
Hospital & Physician Relations Executive Summit

Transformation Strategies

FOCUS ON:

Transforming Delivery & Payment
Population Health Management
Physician Relations
Data & Analytics

March 1 – 3, 2015

Omni Scottsdale Resort & Spa
at Montelucia
Scottsdale, AZ



JOINTLY PROVIDED BY:



WITH SPECIAL SUPPORT FROM:



Hospital & Physician Relations Executive Summit

Transformation Strategies

March 1 – 3, 2015
Scottsdale, AZ

Dear Colleague:

With healthcare's transformation underway, the quest for delivery and payment models that encourage population health management, accountable care, and value is on. And, hospital, health system, and physician leaders are rising to the challenge. Together, they are implementing strategies to tackle delivery and payment reform head-on and transform their organizations.

Mastering the challenges and achieving long-term success will require strong leadership — and a dedication to pursuing strategies that align hospitals and physicians around mutual objectives. Integration that ensures the delivery of high-quality, cost-effective, safe, and coordinated patient experiences, without sacrificing financial viability for the organization and physicians, is the ultimate goal.

This Summit will examine the critical opportunities and challenges for hospital, system, and physician leaders. We have assembled a knowledgeable faculty with practical, in-depth experience in the development, implementation, and operation of innovative hospital and physician relationship strategies. Through practical case studies and thought-provoking general sessions, your peers and colleagues will help you explore strategies and tactics for aligning organizational and physician interests and transforming for the new era of value-based care and shared risk.

It is with pleasure that we extend a special invitation to you to attend the **Hospital & Physician Relations Executive Summit**.

Conference Co-Chairs



Michael Dulin, MD, PhD
Chief Clinical Officer
for Analytics and
Outcomes Research
Carolinas HealthCare
System (Charlotte, NC)



Michael Hein, MD
President and CEO
Regional Provider
Network (Lincoln, NE)



Martin Hickey, MD
Chief Executive Officer
New Mexico Health
Connections
(Albuquerque, NM)

Examine the Winning Strategies

Actual case studies from leading hospitals, healthcare systems, and medical groups will allow you to:

- Select innovative approaches for transforming healthcare delivery and payment
- Describe the prognosis for — and bottom-line benefits of — clinical integration, ACOs, and shared-risk models
- Differentiate approaches for driving culture change to support accountable care, new payment models, and population health management
- Define the cutting-edge alignment models, including when those models make sense
- Differentiate strategies for physician employment and integration success
- Identify proven approaches for physician recruitment, retention, and referral development
- Apply data and analytics to improve strategy, quality, performance, and outcomes
- Evaluate approaches for improving leadership and communication skills

Who Should Attend

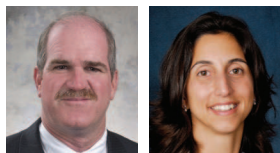
The development of a comprehensive strategy for successful hospital/physician relationships is a joint effort of executives throughout a healthcare organization. Therefore, team attendance is encouraged. Specifically, the Summit will benefit the following members of hospital, health system, and medical group leadership teams:

- CEOs/COOs
- Chief Medical Officers
- Physician Leaders
- Chief Financial Officers
- Board Members
- Chief Strategy Officers
- Healthcare Attorneys
- Network and Business Development Executives
- Physician Relations Executives
- Consultants

Pre-Summit Strategy Session 1

Pre-Summit Strategy Session 2

9:00A-12:00P



Improving Performance of the Physician Enterprise: Transitioning Medical Groups

As health systems continue to scrutinize cost and remove waste in all aspects of healthcare delivery, focus has turned to the physician enterprise to demonstrate improved financial and operational performance. In this interactive workshop, we will:

- Examine methodologies and tools for assessing performance
- Identify strategies to improve revenue and decrease costs
- Discuss new care delivery models for a value-based environment
- Review the roles leadership must assume to develop a performance improvement culture

Take home tools and proven strategies for improving enterprise performance.

Nathan L. Anspach
Senior Vice President and CEO
Lincoln Health Network (Scottsdale, AZ)

Jessica Turgon
Principal
ECG Management Consultants, Inc.



Three Keys to Improved Physician Leadership

Physician leadership, both formal and informal, singular and organizational, is a necessary and (still) rare capacity in many healthcare organizations. This workshop maps out an approach to physician leadership designed for physicians, by physicians, and with physicians. Join your colleagues to examine:

- Key leadership structures, decision rules, and developmental emphases and how they compare with real-world successes and failures
- The importance of a coaching/mentoring culture -- and how to build one
- Strategies for selecting, developing, and supporting physician coaches and leaders

Accelerate your physician leaders to the next level!

