
Hospital & Physician Relations

An Executive Summit

FOCUS ON:

ACOs & Clinical Integration
Maximizing Organizational Models
Medical Staff Development & Growth

October 25–27, 2010

Camelback Inn
A JW Marriott Resort & Spa
Scottsdale, AZ



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Dear Colleague:

With the passage of the Patient Protection and Affordable Care Act, it's a new world for healthcare providers. Measures to rein in costs through new payment approaches that reward quality, coordination, and value have tremendous implications for hospitals and physicians and encourage alignment as never before. At the same time, challenges related to a struggling economy, reimbursement cuts, rising costs, and intense competition have not gone away.

Mastering the challenges and achieving long-term success will require that healthcare executives and physicians work together to align strategies — and many have been doing so for years. As the quest for alignment expands, the need for strong physician leadership is evident, as is the need for improved dynamics among physician and non-physician members of the leadership team.

This conference will examine the critical opportunities and challenges for hospital and physician leaders, with a focus on new alignment models. We have assembled a knowledgeable faculty with practical, in-depth experience in the development, implementation, and operation of sound physician collaboration and leadership strategies. Through practical case studies and thought-provoking general sessions, your peers and colleagues will help you explore strategies and tactics for successful hospital and physician relations.

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



Denny DeNarvaez
Co-Chair
System President
Wellmont Health System



Eric Nielsen, MD
Co-Chair
Chief Medical Officer
Greater Rochester
Independent Practice
Association



Roberta Schwartz
Co-Chair
Senior Vice President
The Methodist Hospital

Examine the Winning Strategies

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

- Indicate the prognosis for — and bottom-line benefits of — clinical integration, ACOs, and other value-based models
- Define the cutting-edge alignment models, and when those models make sense
- Identify models for the development of executive and physician leaders
- Identify proven approaches for retaining physicians and generating referrals
- Discuss innovative approaches to looking at traditional services, such as orthopedics, imaging, and surgery
- Differentiate approaches for driving culture change to support alignment

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 and health system leadership teams:

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

Pre-Summit Strategy Session 1

Pre-Summit Strategy Session 2

9:00A-12:00P



Cutting Edge Hospital/Physician Relationship Models — Critical Legal & Business Issues

Building or maintaining market share often comes down to who can better engage and build relationships with physicians. Examine a host of performance-oriented employment, joint venture, and partnership models that will enable physician alignment in a cost-effective manner, including employment models for specialists and primary care physicians. Explore the business issues, benefits, and risks attendant to those models. Identify key economic issues such as compensation, payments to physicians, and valuation considerations, as well as an array of legal issues.

Steve Messinger
Principal

ECG Management Consultants, Inc.

Roger Strode

Partner – National Health Law Practice

McDermott Will & Emery LLC



Programs of Promise: Physician Leadership Academies

Increasingly, healthcare executives are pursuing alignment strategies with physicians to better integrate financial, clinical, and operational interests. So, the need for physician leaders is clear. Many healthcare organizations are “growing their own” through programs for developing and nurturing leadership knowledge, skills, and attitudes. Hear what works and what doesn’t based on research on ten established Physician Leadership Academies. Examine required competencies, barriers, and effective learning methods. Learn how to apply models and lessons.

Martha Davis

Organization Development
Heartland Health (St. Joseph, MO)

James A. Rice, PhD, FACHE

Vice Chairman, The Governance Institute and
Practice Leader, Governance & Leadership
Integrated Healthcare Strategies

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

1:00P Summit Commences

1:00-2:15P

ACOs & Clinical Integration

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The Imperative for Intelligence-Driven Collaborative Care

The value of virtual “health omniscience” is known to healthcare providers: being able to have a complete picture of a patient’s medical history, regardless of where they are or where they’ve been, available in every scenario and situation. It’s easy to envision but achieving it requires major actions and investments, as well as first-of-its-kind analytics prowess. Learn how to achieve intelligence-enabled collaborative care through new information strategies and initiatives, including data integration, public and private policy, and HIT initiatives.

