

# Where the Front Line Meets the Bottom Line

Making the Healthcare System Work for Patients and Communities



**#AFTNHP16**



*A Union of Professionals*

RANDI WEINGARTEN, President  
LORRETTA JOHNSON, Secretary-Treasurer  
MARY CATHRYN RICKER, Executive Vice President

## **OUR MISSION**

The **American Federation of Teachers** is a union of professionals that champions fairness; democracy; economic opportunity; and high-quality public education, healthcare and public services for our students, their families and our communities. We are committed to advancing these principles through community engagement, organizing, collective bargaining and political activism, and especially through the work our members do.

### **AFT Healthcare Program And Policy Council**

**Chair:** CANDICE OWLEY, AFT Vice President; President, Wisconsin Federation of Nurses and Health Professionals, Local 8070  
**Vice Chair:** ANN TWOMEY, AFT Vice President; President, Health Professionals and Allied Employees, New Jersey, Local 8071  
PETER BANKS, Vice President, New York State Public Employees Federation  
ROWENA BLACKMAN-STROUD, Chapter President, United University Professions (New York), Local 2190,  
MARI CORDES, Vice President, Vermont Federation of Nurses and Health Professionals, Local 5221  
PATRICIA FORRAI-GUNTER, Executive Board Member, Cleveland Teachers Union, Local 279  
ANNE GOLDMAN, Vice President of Private Sector & Non-NYC DOE Members,  
United Federation of Teachers, Federation of Nurses/UFT (New York), Local 2  
EMILY HARVEY, President, Kansas University Nurses Association, Local 5132  
DAWNETTE MCCLOUD, President, Oregon Federation of Nurses and Health Professionals, Local 5017  
JEAN MORNINGSTAR, Second Vice President, AFT Connecticut, Local 8006  
DEBRA PERRY, President, AFT Healthcare-Maryland, Local 5197  
BARBARA ROCK, Retired Chair, New York State Public Employees Federation Nurse Committee, Local 4053  
THOMAS STINSON, Saint Paul Federation of Teachers (Minnesota), Local 28

### **AFT RN Program & Policy Council**

**Co-Chair:** ANNE GOLDMAN, Vice President of Private Sector & Non-NYC DOE Members,  
United Federation of Teachers, Federation of Nurses/UFT, Local 2  
**Co-Chair:** STEPHEN ROONEY, AFT Vice President; President, National Federation of Nurses; President, Oregon Nurses Association, Local 5905  
PAULA ANDERSON, Co-Chair, E&GW Commission, Ohio Nurses Association, Local 5903  
JULIA BARCOTT, Economic & General Welfare Chair, Washington State Nurses Association, Local 5901  
VICKY BYRD, Executive Director, Montana Nurses Association, Local 5902  
JOANNE CHAPIN, President, New Milford Federation of RNs, Local 5101, Connecticut  
LORI CHOVANAK, Executive Director, Ohio Nurses Association, Local 5903  
MARI CORDES, Vice President, Vermont Federation of Nurses and Health Professionals, Local 5221  
LUCY EDNIE, President, Montana Nurses Association, Local 5902  
PATRICIA FORRAI-GUNTER, Executive Board Member, Cleveland Teachers Union, Local 279  
JUDY HUNTINGTON, Executive Director, Washington State Nurses Association, Local 5901  
CANDICE OWLEY, AFT Vice President; President, Wisconsin Federation of Nurses and Health Professionals, Local 8070  
DONNA PHILLIPS, Alaska Nurses Association, Local 1953  
LYNDA POND, Economic & General Welfare Chair, Oregon Nurses Association, Local 5905  
BARBARA ROCK, Chair, New York State Public Employees Federation Nurse Committee, Local 4053  
THOMAS STINSON, Saint Paul Federation of Teachers, Local 28, Minnesota  
ANN TWOMEY, AFT Vice President; President, Health Professionals and Allied Employees, New Jersey, Local 8071  
ALAN YODER, Committee Chair, Oregon Nurses Association

### **NFN Executive Board**

**President:** STEPHEN ROONEY, Oregon Nurses Association, Local 5905  
**Vice President:** SUSAN E. JACOBSON, Oregon Nurses Association, Local 5905  
**Secretary:** JACINTA TUCKER, Ohio Nurses Association, Local 5903  
**Treasurer:** DAYLYN PORTER, Montana Nurses Association, Local 5902