Larry McEvoy, MD, FACEP
Co-Founder, Chief of Strategy and Innovation
PracticingExcellence.com

Separate conference registration fees apply to the Pre-Summit Strategy Sessions. Please check the Registration Form for details.

1:00P Summit Commences

Transforming Delivery & Payment

1:00-2:15P

Transformative Business Partnerships for the Future

A breakthrough 15-year alliance is helping Georgia Regents Health System and Philips Healthcare shift from a traditional transactional relationship to a new transformative shared-risk relationship. Examine the model, including new performance metrics and some early results.

James V. Rawson, MD, FACR, Chair, Radiology and Imaging Department
Georgia Regents University – Medical College of Georgia (Augusta, GA)

Bob Reese, MS, MBA, SVP & Global Partner, Healthcare Transformation Services
Philips Healthcare

David S. Hefner, MPA (Facilitator), Former CEO (Retired)
Georgia Regents Medical Center (Augusta, GA)

Population Health Strategies

Driving Outcomes for Populations and Individuals

Blanchard Valley Health System's Population Health Management program is driving wellness and patient engagement for enrollees of both its own and Whirlpool Corporation's health plans. Examine the four-year collaborative odyssey, including use of a patient registry to target populations, incentives and evidence-based guidelines, and value-based benefits design.

Leroy L. Schroeder, MD
Chairman, Medical Management Committee, Blanchard Valley Employer Data Project
Blanchard Valley Health System (Findlay, OH)

Paul Taylor, MD
CMIO and Co-founder
Wellcentive

Physician Relationship Strategies

Sponsored by Evariant

Scaling Up Physician Recruitment for System Expansion

Scaling up a physician recruitment function is much more than integrating staff and systems. As Lahey Health shifted from a single tertiary center to a network of hospitals and physician groups, it changed who was being recruited, the practice venues and compensation offered, and how leaders were involved in decision-making. Hear how Lahey approached these strategic and structural challenges.

Elizabeth Conrad
Senior Vice President/Chief Human Resources Officer
Lahey Health (Burlington, MA)

Allison McCarthy, Principal
Barlow/McCarthy

2:30-3:45P

Creating an Exemplar Care Model through Partnership, Affiliation, and Mutual Expectations

In 2010, BIDMC and Atrius Health formed an affiliation premised on a shared vision for the future and a keen interest in putting patients at the center of the system. Examine the expectations, care metrics, and performance management measures at the heart of the affiliation. Hear about the infrastructure created to support it.

Abby Flam
Senior Liaison Officer
Atrius Health/Beth Israel Deaconess Medical Center/
Harvard Medical Faculty Physicians (Boston, MA)

Physician Driven Strategies to Improve Well-Being

As healthcare providers move towards taking responsibility for the health of a population, understanding the factors that determine well-being becomes key. Examine the research into the concept of well-being, as well as what distinguishes it from the typical "wellness" program. Hear about a multi-faceted approach, including the role of physicians, that drives sustained engagement of patients.

Jim Walton
President and CEO
Genesis Physician Group (Dallas, TX)

Robert Porter
Regional President and Senior Partnership Executive
Healthways

Transforming Your OR for Value and Quality

Shrinking reimbursement and tightening quality requirements are squeezing surgery department margins. But through collaborative leadership, information transparency, delivery model innovation, and super-charged efficiency, ORs can thrive. Learn how to overhaul your OR to improve performance and drive growth. Take home tools and strategies to evaluate current OR performance and erase gaps.

Sunil Eappen, MD
Chairman of Anesthesiology & Chief Medical Officer
Massachusetts Eye and Ear Infirmary (Boston, MA)

Jeffrey Peters
President
Surgical Directions

4:00-5:15P



Communication Counts: Improving Quality, Outcomes, and Patient Experience

Sponsored by Professional Research Consultants, Inc.

Physician communication — with other physicians, other members of the care team, and patients and families — plays a crucial role in improving patient experience as well as outcomes and safety. Dr. William Maples, a leader in advancing communication skills in healthcare, will share his experiences with a Communication in Healthcare program. Examine the impressive results achieved at multiple health systems, including high levels of physician acceptance and sustained improvements in patient experience scores, clinical quality markers, and patient outcomes.

William J. Maples, MD, Senior Vice President and Chief Quality Officer, Mission Health System (Asheville, NC)

5:15-6:15P

Opening Reception

8:00-9:15A



Trends in Provider-Sponsored Risk: What's Ahead?