Rob Merkel, Global Healthcare Industry Leader, IBM GBS
IBM

Maximizing Organizational Models

Sponsored by CPM Marketing Group

Independent Medical Group Foundations: The Last of the Mohicans

Today’s challenging economic environment and the future under healthcare reform pose an interesting challenge for independent medical groups: “give me liberty or give me a hospital partner.” Examine levels of collaboration, including user of beds, partner in coordination of care measures, and integral driver of an integrated delivery system. Identify the pros and cons, from a medical group perspective, of hospital affiliation, as well as the value proposition for a hospital to “declare” a commitment to a specific group.

Bill Gil, CEO

Facey Medical Foundation (Mission Hills, CA)

Medical Staff Development & Growth

Sponsored by PhotoBooks

Physician Sales: Harnessing the Hidden Value

The hidden value of a physician sales program... gaining strategic leverage from field-based relationship building. Learn how to convert the intangible benefits of a sales program into reportable results that focus strategic decisions, improve the physician workshop, support practice development, enhance revenue opportunities, and drive accountability and culture change.

Jeffrey L. Brickman

System Senior Vice President and President/CEO
Provena Saint Joseph Medical Center (Joliet, IL)

Amy Dirks Stevens

Regional Vice President, Strategy & Business Development
Provena Health (Joliet, IL)

2:30-3:45P

Accountable Care: A Top 5 List for Discussion

Accountable Care Organizations...Pay for Performance ...Bundled Payment...Medical Home — they’re all on the table as measures for promoting accountability for costs and outcomes of care. What will the impact of new care and payment models be on your organization, and how can you best adapt? Examine the strategic options that need to be considered, as well as the critical organizational dynamics to be addressed. Identify 5 keys to success that are relevant regardless of the approach.

Sam Civello, Vice President of Operations
Texas Health Physicians Group (Euless, TX)

Steve Levin, Director
The Chartis Group, LLC

Building a High-Performing Integrated Physician Enterprise: Culture Matters

Health systems are pressured to evolve from holding companies managing individual business lines to operating companies coordinating access, navigation, and care across business units and service lines. Critical to the transformation are a high-performing integrated physician enterprise and a supportive culture. Examine roles, responsibilities, rules of engagement, and the cultural attributes that facilitate teamwork and coordination.

Mark Nafziger, COO

Parkview Health (Fort Wayne, IN)

Stuart Baker, MD, President & COO

Navvis & Company

Physician Recruitment: The Art of Blowing the Deal

Be one of the first to hear the results of a national survey of more than 30 academic medical centers to understand why some are more successful than others in physician recruitment efforts. Identify the mistakes to avoid, as well as the most effective strategies. Understand what matters most to a potential candidate, and how squandered recruiting opportunities waste resources and time.

Peggy Troy, RN, MSN

President and CEO
Children’s Hospital and Health System (Milwaukee, WI)

Wesley Millican

President
MillicanSolutions, Inc.

Opening General Session

4:00-5:15P



Leadership Challenges Under Healthcare Reform

Today’s healthcare leaders face unprecedented challenges related to costs, labor shortages, information technology, clinical integration, the economy, reimbursement, competition — and now, the implementation of healthcare reform. How can hospital and physician leaders effectively steer their organizations into a transformed

future? Kevin Fickenscher will share his views on the challenges that await and the skill sets needed to meet them head-on.

Kevin Fickenscher, MD
Chief Strategy and Development Officer
Dell Healthcare Services

5:15-6:15P

Opening Reception

8:00-9:15A



Healthcare Reform: Implications for Hospital/Physician Alignment

National health reform is here. The Patient Protection and Affordable Care Act and the reconciliation bill are now law, and together, they will trigger sweeping changes and disruptions — some rather quickly and some over many years. Paul Keckley will examine some of the most significant changes and how they will impact hospitals and

physicians. Join Paul in exploring new opportunities and challenges for hospital and physician alignment in the post-reform environment.