### **Directors**

AULA ANDERSON, Ohio Nurses Association, Local 5903  
MARTY AVEY, Washington State Nurses Association, Local 5901  
ANN CARLSON, Oregon Nurses Association, Local 5905  
LUCY EDNIE, Montana Nurses Association, Local 5902  
LYNDA POND, Oregon Nurses Association, Local 5905  
LINDA RIAZI-KERMANI, Ohio Nurses Association, Local 5903  
JENNIFER TAYLOR, Montana Nurses Association, Local 5902



AFT Nurses and Health Professionals is accredited as a provider of continuing nursing education by the American Nurses Credentialing Center's Commission on Accreditation. This activity is jointly provided with the Ohio Nurses Association.

**Conflict of Interest:**

The planners and faculty have declared no conflict of interest.

**Outcomes:**

- ♦ Gain an increased knowledge, skills to be able to participate in opportunities to engage in crucial debates related to professional issues.
- ♦ Engage in opportunities to meet with high-level policymakers.
- ♦ Develop strategies and tools to learn how to message and organize around a variety of issues to ensure the healthcare system reflects the needs of the healthcare consumer and the healthcare workforce.

**Successful Completion:**

The learner must attend 100 percent of each chosen session. After the learner has completed all of his or her chosen sessions, an evaluation form must be completed and returned to the provider.

# Where the Front Line Meets the Bottom Line

## Overarching Conference Goal

The healthcare industry is at a critical juncture: Many people are forced to choose between their healthcare needs and their retirement savings, debt payments, and even basic household items. Stakeholders across the delivery system are experimenting with new healthcare delivery models to control spending, and the outcomes of these experiments will determine how the healthcare system will look over the next few decades.

Healthcare professionals' voices are too often muted in these debates. Following a lobby day on Capitol Hill, the 2016 Professional Issues Conference and Labor Academy, "Where the Front Line Meets the Bottom Line," will give participants opportunities and tools to engage in these crucial debates. Participants will be able to interact with high-level policymakers, and learn strategies to message and organize around a variety of pressing issues to ensure the healthcare system reflects the needs of patients and the healthcare workforce.

Download conference materials at **[www.aft.org/PIC-LA2016](http://www.aft.org/PIC-LA2016)**



**2016**  
**AFT NURSES AND HEALTH PROFESSIONALS PROFESSIONAL ISSUES CONFERENCE**  
**AND**  
**NATIONAL FEDERATION OF NURSES ANNUAL LABOR ACADEMY**

April 21 – 22, 2016  
Hyatt Regency Washington on Capitol Hill

**Thursday, April 21**

*Room: Regency A*

- |                         |  |
|-------------------------|--|
| 6:45 a.m. – 7:45 a.m.   | Sunrise Yoga with Maricela (Capitol Room A)<br><i>Wear comfortable clothes and a sunny smile; movement adapted to all fitness levels.</i>  |
| 7:30 a.m. – 8:30 a.m.   | Continental Breakfast  |
| 8:30 a.m. – 9:30 a.m.   | <b>WELCOME AND OPENING REMARKS</b><br><b>Candice Owley</b> , AFT Vice President; President, WFNHP<br><b>Randi Weingarten</b> , AFT President   |
| 9:30 a.m. – 10:30 a.m.  | <b>OPENING PLENARY</b><br><i>Bringing Frontline Healthcare Professionals Back into the Debate About Healthcare Reform</i><br><br>Sen. Sherrod Brown (D-Ohio)<br>Rep. Joseph Courtney (D-Conn.)<br>Rep. Rosa DeLauro (D-Conn.)<br>Rep. Jan Schakowsky (D-Ill.)  |
| 10:45 a.m. – 11:15 a.m. | Mary Wakefield, Acting Deputy Director, U.S. Department of Health and Human Services   |
| 11:15 a.m. – 12:30 p.m. | <b>EXPERT PANEL</b><br><br><i>The Healthcare System of the Future</i><br><br>Moderator: Kelly Trautner, Director, AFT Nurses and Health Professionals<br><br><i>Hospitals and Providers</i><br>Dr. Fred Hyde, Consultant, Clinical Professor of Health Policy and Management, Columbia Business School |



*The Healthcare Workforce*

Dr. Polly Pittman, Professor of Health Policy, George Washington University

*Room: Regency A*

12:30 p.m. – 1:30 p.m.