Three years into the Affordable Care Act, results from demonstration and pilot programs including Accountable Care Organizations, Patient Centered Medical Homes, Bundled Payments, Value-based Purchasing, and others are mixed. Yet the transition from volume to value is accelerating, prompted by employers, health insurers, and states. Join health research and policy expert Paul Keckley for a look at what's ahead. Hear how programs will change as new models of risk-sharing evolve, and what the end game is long-term.

Paul H. Keckley, PhD, Managing Director, Navigant Center for Healthcare Research and Policy Analysis

Transforming Delivery & Payment

Population Health Strategies

Physician Relationship Strategies: Data & Analytics *Sponsored by Evariant*

9:30-10:45A

ACOs, Exchanges, and Narrow Networks: Risks and Rewards

As consumers gravitate towards narrow networks, health systems are challenged to demonstrate a good value proposition. How do you balance consumers' needs with the need to manage delivery strategy differently? Examine trends in ACO and public and private exchange growth. Hear implications, including adopting new mechanisms for delivery, evaluating your ability to take on risk, and approaching employers and carriers differently.

Ann Mond Johnson
Chairman, ConnectedHealth
Brian J. Silverstein, MD
President, HC Wisdom

Journey to Population Health: Sharing, Scaling, and Replication to Accelerate Results

Leaders in value-based care understand the current healthcare reality while guiding their organizations on the journey from integrated delivery systems to population health management. Examine successful Innovation/Transformation Models that have accelerated sustainable change in organizations that are committed to engaging their employees and communities in a Culture of Health.

Peter J. Bernard
Chief Executive Officer
Bon Secours Virginia Health System (Richmond, VA)
Stephanie S. McCutcheon
Principal
McCutcheon and Co.

Integrating Data Analytics for Population Health Improvement

Carolinas HealthCare System is using advanced analytics to drive transformative solutions and outcomes that promote the health of communities served. Learn how the system integrates data analytics for evidence-based population health management, individualized patient care, and predictive data modeling. Hear how data and analytics inform delivery system transformation.

Michael Dulin, MD, PhD
Chief Clinical Officer for Analytics and Outcomes Research
Carolinas HealthCare System (Charlotte, NC)
Rob Grant
Co-founder, Executive Vice President
Evariant

11:00A-12:15P

Building a Physician-Driven Super-ACO

Physicians in one self-contained California region took the lead in bringing two competing hospitals to the table to build a jointly-sponsored "Super-ACO" to manage both hospitals' employee health plans, service a narrow network contract with a large health plan, and invest jointly in accountable care IT infrastructure. Hear lessons learned, key success factors, and how to avoid pitfalls. Learn what benefits to expect over what time-frames.

Jim Griffith
Chief Operating Officer
Tanner Health System (Carrollton, GA)
David G. Anderson, PhD, Managing Director
BDC Advisors, LLC

Population Health: Moving Beyond ACOs

As population health management moves into the commercial market, defining the population and the primary organizer of that population will be critical. Hear how organizations are accommodating the political and analytic issues. Examine alternative payment fundamentals, including how to build pools of savings via utilization and metrics and how to develop a rationale for funds flow.

Robert Henkel, President and Chief Executive Officer
Ascension Health (St. Louis, MO)
Martin E. Hickey, MD, Chief Executive Officer
New Mexico Health Connections (Albuquerque, NM)
Michael Nugent, Managing Director, Navigant

Gaining Competitive Advantage through Ambulatory Strategy

Data-driven insights about market behavior and opportunities are critical to successful ambulatory network development. Learn how North Shore-LIJ applied data and analytics to build a physician and facilities network that connects with patients, provides geographic access for narrow network contracting, and reduces costs. Hear how the strategy supports population health management and drives competitive advantage.

Jonathan Amalfitano, Director, Strategic Analytics and
Jerrold Hirsch, PhD, Vice President, Strategic Planning & Program Development
North Shore-LIJ Health System (Great Neck, NY)

12:15-1:30P Luncheon and Keynote Presentation Jeff Goldsmith – Six Debatable Propositions about the Future of Healthcare

1:45-3:00P

The Role of Evolving Telecare Technologies in Delivery System Transformation

The move from volume-based to value-based care is a major force for transformation of the U.S. healthcare delivery system. Examine new telecare technologies and learn how they will dramatically alter the who, what, when, and where of care delivery. Hear lessons learned from pilot projects over the last decade that can drive the successful application of telecare services as a force for displacing traditional approaches.