Paul H. Keckley, PhD
Executive Director
Deloitte Center for Health Solutions

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9:30-11:00A

Moving From Volume-Based to Value-Based Payment

Today, healthcare executives must seek opportunities to bend the cost curve. Before bearing financial risks, there are certain steps that need to be taken, including collecting the necessary data to define the areas of opportunity and pace of change, creating a new process for delivering care with consistent inputs and cost and quality outputs, and applying a system of near-real-time financial and clinical feedback. Hear how.

Martin Hickey, MD, CEO
Alegent Health Clinic (Omaha, NE)
Tony Miller, CEO
Carol Corporation

Understanding the Sea Change in Imaging Relationships: A Panel Discussion

Longstanding hospital/physician relationships in imaging are coming apart, and fundamental shifts in technology and economics are disrupting one of the most clinically and financially important services in U.S. hospitals. Join your colleagues to examine the drivers, duration, and collateral damage (and benefit) of the changes.

Jeremy L. Friese, MD, Executive, Mayo Clinic Imaging Solutions, Mayo Clinic (Rochester, MN)
Mark S. Martin, President, Optima Imaging LLC (Dallas, TX)
Henry J. Soch, Vice President, Sg2
Robert B. Harrington, Facilitator, Director Cambridge Management Group

Clinical Councils: A Panel Discussion

Clinical Councils, models of cooperative leadership, have worked to align the hospital's strategic interests with those of employed and independent community physicians. Hear from a panel of industry leaders who have implemented the model, and examine the factors critical to its success and sustainability.

Rodger Baker, President/CEO
Fauquier Health (Warrenton, VA)
Denny DeNarvaez, System President
Wellmont Health System (Kingsport, TN)
Jeffrey Peterson, FACHE, President
Abbott Northwestern Hospital (Minneapolis, MN)
Richard Slack, Facilitator, Vice President
Navvis & Company

11:15A-12:30P

Care Management Models: Let's Talk

Nationwide, healthcare organizations are looking for new ways to strengthen primary care and replace poorly coordinated, acute-focused, episodic care with coordinated, preventive, comprehensive care. Consider options, including the patient-centered medical home (PCMH) and population management. Examine critical issues and best practices for increasing initial success and sustainability.

Nancy McClure, Senior Vice President
HealthPartners Medical Group & Clinics (Minneapolis, MN)
Stephen Rosenthal, President & Chief Executive Officer
The Care Management Company of Montefiore Medical Center (Bronx, NY)

Physician Employment: Improving Practice Performance

Even as hospital employment of physicians grows, underperforming practices remain a concern. Learn to shift the focus from recruitment and acquisition to practice operations — and successfully address issues related to physician culture, leadership, compensation, productivity, EMR implementation, costs, and quality initiatives. Join your colleagues for an interactive discussion.

Andrew A. Smith, MD
Vice President – Chief Medical Officer
Saint Francis Memorial Hospital – CHW (San Francisco, CA)
Jeffry Peters, Chairman, Health Directions, LLC

Medical Staff Development: Enhancing Your Strategy

Retooling the standard medical staff development process is an important step towards integration. Examine how Beth Israel Deaconess Medical Center has used the medical staff development process to build their community-based integrated hospital/network. Identify relational, structural, and business integration components for aligning physicians with strategic objectives.

Jeffrey H. Liebman
President and CEO
Beth Israel Deaconess Hospital – Needham and Affiliated Physician Group (Needham, MA)
Allison McCarthy, Principal, Barlow/McCarthy

12:30 – 1:30P Luncheon

1:45-3:00P

Physician Engagement and Clinical Integration: Building Upon One Another

As an Academic Medical Center with a mixed medical staff, The Methodist Hospital wanted to pursue opportunities to support its physicians while simultaneously improving the quality and cost of care. Examine the hospital's clinical integration journey, including engaging the medical staff, addressing organizational issues, and developing operational competencies. Three physician-led pilot projects will be shared, along with the insights gleaned.

Stuart Dobbs, MD (Invited), Chief Quality Officer and
Roberta Schwartz, Senior Vice President
The Methodist Hospital (Houston, TX)
Pamela Damsky, Principal, The Chartis Group

Making the Most of Hospital/Physician Alignment: Why Employment is Not the Only Way

Explore an innovative transaction between a system-affiliated medical foundation and a 350-physician IPA that established an affiliated employed multispecialty medical group AND enhanced relationships with independent physicians. Hear how it will improve physician recruitment/retention, create a clinically integrated network, and better prepare stakeholders for upcoming payment reform initiatives.

