professor Sullivan's research is published in top journals such as the Journal of General Internal Medicine, the Journal of the American Board of Family Medicine, the New England Journal of Medicine Catalyst Innovations in Care Delivery and the Journal of Healthcare Management.

Sullivan teaches leadership and organizational change as well as the capstone course to students in the MHA program. She has extensive experience in the areas of case-based teaching and experiential learning. In addition to her teaching and research, Professor Sullivan serves on the editorial boards of the Case Research Journal and the Journal of Healthcare Administration Education. She also currently holds a faculty appointment in the Department of Global Health and Social Medicine/Center for Primary Care at Harvard Medical School. Professor Sullivan has conducted research related to healthcare delivery in over ten countries and on three continents. She holds a Bachelor of Arts in Art History from Wellesley College and a PhD in Business Studies from Trinity College, Dublin.

Julia Pyle MSN, RN, Quality Improvement Advisor, Kansas Healthcare Collaborative (KHC)

Julia Pyle joined KHC in April 2022 as a Quality Improvement Advisor. She provides consultation and quality improvement support to hospitals and other healthcare organizations across the state collaborating with KHC in quality and patient safety initiatives. Through coaching, technical assistance, and engaging with healthcare leaders, Julia provides support for improvement related to safe patient care. In her role, she draws on continuous improvement methodologies and operational/clinical expertise to analyze and influence improvement using evidence-based practices. Julia brings more than thirty years of progressive experience in the healthcare industry with a background that includes critical care, education, supervisory and executive leadership roles. Julia has been a leader in bringing high reliability concepts and evidence-based practices into hospitals to ensure delivery of high-quality care and excellent customer satisfaction. Julia completed her undergraduate degree at Pittsburg State University before receiving her master of science degree from the University of Missouri, Kansas City.

Cody Crawford, Division Director for the Treatment for Individuals Experiencing Homelessness Project, Iowa Department of Health and Human Services Behavioral Health Department

Cody Crawford was born and raised in western Iowa, attended the University of Iowa and currently resides in eastern Iowa. He has worked in the substance use field for the last six years, started with prevention work and then focused on housing and recovery initiatives for individuals with substance use disorder. He started with Iowa Health and Human Services in 2021. In that time, he joined a team that focuses on recovery services and infrastructure across Iowa. This work has included recovery community centers, recovery housing and recovery support services.

Michelle Dardis, MSN, MBA, RN, Quality Measurement Director, The Joint Commission

Michelle Dardis oversees activities related to the development, testing, implementation, and maintenance of quality measures, performance measurement systems and quality measure analytics. She is an informatics nurse with a focus on leveraging real world data for quality measurement, with experience in semantic interoperability, quality improvement, and measurement science. Her federal and other advisory experience includes serving as a track lead in Centers for Medicare and Medicaid Services (CMS) and ONC kaizen events pertaining to interoperability and clinical quality and membership on measure development technical advisory panels.

Prior to her role at The Joint Commission, she served as a health information technology standards expert to multiple clients including the CMS and served as principal investigator on projects to develop and maintain chart-abstracted, claims-based and electronic clinical quality measures used in national reporting programs. Ms. Dardis has held hospital-based roles developing clinical decision support tools, implementing Meaningful Use and other Electronic Health Record (EHR)-enabled quality measurement and improvement solutions, as well as leading hospital EHR implementations. Dardis received her Master of Business Administration and Master of Science in Nursing from Loyola University, Chicago. She is a licensed registered nurse with clinical practice experience in cardiac acute care, nursing management and informatics.

Dr. Jeff King, PhD, Co-Founder and Laboratory Director, Keystone Laboratories, Inc.

Before founding Keystone in 1989, Dr. King spent eleven years in the Environmental Services Laboratory at the Maytag Corporation in Newton. Prior to joining Maytag, he worked as a research chemist for Hach Chemical Company in Loveland, CO. Dr. King received his Bachelor of Science in Chemistry from Georgia Southern College, and his Master of Science and Ph.D. in Analytical Chemistry from Iowa State University. He is a member and former President of the Environmental Professionals of Iowa. He has been active in the American Council of Independent Laboratories (ACIL), previously serving as the Chair of the Central Division, a member of the national Board of Directors, the Membership Chair and member of the Board of the Environmental Sciences Section. In 2009, he received the ACIL Roger W. Truesdail Award for significant individual contributions to the independent scientific, engineering, and testing community. In 2021, Keystone Laboratories, Inc. was sold to Microbac Laboratories, Inc. and Dr. King retired from the business in June 2022. He was first elected to a 4-year term of the Board of Trustees of the City of Newton owned Skiff Medical Center in November 2007 and was re-elected to the Board in November 2011. Upon acquisition of Skiff Medical Center by Mercy in July 2015, he was appointed to the new Mercy Skiff Medical Center Board.

Jason C. Harrington, FACHE, President and CEO, Lakes Regional Healthcare

Jason Harrington has been the President and CEO of Lakes Regional Healthcare since 2009. In his career, he has served as the vice president of operations for Spencer Hospital, regional clinic administrator for Avera McKennan, adjunct professor for Colorado Technical University, regional human resources director for Avera McKennan and director of employee health plans for the state of Iowa. He is currently an active member for the Iowa Hospital Association (IHA) Board of Directors, American Hospital Association Policy Review Board and Chairman of Dickinson County Trails Board. In the past, he has served as an IHA policy and advocacy council chairman, IHA Servishare board member, State Board of Health member, Iowa Great Lakes Chamber of Commerce Board member, co-chair of Spirit Lake Blue Zones Initiatives and YMCA board member/past board chair. Jason earned his Bachelor of Science Degree in Political Science and Human Resources from the University of Northern Iowa, a MHA from the University of Osteopathic Medicine and Health Sciences as well as a Fellow of the American College of Healthcare Executives certification.