Kevin Fickenscher, MD
President/CEO
CREO Strategic Solutions

Delivering Value through a Strategic Alliance

The Regional Provider Network (RPN) was formed by nine Nebraska health systems to effectively respond to market forces, such as integration, value-based purchasing, care coordination, and accountable care. The alliance allows members, including the nine owners and over 40 regional affiliates, to retain independent institutional governance. Hear how the RPN is improving outcomes, gaining efficiencies, and delivering value to populations served.

Michael Hein, MD, President and CEO
Regional Provider Network (Lincoln, NE)
Darin E. Libby, Principal
ECG Management Consultants, Inc.

Data-Driven Physician Relationship Management

A data-driven approach can lead to more effective physician relations and outreach efforts. Learn how to use data to identify physicians key to growth, strengthen referral relationships, improve alignment, and grow revenue in priority service lines. Hear results and ROI.

Suzanne H. Sawyer
Chief Marketing Officer
Penn Medicine (Philadelphia, PA)
Susan Whitten
Vice President, Corporate Sales and Marketing
Dignity Health (Pasadena, CA)

3:15-4:30P

Building an ACO in a Small Market

By engaging physicians to design more efficient and effective systems of care, Beebe Medical Center was able to transition from a single hospital in a relatively rural market to a regional system that can effectively participate in pay-for-performance contracts and shared savings programs. Examine the legal, regulatory, governance, operational, and infrastructure considerations faced in designing and building a clinically integrated network.

Alex Sydnor, Vice President, External Affairs
Beebe Healthcare (Lewes, DE)
Ernie Tsoules, Esq., SVP, Navvis Healthways

Cost-Effective Population Health Strategies

As fee-for-service gives way to value-based payment arrangements, hospitals and physicians are taking on more financial risk. Explore the characteristics of a financially productive value-based care model. Hear lessons learned in becoming an ACO and managing risk-based contracts, including achieving financial targets as well as minimum annual savings to receive Federal population-based payments.

Jerry Floro, MD, President
Pioneer Medical Group (Los Angeles, CA)
Steven Stout, Vice President – Operations, ACO Services
McKesson

Data, Analytics, and Payment Transformation

Effective use of data and analytics can facilitate success with new payment methodologies, particularly bundled payments. Learn how to leverage strategic data assets to maximize revenue, reduce episode variation and costs, standardize care, increase operational efficiencies, ensure patient satisfaction, and improve quality and outcomes. Examine data elements required for transparent discussions.

Mark Froimson, MD, President and CEO
Euclid Hospital, a Cleveland Clinic Hospital (Euclid, OH)
Deirdre Baggot, Senior Vice President
The Camden Group

8:00-9:15A



How Digital Technology Can Radically Lower Healthcare Cost and Raise Its Benefits

Despite the recent slowdown in healthcare cost trends, long-term affordability will require a shift from efficiency to productivity. It's a shift that calls for the use of digital technologies that are big, personal, and social. Join health futurist Kaveh Safavi for a look at how digital technology will transform care by making it dramatically less expensive while simultaneously improving benefits to patients. The result? High value, affordable care.

Kaveh Safavi, MD, JD, Global Managing Director, Health Industry, Accenture

Transforming Delivery & Payment

9:30-10:45A

Supporting Growth through Service Line Redesign

Under healthcare reform, health systems are developing innovative ways to deliver care more efficiently. Learn how one organization redesigned its clinical service line and leadership structure to respond to significant growth and healthcare reform imperatives. Hear the process used to develop the new structure as well as a road map to support continued clinical services growth.

Monica Reed, MD

Senior Vice President and CEO

Florida Hospital Celebration Health (Celebration, FL)

Todd Godfrey

Senior Manager

ECG Management Consultants, Inc.

Population Health Strategies

Pioneering Healthy Living through Human Performance Improvement

By applying new technologies, expanding scope of services, and incorporating evidence-based human performance improvement methodologies, healthcare organizations can support healthy living and impact the health of their employee, patient, and community populations. Examine unique partnerships focused on performance approaches to encourage wellness, fitness, and healthy lifestyles. Hear the results, as well as lessons for population health management.

Alex Lincoln

Vice President

EXOS

Physician Relationship Strategies: Data & Analytics *Sponsored by Evariant*

Managing Referral Leakage: Strategies for the New Reality

Understanding and managing referral leakage is a critical issue for today's healthcare organizations. Hear new approaches for identifying and reducing leakage, including how to look at and use data differently and how to prepare for the future of network referral management. Examine new tracking, trending, and reporting methods.