Luncheon with speakers

Rep. Elijah Cummings (D-Md.)

Adrienne Enghouse, Executive Vice President, OFNHP

Dana Marlowe, Founder, Support the Girls

1:45 p.m. – 3:15 p.m.

**WORKSHOP SESSION I** (concurrent workshops)

*For more information, see page 5.*

3:30 p.m. – 5:00 p.m.

**WORKSHOP SESSION II** (concurrent workshops)

*For more information, see page 8.*

7:00 p.m. – 10:00 p.m.

Reception

Featuring nurse and standup comic Kelli Dunham

*Regency BCD*

**Friday, April 22**

6:45 a.m. – 7:45 a.m.

Mall Crawl

*Wear comfortable clothes and a sunny smile; movement adapted to all fitness levels.*

*Room: Regency A*

8:00 a.m. – 9:00 a.m.

Hot Buffet Breakfast

9:00 a.m. – 10:30 a.m.

**WORKSHOP SESSION III** (concurrent workshops)

*For more information, see page 10.*

*Room: Regency BCD*

10:45 a.m. – 11:45 a.m.

*Mobilizing to Victory—*

*Friedrichs and the Attacks on Worker Rights*

Mark Richard, AFT Counsel to the President

11:45 a.m. – 12:45 p.m.

*Bargaining for the Common Good*

Stephen Lerner, Fellow, Georgetown University

*Room: Regency A*

1:00 p.m. – 2:15 p.m.

Luncheon with speaker

Ann O’Leary, Senior Policy Adviser to Hillary Clinton

*Room: Regency BCD*

2:15 p.m. – 3:30 p.m.

CLOSING

COPE Raffle and Farewell

## Workshops at a Glance

SESSION I	Thursday, April 21, 2016 1:45 p.m. – 3:15 p.m.	Presenters
The Fight over Professional Standards <i>Room: Regency D</i>		Mary Cathryn Ricker Kelly Trautner
Getting the Community on Board <i>Room: Regency B</i>		Jamie Lucas Melanie Myers
Medical Debt as a Member and Community Issue <i>Room: Thornton Lounge</i>	◆ Repeats in Session III	Bridget Devane Tina Scordo
Partnerships to Improve Community Health <i>Room: Bryce</i>	◆ Repeats in Session II	Jessica Curtis Bill Shiebler
Professional Liability Trends <i>Room: Congressional CD</i>		Paula Anderson Jennifer Flynn
Winning the Message War on Economic Justice <i>Room: Yosemite</i>	◆ Repeats in Session II	Liz Cattaneo Katherine McFate
SESSION II	Thursday, April 21, 2016 3:30 p.m. – 5:00 p.m.	Presenters
Engaging Members Around Public Issues <i>Room: Regency B</i>		Chris Whalen
How the Financialization of Prescription Drugs Hurts Patients <i>Room: Congressional CD</i>	◆ Repeats in Session III	Michael Kink
How to Develop Culturally Competent Outreach (Part I) <i>Room: Thornton Lounge</i>	◆ Part 2, Session III	Kellan Baker Jose Plaza
Workplace Violence Prevention Campaigns <i>Room: Regency D</i>		Vicky Byrd Brenda Donaldson Sara Markle-Elder
Partnerships to Improve Community Health <i>Room: Bryce</i>	◆ Repeated from Session I	Jessica Curtis Bill Shiebler
Winning the Message War on Economic Justice <i>Room: Yosemite</i>	◆ Repeated from Session I	Liz Cattaneo Katherine McFate
SESSION III	Friday April 22, 2016 9:00 a.m. – 10:30 a.m.	Presenters
How the Financialization of Prescription Drugs Hurts Patients <i>Room: Congressional B</i>	◆ Repeated from Session II	Michael Kink
How to Develop Culturally Competent Outreach (Part II) <i>Room: Yosemite</i>	◆ Part I, Session II	Kellan Baker Jose Plaza
Joint Bargaining as a Response to Hospital Consolidation <i>Room: Lexington</i>		Djar Horn Dawnette McCloud Mark Richard
Medical Debt as a Member and Community Issue <i>Room: Thornton Lounge</i>	◆ Repeated from Session I	Bridget Devane Tina Scordo
Why Quality Measurement Matters for Healthcare Professionals <i>Room: Regency BCD</i>		Melissa Mariñelarena
Making Sense of Healthcare Dollars <i>Room: Concord</i>		John Brady Kyle Arnone

# WORKSHOP SESSION I

Thursday, April 21, 1:45 p.m. – 3:15 p.m.

