



Education Committee
Meeting Minutes
September 5, 2014

Committee Members Present (9): <ul style="list-style-type: none"> • Mick Belzer - Chair • Sherrie Williams – Vice Chair • Craig Cathcart • Susan Cooper • Sue Currin • Delvecchio Finley • James Gonzalez • Arnold Tabuenca • Joseph Woelkers 	Committee Members Absent (3): <ul style="list-style-type: none"> • Ted Chan • Tom Quatroche • Stephanie Thomas 	Staff Present (9): <ul style="list-style-type: none"> • David Engler • Josel Fritz • Shawn Gremminger • Alana Mallory • Kristine Metter • Katie Reid • Bruce Siegel • Nneka St. Gerard • Katherine Susman
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Agenda Items	Minutes
Educational Programming Overview and Data Analysis (Belzer and Reid)	<p>Review Current Scope of Programming</p> <ul style="list-style-type: none"> • The committee supports, guides and reviews America’s Essential Hospitals educational programming. This includes the annual conference, two policy assemblies, the Innovations Summit, a waiver workshop, regional strategy meetings, leadership development (fellows program), webinars, and interest groups. • Interest groups are a newer development and serve to help communication, networking and support among colleagues. The organization currently has four active interest groups (Government Relations, 340B, Foundation Directors, Medial Leaders) and may expand to have more in the future. These groups have regular calls and are guided through steering committees. <p>Review Data Analysis</p> <ul style="list-style-type: none"> • The committee reviewed several diagrams displaying educational program participation and engagement among the membership. • An affinity diagram measured efficacy/uptake and divides members into four quadrants based on participation (webinars, in-person meetings, etc). One interesting finding is that some members participating in outlying programs often do not engage in more popular topics. • A relationship diagram highlighted connections between member engagement and the pillars of the association’s strategic plan. Past participation was predominantly in policy/advocacy, but with expanded programming the organization saw increased participation in other topic areas during 2014.

	<ul style="list-style-type: none"> • These analytics allow the organization to synthesize the different data points and then pursue targeted outreach to increase participation.
Improving our Content and Delivery (Metter)	<ul style="list-style-type: none"> • The committee discussed various education styles common in adult learning and what the best methods/modes are: <ul style="list-style-type: none"> ○ Pros and cons of cohorts: the organization has hosted several distance learning cohorts in recent years. Closed cohorts build bonds but limit new perspectives. ○ In-person vs distance learning: in-person is interactive but also expensive and a time commitment. It is important for the annual conference to be in a popular location to increase attendance. It is also critical to know which topics lend themselves to in-person meetings. For example, if there is no interaction or discussion needed, then distance learning would be more appropriate. The committee spoke to institutional decisions for who attends in-person meetings. Some would find it useful to have a structured process/tool for attendees to use when reporting back what they learned at conferences. Staff will explore developing such a tool. ○ Flipped classroom: It can be very helpful for attendees to have “pre-work” to understand content and delve deeper during presentations/discussion, but this format asks more of participants. It can be helpful to have very large groups so that if not everyone completes assignments, the discussion can still move forward. The fellows have had some flipped-classroom structure, using independent projects and coaching sessions, which has been successful. ○ Generally the committee expressed interest in a mix of all three methods, each being used for the appropriate learning activities. ○ Each October every member CEO receives a report outlining how their institution participated with the association over the past year. The committee suggested adding a section to the report on what educational programs the member missed to draw attention to these activities and encourage future participation.
Innovations Summit (Engler)	<ul style="list-style-type: none"> • The association will host its third annual Innovations Summit in October. Attendance has grown each year as has the depth and quality of programming. For 2014, America’s Essential Hospitals will again partner with AcademyHealth. The program is intentionally designed to capture an “inside the beltway crowd” of policy makers, government, Hill staff, and others to showcase the work of essential hospitals. The committee discussed how to best showcase the content. Currently, the association learns about innovative programs through the Gage Awards, member visits, and the new call for proposals. These will be rich sources for forming future programs. • The committee emphasized that sound bites are very important for this audience. • There is interest in focusing next year’s summit on behavioral health. The committee discussed the impact and landscape of that topic among hospitals today, which is expansive.
Interest Groups (not on original agenda) (Belzer)	<ul style="list-style-type: none"> • With a growing network of interest groups the association will need to decide which, if any, new interest groups should be developed moving forward. Staff asked whether the committee saw value in expanding the programming and