Tricia Anderson

Director of Business Development

Texas Health Resources (Arlington, TX)

Susan Boydell

Partner

Barlow/McCarthy

11:00A-12:15P

A Systems Approach to Shared Risk

Central Ohio Primary Care teamed with two Skilled Nursing Facilities to design Clinical Decision Units to reduce observation days and unnecessary admissions for Medicare Advantage patients. Examine the approach. Hear how the units reduce costs for the patient, free up observation beds in the hospitals, and provide superior satisfaction to all stakeholders.

Thomas Kelly

Director, Inpatient Services

Central Ohio Primary Care (Columbus, OH)

Adam K. Middleton

President

Healthcare Advisory Network, LLC

Improving EHR Usability: A Tale of Two Hospitals

Lack of usability often prevents physician adoption of EHR and other information systems — especially when it interferes with clinical workflow. Hear from a CIO and emergency physician about improved patient record documentation, PHI security, patient experience, and physician satisfaction achieved through awareness computing.

Nimish Mehta, MD, FACEP, FAAEM

Emergency Physician and Vice President

Pegasus Emergency Group (Flemington, NJ)

Scott Raymond, RN, BSN, MHA/INF

Executive Director, Information Services

Orange Coast Memorial Medical Center/MemorialCare Health System (Fountain Valley, CA)

Using Data Analytics to Improve Care Valuation, Management, and Outcomes

A group of 450 physicians used data analytics to improve management, delay disease progression, and promote proactive care interventions for chronic kidney disease in western New York. Examine the process, techniques, and analytical tools used to identify at-risk patients and improve targeted interventions.

John Gillespie, MD, MBA

Chief Medical Officer, Palladian Health (West Seneca, NY)

Clinical Associate Professor, State University of New York at Buffalo School of Medicine and Biomedical Sciences

Joseph Eberle

Managing Director, Data Analytics, CTG



Omni Scottsdale Resort & Spa at Montelucia

The official hotel for the Summit is the Omni Scottsdale Resort & Spa at Montelucia. Experience the flavors of Spain at this resort featuring three pools, an award-winning, Moroccan inspired Joya Spa, and world-class restaurants. If you choose, you can venture off-site to climb picturesque Camelback Mountain or to tee off at one of the many world-class golf courses.

To make reservations, call the Omni Scottsdale Resort directly at **877-409-6664** and identify the meeting as the "Hospital and Physician Executive

Summit" to get the special rate of \$265.00 per night. This rate includes wire/wireless Internet access in guest rooms and spa fitness center access. Reservations must be guaranteed with a major credit card.

Be sure to make your reservation as soon as possible. The room block will be released on **Thursday, February 5, 2015**, but might be sold out before that date. Call early to ensure availability! After the deadline date, or when the room block is filled, rooms will be available at the group rate on a space available basis.

Monday Luncheon Keynote

12:15 – 1:30P



What if the Crowd is Wrong: Six Debatable Propositions about the Future of Healthcare

Much talk about the future of healthcare focuses on population health management, preventive care as a core strategy, and a variety of new integrated care models. But what if those trends don't hold true? Futurist Jeff Goldsmith offers a contrarian look at six key propositions about the future of healthcare. Join Jeff for a lively discussion of how healthcare organizations might allocate resources if certain core assumptions about where health financing is headed prove incorrect, as well as the implications for hospital and physician relationships.

Jeff Goldsmith, PhD

President

Health Futures

Details

The educational sessions are not supported by any commercial entity.

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 Postgraduate Institute for Medicine and the Forum for Healthcare Strategists. The Postgraduate Institute for Medicine is accredited by the ACCME to provide continuing medical education for physicians.

Credit Designation

The Postgraduate Institute for Medicine designates this live activity for a maximum of 18.0 AMA PRA Category 1 Credit(s)[™]. Physicians should claim only the credit commensurate with the extent of their participation in the activity.

Disclosure of Conflicts of Interest

Postgraduate Institute for Medicine (PIM) requires instructors, planners, managers, and other individuals who are in a position to control the content of this activity to disclose any real or apparent conflict of interest they may have as related to the content of this activity. All identified conflicts of interest are thoroughly vetted and resolved according to PIM policy. The existence or absence of conflicts of interest for everyone in a position to control content will be disclosed to participants prior to the start of each activity.

Special Needs

If you need assistance with special arrangements, such as dietary restrictions or accessibility, please notify us.