---

## **The Fight over Professional Standards**

Room: Regency D  
Contact Hours: 1.5  
Presenters: Mary Cathryn Ricker, AFT Executive Vice President  
Kelly Trautner, Director, AFT Nurses and Health Professionals

Professionalism is a defining characteristic of the healthcare workforce. The AFT recently formed the multi-sectoral Task Force on Professionalism to define what it means to be a professional, and to strategize about what actions we must take to elevate professional standards. Meanwhile, opponents on the right threaten to unravel professionalism in the name of competition and limited government. Join in a conversation about what it means to be a professional, and what steps we can take to advance professional standards.

## **Getting the Community On Board**

Room: Regency B  
Contact Hours: 1.5  
Presenters: Jamie Lucas, Organizer, WFNHP  
Melanie Myers, Assistant Director, AFT Department of Research and Strategic Initiatives

As hospitals and providers consolidate into larger health systems, healthcare professionals are increasingly outsized—but that doesn't mean we have to be outmatched. It's not uncommon for new owners to cut less-profitable services, staffing and resources for healthcare professionals. Fighting back against these efforts requires mobilizing the support of the community. Using a real-life case study, this workshop will provide participants with essential tools to build meaningful community partnerships for change.

## **Medical Debt as a Member and Community Issue**

Room: Thornton Lounge  
Contact Hours: 1.5  
Presenters: Bridget Devane, Director, Public Policy Department, HPAE  
Trina Scordo, Executive Director, New Jersey Communities United

The Affordable Care Act expanded health insurance for 20 million more Americans. However, many Americans still remain uninsured or underinsured. One in four Americans still says healthcare costs have caused a serious financial problem. Medical and other household debt is even a major concern for many healthcare professionals. This workshop will show how healthcare professionals can partner with community



organizations to call attention to this problem in their communities and engage members in their workplaces.

### **Partnerships to Improve Community Health**

(This workshop repeats in Workshop Session II, 3:30 p.m.-5:00 p.m.)

Room: Bryce

Contact Hours: 1.5

Presenter(s): Jessica Curtis, Senior Adviser, Hospital Accountability Project, Community Catalyst  
William Shiebler, Assistant Director, AFT Department of Human Rights and Community Relations

Under the Affordable Care Act, nonprofit hospitals are required to assess and address community health needs that might otherwise go unmet. These needs can range from providing access to care to tackle the causes of poor health in the community through issues like housing, community safety, air and water quality, employment, or food insecurity. This session will outline what is expected of nonprofit hospitals and explore ways labor organizations might partner more effectively with hospitals and community-based organizations.

### **Professional Liability Trends**

Room: Congressional CD

Contact Hours: 1.5

Presenters: Paula Anderson, Economic and General Welfare Chair, Ohio Nurses Association Jennifer Flynn, Manager, Healthcare Risk Management, NSO

Nurses and healthcare professionals are routinely at risk of exposure to numerous infectious diseases. While the impact of exposure has not been consistently documented, healthcare workers have become infected with diseases like tuberculosis, hepatitis, MRSA, influenza, and most recently Ebola, as they care for patients. Learn about the work of AFT Nurses and Health Professionals, which has led OSHA to consider expanding existing protections to a broader infectious disease standard.

This workshop will present an overview of infectious disease exposures in healthcare settings; the role of our union in protecting healthcare workers against those exposures; a review of the current OSHA standards and regulatory proposals to protect healthcare workers from infectious disease exposure; the steps underway to push for the new infectious disease standard; and best practices that embrace both good infection control and occupational safety and health principles.

### **Winning the Message War on Economic Justice**

(This workshop repeats in Workshop Session II, 3:30 p.m. – 5:00 p.m.)

Room: Yosemite

Contact Hours: 1.5

Presenters: Liz Cattaneo, Communications Director, Jobs with Justice  
Katherine McFate, President and CEO, Center for Effective Government

Workers' rights and economic justice are our areas of expertise. But we can't be successful unless we have the same relentless message discipline that our opponents have. Thankfully, our movement has a new, winning message playbook that will allow us to intensify support from our base and attract more people to our side. This training and discussion provide an opportunity to learn how we can shape the debate, build the right political demands for our campaigns and communities, and drive a winning agenda for working people.