	<p>which areas could bring value. The committee emphasized that these groups would need to be unique from what other organizations may already offer. Staff capacity is also needed to grow the programming. The committee expressed general approval of the program and suggested that surveying members for interest would be useful when deciding where/if to expand.</p>
VITAL2015 (St. Gerard)	<ul style="list-style-type: none"> • The Call for Proposals will open on September 15, with submissions due by November 20. At that time the committee will have two weeks to score the proposals before a group call on December 12. The committee was asked to promote the process to colleagues over the next few months and submit any ideas they may have. Committee members will be recused from scoring their own proposals during the selection process so that they may still participate. • Two site visits occur during VITAL, one for fellows and one open to conference attendees. The committee discussed ways to optimize the site visit, with specific attention to presentation/tour ratio and type of facility visited: <ul style="list-style-type: none"> ○ New, innovative facilities are compelling for tours. ○ Dividing into small tour groups can allow visitors to see what interests them specifically. ○ It is important to have a presentation portion but that should be brief enough to spend substantial time on the tour. ○ It would be helpful to staff to have committee members weigh in on what they think members will want to see as opposed to letting the host hospital design the full program on their own. ○ The committee decided that a few volunteers will help the host hospital develop the 2015 site visits. Mick, Sherrie, Joe, and Craig volunteered to serve on this task force. An initial call will be scheduled in October.
Advocacy/Policy Programs (Gremminger)	<ul style="list-style-type: none"> • America's Essential Hospitals government relations efforts aim to help members across the country be as effective as possible. Staff lobbyists' reach can only go so far and call for action with Congress are most effective when they hear from the hospitals themselves. The committee was briefed on current activities used to increase member engagement. • During off years for the GR Academy the association does other outreach activities. This year there have been two regional strategy meetings, one in Atlanta and one in Chicago. These serve to gather a group of hospitals in a particular region to talk through federal priorities and get members engaged in advocacy. Member capacity for government relations is a spectrum, some select hospitals have dedicated lobbyists in DC but the vast majority have only a few staff, if any, designated for this purpose alone. • The Atlanta meeting received positive reviews that echoed the importance of learning how to communicate on a federal level. The organization is interested in the value of reaching other parts of the country with dense membership, such as Texas and California. The budget for 2014 allowed for two meetings this year, and while the GR Academy in 2015 does not preclude holding more, there are budget/bandwidth concerns. The committee expressed interest in other regional meetings, and although state associations provide some support, their focus is rarely on the safety net. • The committee discussed the best way to define other regions, noting that California and Texas are large enough to hold their own meetings.

	<ul style="list-style-type: none"> • The GR Academy is loosely based on the structure of the fellows program and utilizes mentorship. They have three meetings which are attached to other organization events throughout the year. The program culminates in a project focusing on an individual advocacy strategy for a specific legislative or regulatory issue in Washington. These projects can then be used in actual execution. In 2015 the association will explore a new feature of the program by focusing on communications and storytelling and inviting participants to bring their communications director with them to the second session. • The committee discussed how to boost attendance for the GR Academy and make the program worth the investment for leadership at member hospitals. Ideas included providing specific talking points for senior executives to see why federal advocacy training is useful and scholarship opportunities from external funders. • The committee supported an idea to hold a half day training session at VITAL conferences for hospital CEOs to learn about effective government relations strategies, but expressed that it will need intentional marketing to get substantial attendance.
Essential Women's Leadership Academy (Engler and Fritz)	<ul style="list-style-type: none"> • In response to the gender gap in senior positions within member hospitals, America's Essential Hospitals plans to launch a women's leadership academy. This will be slightly modeled after the existing fellows program but will be niched and not compete for the same audience. The organization did a scan of activities across the membership and found only a few programs with this focus. The women's academy will aim to incorporate training, leadership skill development, networking, and high visibility projects. • The committee was asked for input on how to construct the initiative and discussed the following: <ul style="list-style-type: none"> ○ This will target female director/Vice President level executives who want to eventually move to more senior leadership positions. ○ Mentors will come from c-suite positions. ○ Mentorship will be a key component of the program but is a significant commitment. The committee raised a question of whether male mentors would be valuable in addition to females. There are benefits of having mentors inside and outside of the organization. External mentors can serve as a neutral safe place and offer outside perspective. ○ Mentors would be recruited and trained, and agree to a personal and professional time commitments. There will be periodic phone calls and potentially two in-person meetings, though staff will consider whether the mentee/mentor pair should decide on the best form of interaction for them personally. ○ The committee discussed the mentor/mentee ratio. It may be efficient to have two mentees per mentor, but one on one relationships could be more impactful and manageable. Recruiting mentors and mentees will be up to interested individuals rather than selected by CEOs, as it can only be valuable if self-driven.
Next Steps/ Recap (Belzer)	<ul style="list-style-type: none"> • A subset of the committee will meet with the VITAL2015 host hospital this fall to discuss next year's site visit. • Metter reminded the committee of a standing request to send any keynote speaker ideas to staff.

	<ul style="list-style-type: none"> • The committee will consider if a September in-person meeting is the best schedule moving forward or if they would prefer to convene in December during the proposals process or July after VITAL. • The committee will meet via teleconference on December 12 from 12:00-2:00pm Eastern Time. There is potential for a call before then (late October or early November).
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