Excellence Guarantee

The Summit sponsors are committed to excellence in educational programming. If you are not satisfied with the Summit, we will refund your registration minus a \$150 processing fee.

Special Conference Features



Don't Miss a Session

Attendees can purchase a DVD-ROM featuring the audio and handouts from each session for the special price of \$150.



Access Handouts 24/7

All conference materials will be available at healthcarestrategy.com.



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Wireless Internet access will be provided in the meeting rooms compliments of **Health Market Science**.

Sponsors



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In cooperation with:



Barlow/McCarthy consults nationally in strategy development for physician relations, practice marketing, medical practice development, and all elements of physician recruitment. The Barlow/McCarthy team has hands-on expertise in defining and implementing the right strategy and structure to bring hospitals and physicians in sync.



Connect Healthcare provides Find-a-Doctor tools (ProviderConnections) to help increase Patient Acquisition: CAPTURE more of the search market; CONVERT more traffic into appointments; MANAGE physician data and reputations more effectively.



ECG offers strategic, financial, operational, and technology-related consulting services to healthcare providers. As an industry leader for over 40 years, ECG's team of more than 120 consultants provides specialized expertise to community and children's hospitals, health systems, medical groups, academic medical centers, and schools of medicine. Visit www.ecgmc.com.



EXOS, the leader in proactive health and performance solutions, along with its recent acquisition of MediFit, one of the nation's leading providers of fitness and wellness center management and design services, is designing and delivering performance game plans that guide people to achieve higher levels of success.



Health Market Science

Health Market Science (HMS) helps healthcare organizations solve business challenges centered on healthcare provider information. HMS uses innovative technology, domain expertise, and its comprehensive provider database to help clients reduce operational costs, comply with evolving federal and state laws, and maximize market opportunities.



Surgical Directions is the nation's leader in Perioperative and NORA Services Consulting. We are dedicated exclusively to improving perioperative and anesthesia performance. We partner with hospitals optimizing clinical outcomes, throughput, and financial performance, and are nationally recognized for operating room management, best practice standards, and physician leadership development.

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1 Registrant Information

FULL NAME

FIRST NAME AS YOU WISH IT TO APPEAR ON BADGE

TITLE

ORGANIZATION

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CITY

STATE

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2 Which Category Best Describes Your Organization?

- | | |
|---|---|
| <input type="checkbox"/> Integrated Delivery System | <input type="checkbox"/> Health Plan |
| <input type="checkbox"/> Hospital | <input type="checkbox"/> Insurer |
| <input type="checkbox"/> Urban/Suburban | <input type="checkbox"/> Medical Group Practice |
| <input type="checkbox"/> Rural | <input type="checkbox"/> Consultancy |
| <input type="checkbox"/> Academic Medical Center | <input type="checkbox"/> Vendor |

Questions? Call 866-440-9080 x 23.

Cancellation Policy

The Forum guarantees a refund, less a \$150 administrative fee, if written notification is received on or before January 23, 2015. Verbal cancellations are not accepted. Cancellations received after January 23, 2015 are not eligible for a refund. You may always send a substitute.

Confirmation of Registration

All registrations will be confirmed within 10 business days of receipt of the registration form and payment. If you do not receive a confirmation, please call 866-440-9080, ext. 23. Please do not mail or fax forms without payment.

3 Registration Fees

Early rates are available if the registration form with full payment is received by Friday, January 23, 2015. Discounts for 2 or more registrations are available for provider organizations. Please contact the Forum directly. All registrations for attendees from the same organization seeking discounts must be submitted together.

Summit Rates	Early <i>received by 1/23/15</i>	Regular <i>received after 1/23/15</i>
Current Forum Member	___ \$995	___ \$1,095
Joining Member (Includes one-year Forum membership, \$225 value)	___ \$1,220	___ \$1,320
Non-Member (Does not include membership)	___ \$1,195	___ \$1,295

Pre-Summit Strategy Sessions *(for Conference Attendees Only)*

Improving Performance	___ \$110	___ \$135
Improved Physician Leadership	___ \$110	___ \$135

DVD-ROM of Audio/Handouts

- ___ \$150 Attendees (includes shipping/handling)
- ___ \$450 Non-Attendees (includes shipping/handling)

Total Due \$ _____

4 Payment Information

Your registration will be confirmed only after payment in full has been received.

- A check is enclosed, payable to Forum for Healthcare Strategists
- I authorize you to charge: VISA MC AmEx Discover

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Featuring Presentations by Healthcare Thought-Leaders



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