Brian C. Roach, MD, President, Mills-Peninsula Division
Palo Alto Medical Foundation (Palo Alto, CA)
Leonard J. Henzke, Principal
ECG Management Consultants

Attract Referring Physicians and Earn their Loyalty

How do you determine what referring physicians want most in order to maintain successful referring relationships? Hear how physician research drove a 3-year journey to grow regional referrals within a mixed model of academic and private practice. Examine key strategic components, including infrastructure must-haves and culture changes to improve communication. Learn how to apply principles with your practices.

Steven N. Kalkanis, MD, Medical Director and
Jane Thornhill, Administrator
HFMG Referring Physician Office
Henry Ford Medical Group/Henry Ford Health System (Detroit, MI)

3:15-4:30P

Physician Alignment: Key to Clinical Integration and Accountable Health Networks

Trinity Health is transforming its health ministry into accountable health networks, structured around patient-centered medical homes, primary care, coordinated care models, evidence-based practices, and pay-for-performance. At the heart of the transformation — physician alignment. Examine the requirements for financial viability in the new reality of accountable health networks. Explore strategies for accelerating alignment, as well as opportunities for growth and improved performance.

Michael Slubowski, FACHE, FACMPE
President, Health Networks
Trinity Health (Novi, MI)

Winning with Single Specialty Physician Groups

Physician employment is on the rise, but high-performing independent physician groups continue to thrive. Learn to craft and maintain productive relationships with single-specialty groups while advancing clinical service lines and creating value for patients, physicians, and hospitals. Identify goals, measurements, and outcomes, including quality, safety, cost savings, revenue enhancement, and profitability. Hear physician views on barriers, bureaucracy, and pitfalls.

Linda Burns, Executive Director
New England Orthopedic Specialists (Reading, MA)
Neal Peyser, Managing Director and National Practice Leader, FTI Healthcare

Recruiting and Retaining for Network Success

Building a high-performing physician network starts with recruiting physicians who are a good match for the organization, and establishing a positive culture that recognizes physicians' values. Examine principles for creating a culture that attracts — and retains — high-quality physicians. Learn how to apply key hiring and retention techniques.

William Morgan, MD
Health First Physicians Medical Group (Melbourne, FL)
Craig Holm, FACHE
Health Strategies & Solutions, Inc.

8:00-9:15A



Technology and the Net: Transforming Healthcare

Global trends in business, population, and technology are impacting the delivery of health information and medical services worldwide. Join Bill Crouse as he examines how remote monitoring, advanced communication technologies, and EMRs/PHRs will impact delivery, access, cost, and quality, along with the implications for hospital

and physician relationships. Hear how information technology will contribute to a more knowledge-driven healthcare system and improved decision making.

Bill Crouse, MD, Senior Director, Worldwide Health
Microsoft Corporation

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Medical Staff Development & Growth

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9:30-10:45A

Value-Based Care: Real Models that Deliver

Value-based payment is increasingly viewed as the solution to bending the curve on healthcare cost growth. While models take many forms, the goal is consistent: to reduce costs while improving quality. Through case presentations and a panel discussion, executives from leading organizations will share their progress with value-based models including bundled payment, clinical integration, and accountable care.

Examine the keys to:

- engaging physicians and empowering them to achieve results
- developing meaningful financial incentives to drive cost efficiency and achieve clinical quality goals
- enabling seamless information exchange and coordination of care between hospitals, physician offices, and other sites of care

William Chin, MD

Executive Medical Director

HealthCare Partners Medical Group (Torrance, CA)

Robert Minkin

Former CEO

Exempla Saint Joseph Hospital (Denver, CO)

Eric Nielsen, MD

Chief Medical Officer

Greater Rochester Independent Practice Association (Rochester, NY)

Brian J. Silverstein, MD

Senior Vice President

The Camden Group

11:00A-12:15P

Alignment Through New Facility Development

Physician employment and clinical care alignment models are changing the nature of facility usage, ownership, design, and development. Examine facility development concepts critical to growing the referral base, creating new multispecialty clinics, and increasing market share and revenue.

