Overview
Building off the first webinar held on December 2, entitled “Affiliations and Consolidations: What You Need to Know Now – A Case-Based Approach,” the speakers will use this webinar to expand on a number of critical elements, including defining success, understanding what is likely to go wrong, and engaging key stakeholders in the process. Participants will also learn the five pitfalls that tend to sabotage success. Some context will be provided for initiating discussions.

Target Audience
Senior level executives, physician leaders, board members

Objectives
- To understand the dynamics that have lead (and are leading) to the high rate of affiliations
- To understand how affiliations may help an organization, as well as the issues that affiliations will not remedy
- To understand some of the interpersonal dynamics that may influence an affiliation
- To understand primary concerns of each of the stakeholder groups within an affiliation
- To recognize and prepare for those dynamics in the midst of an affiliation discussion
- To begin thinking through the steps that one might take in thinking through an affiliation opportunity

Faculty
Brandon Klar, MHSA, FACHE, is senior manager with The Camden Group and specializes in strategic and business planning advisory services, including medical staff development, physician alignment, service line planning, master facility planning and transaction work (e.g. mergers, acquisitions, affiliations, joint ventures).

Prior to joining The Camden Group, Mr. Klar served as the vice president of planning and network development at CharterCARE Health Partners, a 579-bed two-hospital system in Providence, Rhode Island. While there, he led the system-wide strategic planning and medical staff development functions, staffed the post-merger integration process, and oversaw service line program development and master facility planning.

Prior to work at CharterCARE Health Partners, Mr. Klar held the role of administrative director of planning, business development and perioperative services for St. Joseph Health Services of Rhode Island, a 359-bed Catholic health system. In his role there, he directed the organization’s multi-phased campus integration/consolidation initiative and was integrally involved in the joint affiliation task force formed for the development of CharterCARE Health Partners. Operationally, he led the restructuring initiative of the perioperative division resulting in increased productivity above the 90 percent percentile and significant operational savings.

Mr. Klar is a fellow with the American College of Healthcare Executives and a board member of the Rhode Island chapter. He holds a master's degree in health science administration from Xavier University in Cincinnati, Ohio and a bachelor’s degree from Thomas More College in Crestview Hills, Kentucky.

Virginia Tyler Smith, MDiv, FACHE, is a senior advisor with The Camden Group and has more than 20 years of professional experience in the healthcare industry. She specializes in strategic planning and program development, mergers and service line planning. She also has significant experience as a facilitator working on organizational development issues with senior management teams.

Prior to joining The Camden Group, Ms. Tyler served as president of Tyler Consulting, Inc., a national healthcare consulting firm, providing advisory services to hospitals and healthcare related organizations. While there, her areas
of focus included board development, acute care strategic planning, provider network development, organizational consolidations, ACOs, American Nurses Credentialing Center Magnet designation and foundation relations.

Ms. Tyler also previously served as associate director for Navigant Consulting, where she focused specifically on consolidation and mergers of academic medical centers, and Catholic hospital systems, as well as strategic advisory to health-related not-for-profits. She served as vice president, strategic planning and business development at Thompson Health in Canandaigua, New York. There, she oversaw all strategic planning, corporate communications, and managed care functions for this community health system consisting of seven corporations. She simultaneously functioned as chief administrator to two related entities.

Ms. Tyler earned her bachelor’s degree from the University of Rochester in Rochester, New York, her Master of Divinity degree from Harvard University in Cambridge, Massachusetts, and her certificate in healthcare management from the University of Michigan in Ann Arbor, Michigan.

Dr. Ken Cohn, MD, MBA, is to the best of his knowledge, the only general surgeon/MBA in the United States who speaks, consults, writes and teaches about physician-hospital relations. Using real-life stories from his work in 42 states, he demonstrates ways that collaboration improves retention and clinical and financial outcomes. Dr. Cohn has been mentoring physicians in leadership development over a decade, finding that they enjoy learning from a fellow practicing physician.

Certificates of Attendance
Certificates of Attendance will be issued to all registrants attending this webinar. These certificates should be placed on file at your hospital as evidence of attendance. Certificates of Attendance will not be awarded for taped sessions.

Registration
$190 per session for AHA Members

The registration fee includes one connection and site fee. One or more individuals from the same facility may participate for the same fee. Participants are encouraged to log in 15 minutes prior to the start of the program.

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Prior to the event, you will receive instructions and passwords for accessing the event, along with the slide presentation and other resource materials. It is the responsibility of the registrant to download and/or access presentation materials prior to the day of the event.

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A (More) In-Depth Approach to Assuring Success and Avoiding Pitfalls

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