## **WORKSHOP SESSION II**

**Thursday, April 21, 3:30 p.m. – 5:00 p.m.**

---

### **Workplace Violence Prevention Campaigns**

Room: Regency D

Contact Hours: 1.5

Presenters: Vicky Byrd, RN, OCN, Executive Director, MNA  
Brenda Donaldson, RN, MNA  
Sara Markle-Elder, Senior Associate, AFT Department of Health, Safety and Well-Being

Nearly two-thirds of all recorded workplace assaults occur in the healthcare and social services industries. Join the Montana Nurses Association and the AFT in this workshop to learn about state and federal campaigns for protections for healthcare workers. MNA will explain the "Your Nurse Wears Combat Boots" campaign and the AFT will describe our plan to use the GAO report on workplace violence to petition OSHA for a workplace violence standard. The session provides an example of the workplace violence prevention training the AFT offers to all affiliates.

### **Engaging Members Around Public Issues**

Room: Regency B

Contact Hours: 1.5

Presenter: Christopher Whalen, Director, Membership Representation, HPAE

Many issues related to healthcare delivery, community wellness, health policy changes and more are "hot button" topics for our members, and issues around which they find time and energy to work together for a best outcome. Taking on the task of engaging members requires some

strategy, some assessment skills, a little math, and understanding how to turn personal passion into fuel for collective action. This educational activity provides attendees with the insight and tools they need to begin that process, and examples of how others have been successful on a range of priorities.

### **How to Develop Culturally Competent Outreach (Part I)**

Room: Thornton Lounge  
Contact Hours: 1.5

Moderator: Min. David Street, National Director of Faith and African American Engagement, Enroll America  
Presenters: Kellan Baker, Manager, Out2Enroll  
Jose Plaza, National Director of Latino Engagement, Enroll America

Cultural competence refers to an ability to interact effectively with people of different cultures. Cultural competence comprises three main components: (1) awareness of one's own cultural worldview; (2) attitude toward cultural differences; and (3) cross-cultural skills. This first session will provide an overview of the Affordable Care Act and the impact it has had on communities of color, women, LGBTQ, and youth. Furthermore, it will cover key concepts and definitions as well as highlight how culturally competent outreach can directly impact the success of the ACA.

### **How the Financialization of Prescription Drugs Hurts Patients**

(This workshop repeats in Workshop Session III, 9:00 a.m. – 10:30 a.m.)

Room: Congressional CD  
Contact Hours: 1.5  
Presenter: Michael Kink, Executive Director, Strong Economy for All Coalition

Within the past 18 months, Gilead introduced the \$1,000 pill and Martin “Pharma Bro” Shkreli raised the price of a decades-old pill by 5,000 percent overnight. Now three in four Americans say prescription drug prices are unreasonable, and it’s gearing up to be the major healthcare issue in the 2016 presidential election. Learn how the Wall Street business model increases drug prices and limits access to care, and what community groups and labor organizations are doing to hold pharmaceutical companies accountable.

### **Partnerships to Improve Community Health**

(This workshop is repeated from Workshop Session I, 1:45 p.m. – 3:15 p.m.)

Room: Bryce  
Contact Hours: 1.5  
Presenters: Jessica Curtis, Senior Adviser, Hospital Accountability Project, Community Catalyst  
William Shiebler, Assistant Director, AFT Department of Human Rights and Community Relations

Under the Affordable Care Act, nonprofit hospitals are required to assess and address community health needs that might otherwise go unmet. These needs can range from providing access to care to tackle the root causes of poor health in the community through issues like housing, community safety, air and water quality, employment, or food insecurity. This session will outline what is expected of nonprofit hospitals and explore ways labor organizations might partner more effectively with hospitals and community-based organizations.

### **Winning the Message War on Economic Justice**

(This workshop is repeated from Workshop Session I, 1:45 p.m. – 3:15 p.m.)

Room: Yosemite

Contact Hours: 1.5

Presenters: Liz Cattaneo, Communications Director, Jobs with Justice  
Katherine McFate, President and CEO, Center for Effective Government

Workers' rights and economic justice are our areas of expertise. But we can't be successful unless we have the same relentless message discipline that our opponents have. Thankfully, our movement has a new, winning message playbook that will allow us to intensify support from our base and attract more people to our side. This training and discussion provide an opportunity to learn how we can shape the debate, build the right political demands for our campaigns and communities, and drive a winning agenda for working people.