Carolyn Knaup, RN, BSN, MHA, CNOR

Vice President, Ambulatory Services

WakeMed Health and Hospitals (Raleigh, NC)

Becky Trimbur, Executive Director, Ambulatory Strategies

Parkview Health (Fort Wayne, IN)

John Marshall, *Facilitator*

Executive Director of Strategy & Development

BremnerDuke Healthcare Real Estate

A Systematic Approach to Leadership Expansion

Effective physician leadership starts with identifying and recruiting the right person and then providing the necessary supports to ensure professional success. Hear a systematic and seamless approach to recruiting, on-boarding, and leadership infrastructure development. Understand the organizational strategy underpinning one system's comprehensive leadership expansion.

Anthony V. Coletta, MD, MBA

Executive Vice President and CMO

Holy Redeemer Health System (Huntingdon Valley, PA)

Surgical Hospitalist: Pay for Quality and Service, Not Call Coverage

Shortages of general surgeons have forced hospitals to offer increasing amounts for call coverage. But these stipends have not eliminated growing tension between surgeons and hospitals; nor have they improved quality of care. Learn how a dedicated surgical hospitalist program can address these challenges, leading to improved medical staff relations, increased surgical case volume, and lower costs.

M. Victoria Gerken, MD

Medical Director

Trauma Acute Surgical Service Program

Kawahel Delta Medical Center (San Diego, CA)

Leaders' Round Table: What's Working?

Join your peers for this facilitated discussion. Share your own successes and challenges, and learn how other organizations are forging successful hospital/physician partnerships. Gain ideas and insight based on real, practical experience. Plus, you'll have an opportunity to provide input on how the Forum's Hospital & Physician Relations Executive Summit can better meet your needs.

Kriss Barlow, RN

Principal

Barlow/McCarthy

Richard K. Keck, Jr.

President

StratEx, LLC

1/2 Day Session



JW Marriott Camelback Inn Resort & Spa

The official hotel for the Summit is the Camelback Inn, a JW Marriott Resort & Spa. This landmark Scottsdale resort is nestled on 125 acres of naturally landscaped desert. Guests can enjoy an authentic Southwestern experience, secluded casitas, 36-holes of championship golf, and the signature Spa at Camelback Inn. Set in the heart of Scottsdale, the Camelback has been a favorite of celebrities and U.S. presidents throughout its colorful history.

To make reservations, call the Camelback directly at **800-242-2635** and identify the meeting as the "Hospital and Physician Relations Executive

Summit" to get the special rate of \$240 single/double. This rate includes high speed Internet and wireless access in guest rooms, spa fitness center access, and more! 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 **September 14, 2010**, 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.

Plan a One-on-One with Summit Faculty

The Summit offers an excellent opportunity for your leadership team to meet with select faculty in a customized retreat setting. Organize all you've heard at the Summit, and develop a plan of action, or address a specific concern that your organization is facing. Contact Judy Neiman at 312-440-9080, ext. 24, or email jneiman@healthcarestrategy.com to schedule a "one-on-one" or small group meeting with one or more of our speakers.

Special Conference Features

Complimentary CD-ROM of Session Audio and Handouts

Don't worry about missing a session! All attendees will receive a CD-ROM featuring the audio and handouts from each session, compliments of **Health Directions, LLC**.

Access Handouts 24/7

Receive a flash drive on-site with all of the conference handouts, compliments of **ECG Management Consultants, Inc.**

Details

Continuing Medical Education (CME) Accreditation

This activity has been planned and implemented in accordance with the Essential Areas and policies of the Accreditation Council for Continuing Medical Education (ACCME) through the joint sponsorship of Postgraduate Institute for Medicine (PIM) and Forum for Healthcare Strategists. The Postgraduate Institute for Medicine is accredited by the ACCME to provide continuing medical education for physicians.

