



Montana Medical Association 2026 Healthcare Excellence in Leadership Program

Session 4: Fairmont Hot Springs Resort
1500 Fairmont Road, Fairmont, MT 59711

Agenda

Friday, February 6, 2026

Location: **Bitterroot Meeting Room**

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| 9:15 a.m. | Welcome | |
| 9:30 – 10:30 a.m. | Value-based Care Models and Clinically Integrated Networks Cara Harrop, M.D., MMA Secretary and Shawna Yates, D.O., MMA President | |
| 10:30 – 10:45 a.m. | Break | |
| 10:45 – 12:00 p.m. | Understanding the Business – Overview of Health Care Finance and Understanding Financial Statements Dennis Stillman, BA, MHA, Associate Teaching Professor, Health Systems and Population Health at the University of Washington | |
| 12:00 – 1:00 p.m. | Lunch | Sapphire Room |
| 1:00 – 2:30 p.m. | Understanding the Business – Overview of Health Care Finance and Understanding Financial Statements Dennis Stillman, BA, MHA, Associate Teaching Professor, Health Systems and Population Health at the University of Washington | |
| 2:30 – 2:45 p.m. | Break | |
| 2:45 – 4:30 p.m. | Understanding the Business – Overview of Health Care Finance and Understanding Financial Statements Dennis Stillman, BA, MHA, Associate Teaching Professor, Health Systems and Population Health at the University of Washington | |
| 6:30 – 8:00 p.m. | Dinner | Water Edge Restuarant |



Saturday, February 7, 2026

Location: Bitterroot Meeting Room

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|---------------------------|---|----------------------|
| 7:15 – 8:00 a.m. | Breakfast | Sapphire Room |
| 8:00 – 9:15 a.m. | Advanced Critical Thinking Skills – <i>The Leadership Perspective</i> Nikki Dixon-Foley, MS, FSI Partner | |
| 9:15 – 9:30 a.m. | Break | |
| 9:30 – 10:30 a.m. | Advanced Critical Thinking Skills – <i>The Leadership Perspective</i>, continued Nikki Dixon-Foley, MS, FSI Partner | |
| 10:30 – 12:00 p.m. | The Influence of Outcomes Nikki Dixon-Foley, MS, FSI Partner | |
| 12:00 – 12:45 p.m. | Lunch | Sapphire Room |
| 12:45 – 2:15 p.m. | The Influence of Outcomes, continued Nikki Dixon-Foley, MS, FSI Partner | |
| 2:15 – 2:30 p.m. | Break | |
| 2:30 – 3:45 p.m. | The Influence of Outcomes, continued Nikki Dixon-Foley, MS, FSI Partner | |
| 3:45 p.m. | Adjourn with Closing Circle | |

Accreditation Statement:

This activity has been planned and implemented in accordance with the accreditation requirements and policies of the Accreditation Council for Continuing Medical Education (ACCME) through the joint providership of the Pennsylvania Medical Society and the Montana Medical Association Foundation. The Pennsylvania Medical Society is accredited by the ACCME to provide continuing medical education for physicians.

The Pennsylvania Medical Society designates this live activity for a maximum of 12.0 AMA PRA Category 1 Credit(s)™.

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Program Speakers

Shawna Yates, MS, D.O. MMA President



Dr. Yates is proud to be 5th generation Butte Irish, and she returned home in 2007 to begin her Family Medicine career at the Southwest Montana Community Health Center. She received her Osteopathic Medical training at Western University in Pomona, California and Family Medicine Residency training at St. Mark's Hospital in Salt Lake City, UT. Dr. Yates is proud to be a former National Health Service Corp (NHSC) scholarship recipient and remains in service to her HPSA (health professional shortage area) community. She believes all should have access to basic health care and preventive measures to meet life's basic needs. Outside of work, Dr. Yates enjoys spending time with her family, gardening, hunting and fishing. Her number one role model is her 92-year-old Irish grandmother Frances, who has aged gracefully and helped her understand the meaning of life. Dr. Yates is the current MMA President, serves on the MMA's Finance and Audit Committee, the Value-based Care Model Workgroup, and the Committee on Legislation, Legal and Legislative Affairs. Dr. Yates is a 2016 graduate of the MMA's Physician Leadership Effectiveness Program.

Carra Harrop, M.D., MMA Secretary



Dr. Harrop graduated from the University of Wyoming with a degree in Molecular Biology. She went to medical school at the University of Kansas and completed her family practice residency in Fort Collins, Colorado at the Fort Collins Family Medicine Residency. She practiced for a year in Laramie, Wyoming before relocating to Montana. She has practiced full spectrum family medicine, including obstetrics. Dr. Harrop completed a Masters in Healthcare Innovation and opened her own Direct Primary Care Clinic in 2018 in Polson. When she isn't working, she enjoys her dogs, horseback riding, hiking, camping and fly fishing. Dr. Harrop is the current MMA Secretary and has been a member of the MMA since 2004. Dr. Harrop serves as the trustee for the Ninepipe Medical Society and is an active member of the Committee on Legislation, Legal and Legislative Affairs, and the Value-based Care Model Workgroup. Dr. Harrop completed the MMA Physician Leadership Effectiveness Program in 2016.



Dennis Stillman, BA, MHA



Mr. Dennis Stillman serves as the University of Washington Master of Health Administration Associate Teaching Professor. He earned his MHA from the program and his bachelor's in business from the University of Puget Sound. Dennis's career in health administration began as a Peace Corps volunteer in Brazil in 1972. Among the positions that he has held are CFO of the University of Washington Medical Center and Pacific Medical Center, interim CFO of Fairbanks Health Partners, Samaritan Healthcare, Sacred Heart Medical Center, North Hawaii Community Hospital, Bartlett Regional Medical Center, the Polyclinic, COO Sonoma Valley Hospital District and audit staff with Arthur Anderson.

He provides manager and board finance education across the country and has passed the Certified Public Accountant and the Fellow Healthcare Financial Management Association examinations. He has received the Austin Ross Professor of Health Administration and the 2012 Distinguished Alumnus of the University of Puget Sound, School of Business and Leadership honors.

Nikki Dixon-Foley, MS FSI Partner



Nikki holds an M.S. in Organizational Leadership and has a powerful track record of building cultures with intent, enhancing employee engagement, and coaching individuals to hone their leadership abilities. She is trained and certified as a neuroscience leadership coach and masterfully weaves the understanding of neuroscience principles into leadership execution. Nikki's hands-on approach to teaching, learning, and coaching is driven by her experience and willingness to defy conventional wisdom so that organizations and their people can achieve desired outcomes. Her "meaningful impact over ineffective activity" approach has helped guide organizations to achieve prestigious accolades from FORBES and B-Corps, as well as garner "Best Places to Work" recognitions.

Nikki is admired for her keen operational mindset when it comes to forward-thinking organizational philosophies, such as open-book management and "The Game of Business". She is an author and creator of team and leadership excellence programs.

Nikki lives in Bozeman where she enjoys the blessings of family, friends, and the beauty of the Gallatin Valley.



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