## **WORKSHOP SESSION III**

**Friday, April 22, 9:00 a.m. – 10:30 a.m.**

---

### **How to Develop Culturally Competent Outreach (Part II)**

(Continuation of Part I from Thursday, Workshop Session II)

Room: Yosemite

Contact Hours: 1.5

Moderator: Min. David Street, National Director of Faith and African American Engagement, Enroll America

Presenters: Kellan Baker, Manager, Out2Enroll  
Jose Plaza, National Director of Latino Engagement, Enroll America

Building off the foundational session, the cultural competency training will provide participants the opportunity to have a deep-dive discussion about what it means to do culturally competent outreach in reference to the Affordable Care Act. The training team will provide a primer of what culturally competent outreach means and will facilitate an interactive session where participants will be able to put into practice their outreach skills. This participatory session will rely on the expertise of attendees to

discuss best practices and challenges to doing truly culturally competent work.

### **How the Financialization of Prescription Drugs Hurts Patients**

(This workshop is repeated from Workshop Session II, 3:30 p.m. – 5 p.m.)

Room: Congressional B

Contact Hours: 1.5

Presenter: Michael Kink, Executive Director, Strong Economy for All Coalition

In 2015, Gilead introduced the \$1,000 pill, and Martin “Pharma Bro” Shkreli raised the price of a decades-old pill by 5,000 percent overnight. Now, three in four Americans say the prescription drugs prices are unreasonable, and it’s gearing up to be the major healthcare issue in the 2016 presidential election. Learn how the Wall Street business model increases drug prices and limits access to care, and what community groups and labor organizations are doing to hold pharmaceutical companies accountable.

### **Joint Bargaining as a Response to Hospital Consolidation**

Room: Lexington

Contact Hours: 1.5

Presenters: Dawnette McCloud, RN, President, OFNHP  
Mark Richard, AFT Counsel to the President  
Djar Horn, Field Representative, HPAE

Hospitals and other healthcare facilities are consolidating at a breakneck pace and showing few signs of slowing down. The standalone community hospital is increasingly a relic as regional and national healthcare systems continue to grow. Consolidation often means disrupted relationships and the migration of decision-making out of communities. But consolidation presents an opportunity for us to improve our coordination. Panelists will share insights into when joint bargaining makes sense, what obstacles to expect, and what they have learned from their experiences.

### **Medical Debt as a Member and Community Issue**

Room: Thornton Lounge

Contact Hours: 1.5

Presenters: Bridget Devane, Director of Public Policy, HPAE  
Trina Scordo, Executive Director, New Jersey Communities United

The Affordable Care Act expanded health insurance to cover 20 million more Americans. However, many Americans still remain uninsured or underinsured. One in four Americans still says healthcare costs have caused a serious financial problem. Medical and other household debt is even a major concern for many healthcare professionals. This workshop will show how healthcare professionals can partner with community

organizations to call attention to this problem in their communities and engage members in their workplaces.

### **Why Quality Measurement Matters for Healthcare Professionals**

Room: Regency BCD

Contact Hours: 1.5

Presenter: Melissa Mariñelarena, RN, Senior Director, National Quality Forum

Quality reporting is increasingly a core part of healthcare professionals' working conditions. Seventy-five percent of nursing documentation factors into quality measurement. These measures increasingly determine how much providers get paid as the healthcare system make the shift from volume to "value." Employers often use this information to evaluate the workforce and work processes. Healthcare professionals need to be prepared to engage in these discussions. This training will shed light on how quality measurement works and why it matters.

### **Making Sense of Healthcare Dollars**

Room: Concord

Contact Hours: 1.5

Presenters: John Brady, RN, C.E.N., Executive Vice President, AFT-CT  
Kyle Arnone, Senior Associate, AFT Nurses and Health Professionals