AMA Credit Designation

The Postgraduate Institute for Medicine designates this educational activity for a maximum of 17 *AMA PRA Category 1 Credit(s)*[™]. Physicians should only claim credit commensurate with the extent of their participation in the activity.

Disclosure of Conflicts of Interest

Postgraduate Institute of 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 by PIM for fair balance, scientific objectivity of studies mentioned in the materials or used as the basis of content, and appropriateness of patient care recommendations.

ACHE Category II Eligible

The Forum for Healthcare Strategists, Inc. is authorized to award up to 18 hours of pre-approved Category II (non-ACHE) continuing education credit for this program toward advancement or recertification in the American College of Healthcare Executives. Participants of this program wishing to have the continuing education hours applied toward Category II credits should list their attendance when applying for advancement or recertification in ACHE. Please note your ACHE affiliation on the Registration Form.

Car Rental

Special meeting rates are available through Avis Rent A Car's Meeting Reservation and Information Desk at (800) 331-1600. Mention group number J948529.

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 Forum, you may return your Summit materials while *on-site* and we will refund your registration minus a \$150 processing fee.

Sponsors



forum FOR HEALTHCARE STRATEGISTS

The **Forum for Healthcare Strategists** was established in 1996 by a distinguished group of senior healthcare strategists seeking an opportunity to collectively examine current and future strategies for the delivery of healthcare. The Forum provides networks of communication and support, as well as opportunities for professional development, with the ultimate purpose of inspiring new, more effective models of care. Call 312-440-9080 or visit www.healthcarestrategy.com.

In cooperation with:

AmeriMed ConsultingSM

AmeriMed Consulting is a nationally recognized strategic healthcare consulting firm specializing in medical staff development, community needs assessment, physician market inventories, surveying and focus interview/group reports for strategic planning in healthcare. We work with you to develop a specialized, strategic medical staff plan that is tailored to fit your needs. AmeriMed offers the *most comprehensive medical staff development plan* in the industry.

BARLOW/McCARTHY
HOSPITAL-PHYSICIAN SOLUTIONS

Barlow/McCarthy consults nationally in strategy development for physician relations, retention, 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.

ECG
MANAGEMENT CONSULTANTS

ECG offers a broad range of strategic, financial, operational, and technology-related consulting services to healthcare providers. ECG provides specialized expertise to community hospitals, academic medical centers, health systems, and medical groups throughout the U.S. For nearly 40 years, we have played an instrumental role in developing and implementing innovative and customized solutions that effectively address issues confronting healthcare providers. Visit www.ecgmc.com.

Health Directions
Business solutions for healthcare organizations

Health Directions provides business solutions for healthcare organizations. Our experienced consulting team focuses on revenue cycle management, hospital/physician integration, physician practice management and health IT. We help medical groups and hospitals increase their net revenue, enhance physician satisfaction, get the most out of EMR and build a strong strategic position.

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REACH3 is the market leader for healthcare customer relationship management (CRM) and physician referral solutions. Partnering with hundreds of healthcare organizations across the country, REACH3 utilizes data-driven technology to optimize marketing and measure results. Headquartered in Verona, Wisconsin, REACH3 is a wholly owned subsidiary of Third Wave Research, Ltd.

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1 Registrant Information

FULL NAME

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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 |
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| <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 September 10, 2010. Verbal cancellations are not accepted. Cancellations received after September 10, 2010 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, September 10, 2010. Discounts for 2 or more registrations are available. 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 9/10/10</i>	Regular <i>received after 9/10/10</i>
Forum Member	— \$895	— \$995
Non-Member*	— \$1,020*	— \$1,120*

Join the Forum (\$225 annual fee)

— *\$100 due for Membership Dues
(*\$125 of registration fee will be applied to Forum membership*)

Pre-Summit Strategy Sessions (for Conference Attendees Only)

Hospital/Physician Relationship Models	— \$110	— \$135
Physician Leadership	— \$110	— \$135

CD-ROM of Audio/Handouts

— \$395 Non-Attendees (includes shipping/handling)

Attendees receive a complimentary CD-ROM, compliments of Health Directions, LLC

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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September 10th!



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