

SCHEDULE

STRATEGIC ESSENTIALS OCTOBER 19-22, 2026

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| MONDAY | Registration and Breakfast with Exhibits | 7:30 - 8:30 a.m. |
| | Welcome Remarks <i>Eric E. Howell, MD, MHM</i> | 8:30 - 8:40 a.m. |
| | Facilitator and Table Introductions | 8:40 - 9:00 a.m. |
| | Hospital Medicine's Silver Anniversary and How We'll Get to Gold <i>Efrén Manjarrez, MD, FACP, SFHM</i> | 9:00 - 9:35 a.m. |
| | Stories from the Field: Experiences and Expectations <i>Efrén Manjarrez, MD, FACP, SFHM</i> | 9:35 - 10:00 a.m. |
| | Break with Exhibits | 10:00 - 10:15 a.m. |
| | Why Won't They Follow? The Essence of Change Management <i>Jeffrey Glasheen, MD, MHM</i> | 10:15 a.m. - 12:15 p.m. |
| | Lunch with Exhibits | 12:15 - 1:15 p.m. |
| | Why Won't They Follow? The Essence of Change Management (Continued) <i>Jeffrey Glasheen, MD, MHM</i> | 1:15 - 3:00 p.m. |
| | Break with Exhibits | 3:00 - 3:15 p.m. |
| TUESDAY | Why Won't They Follow? The Essence of Change Management (Continued) <i>Jeffrey Glasheen, MD, MHM</i> | 3:15 - 4:15 p.m. |
| | Breakfast with Exhibits | 7:15 - 8:15 a.m. |
| | Facilitator and Table Check-in | 8:15 - 8:30 a.m. |
| | Mastering Your Leadership Agility: Aligning Who You Are with How You Lead <i>Rachel Thompson, MD, MPH, MHM</i> | 8:30 - 10:30 a.m. |
| | Break with Exhibits | 10:30 - 10:45 a.m. |
| | Mastering Your Leadership Agility: Aligning Who You Are with How You Lead (Continued) <i>Rachel Thompson, MD, MPH, MHM</i> | 10:45 a.m. - 12:15 p.m. |
| | Lunch on Own | 12:15 - 1:15 p.m. |

SCHEDULE

STRATEGIC ESSENTIALS OCTOBER 19-22, 2026

WEDNESDAY

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| Breakfast | 7:15 - 8:15 a.m. |
| Facilitator and Table Check-in | 8:15 - 8:30 a.m. |
| Start at the Top: The Board and the CEO - Surfing the Macro Trends in Healthcare <i>Brian Harte, MD, MHM</i> | 8:30 - 10:30 a.m. |
| Break | 10:30 - 10:45 a.m. |
| Getting Inside the Troubled Mind of the CEO <i>Brian Harte, MD, MHM</i> | 10:45 - 11:15 a.m. |
| Assembling the CEO's Puzzle: Linking Hospital Medicine Performance with Hospital Strategy <i>Brian Harte, MD, MHM</i> | 11:15 a.m. - 12:30 p.m. |
| Lunch | 12:30 - 1:30 p.m. |
| Strategic Planning Amidst Constant Change <i>Russell L. Holman, MD, MHM</i> | 1:30 - 3:00 p.m. |
| Break | 3:00 - 3:15 p.m. |
| Strategic Planning Amidst Constant Change (Continued) <i>Russell L. Holman, MD, MHM</i> | 3:15 - 5:00 p.m. |

THURSDAY

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| Breakfast | 7:00 - 8:00 a.m. |
| Facilitator and Table Check-in | 8:00 - 8:15 a.m. |
| Conflict Management for Leaders <i>Kierstin Cates Kennedy, MD, MSHA, SFHM</i> | 8:15 - 9:30 a.m. |
| Break | 9:30 - 9:45 a.m. |
| Conflict Management for Leaders (Continued) <i>Kierstin Cates Kennedy, MD, MSHA, SFHM</i> | 9:45 - 11:15 a.m. |
| Achieving Success as a Leader: How to Use What You've Learned <i>Kierstin Cates Kennedy, MD, MSHA, SFHM</i> | 11:15 a.m. - 12:00 p.m. |