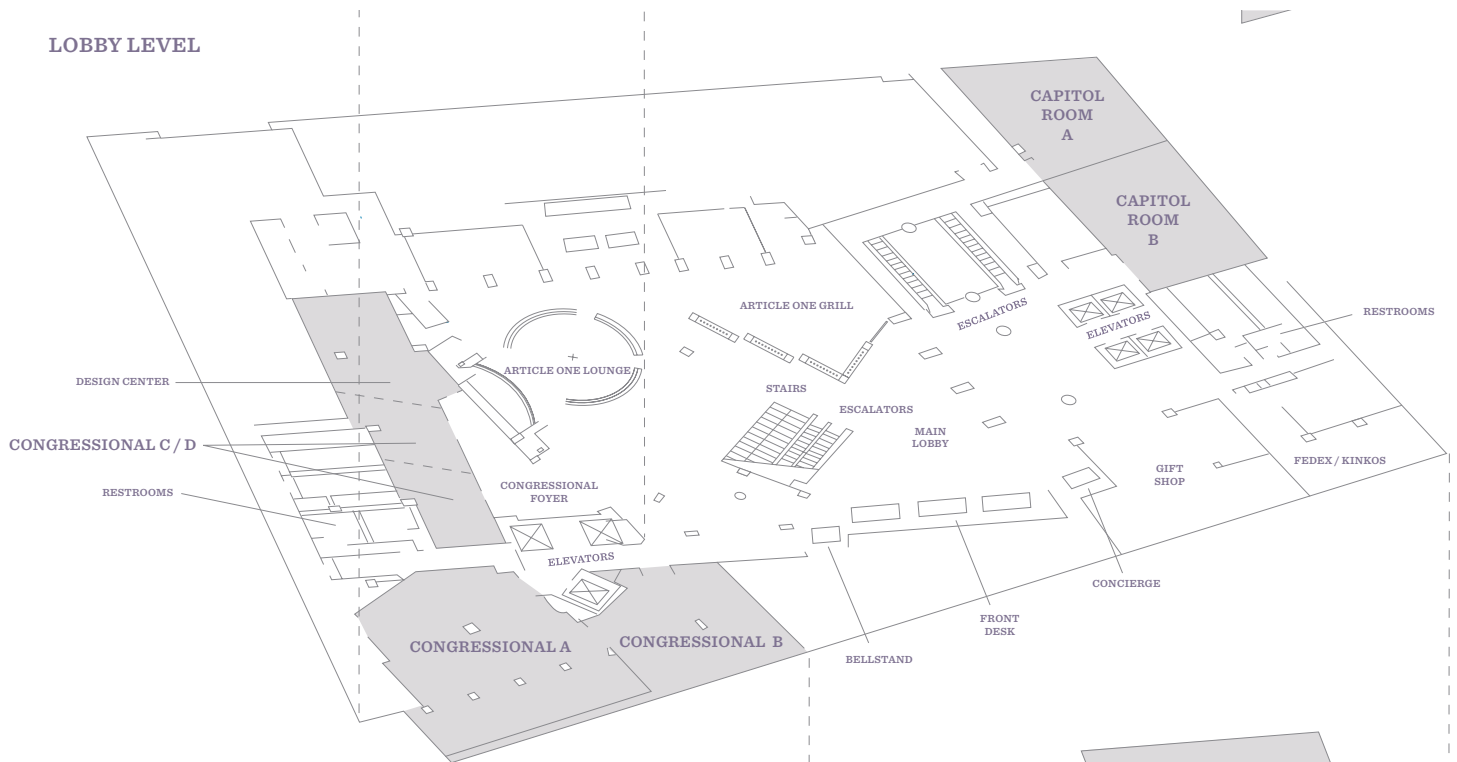
You might overhear a healthcare executive quip, "no margin, no mission." It's true that hospitals and other facilities need a sustainable business model to deliver patient care. However, the business is fragmented, confusing and frequently manipulated for personal gain. It's our job to hold employers accountable, but that requires us to be familiar with how the business works. This workshop will lay out the fundamentals—where to find key information and how that information can be used to hold the margin accountable to the mission.



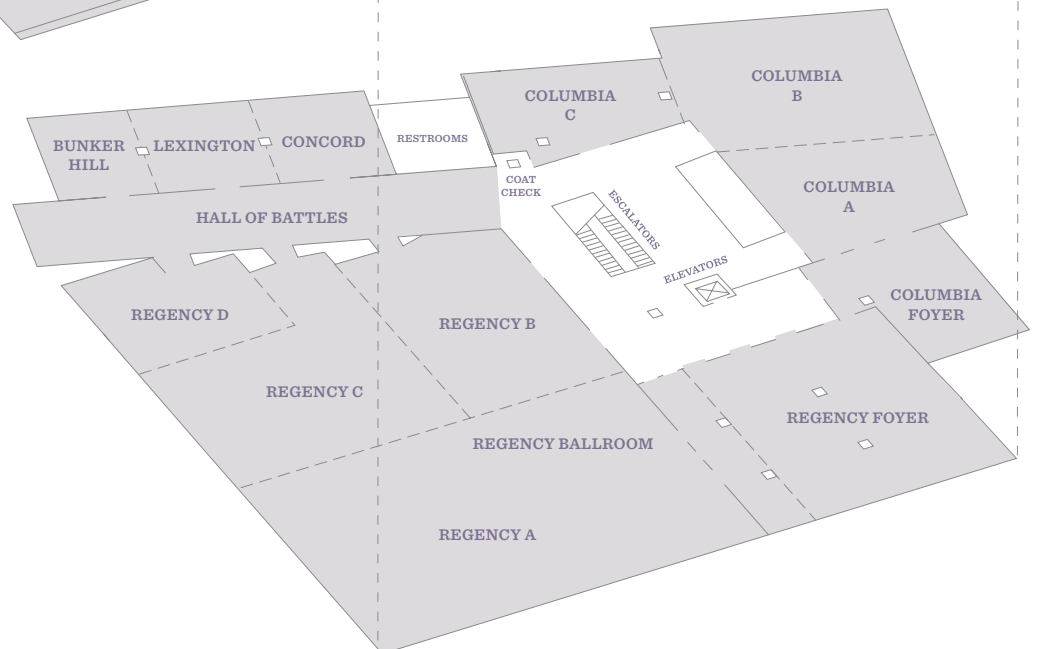
# HYATT REGENCY WASHINGTON ON CAPITOL HILL

## LOBBY AND LOWER LEVEL

### LOBBY LEVEL



### BALLROOM LEVEL



## MY CONFERENCE SCHEDULE AT A GLANCE

Please use this form to note your selected workshops and locations.

**ALL ROOMS ARE ON THE LOWER LEVEL OF THE HOTEL UNLESS OTHERWISE NOTED.**

### Wednesday, April 20 LOBBY DAY

9 a.m. – 10 a.m.	Briefing	Regency D
10 a.m. – 3 p.m.	Hill Appointments	
3 p.m. – 7 p.m.	<b>CONFERENCE REGISTRATION</b>	Registration Counters
3 p.m. – 7 p.m.	Health Fair	Regency D

### Thursday, April 21 CONFERENCE DAY 1

6:45 a.m. – 7:45 a.m.	Sunrise Yoga	Regency A
7:30 a.m. – 8:30 a.m.	Continental Breakfast	Regency A
8:30 a.m. – 9:30 a.m.	<b>WELCOME</b> Candice Owley, AFT Vice President Randi Weingarten, AFT President	Regency A
9:30 a.m. – 10:30 a.m.	Bringing Frontline Healthcare Professionals Back Into the Debate about Healthcare Reform	Regency A
10:45 a.m. – 11:15 a.m.	Mary Wakefield, U.S. Department of Health and Human Services	Regency A
11:15 a.m. – 12:30 p.m.	The Healthcare System of the Future	Regency A
12:30 p.m. – 1:30 p.m.	<b>LUNCHEON</b>	Regency A
1:45 p.m. – 3:15 p.m.	Workshop Session I: _____	Room: _____
3:30 p.m. – 5 p.m.	Workshop Session II: _____	Room: _____
7 p.m. – 10 p.m.	<b>RECEPTION</b>	Regency BCD

### Friday, April 22 CONFERENCE DAY 2

6:45 a.m. – 7:45 a.m.	Mall Crawl	
8 a.m. – 9 a.m.	<b>BUFFET BREAKFAST</b>	Regency A
9 a.m. – 10:30 a.m.	Workshop Session III: _____	Room: _____
10:45 a.m. – 12:45 a.m.	<b>PLENARY SPEAKERS</b> Mark Richard, AFT Counsel to the President Stephen Lerner, Fellow, Georgetown University	Regency BCD
1:00 p.m. – 2 p.m.	<b>LUNCHEON</b>	Regency A
2 p.m. – 3 p.m.	<b>CLOSING SESSION</b> COPE Raffle and Farewell	Regency BCD



*A Union of Professionals*

American Federation of Teachers, AFL-CIO  
555 New Jersey Ave. N.W., Washington, DC 20001  
202-879-4400

