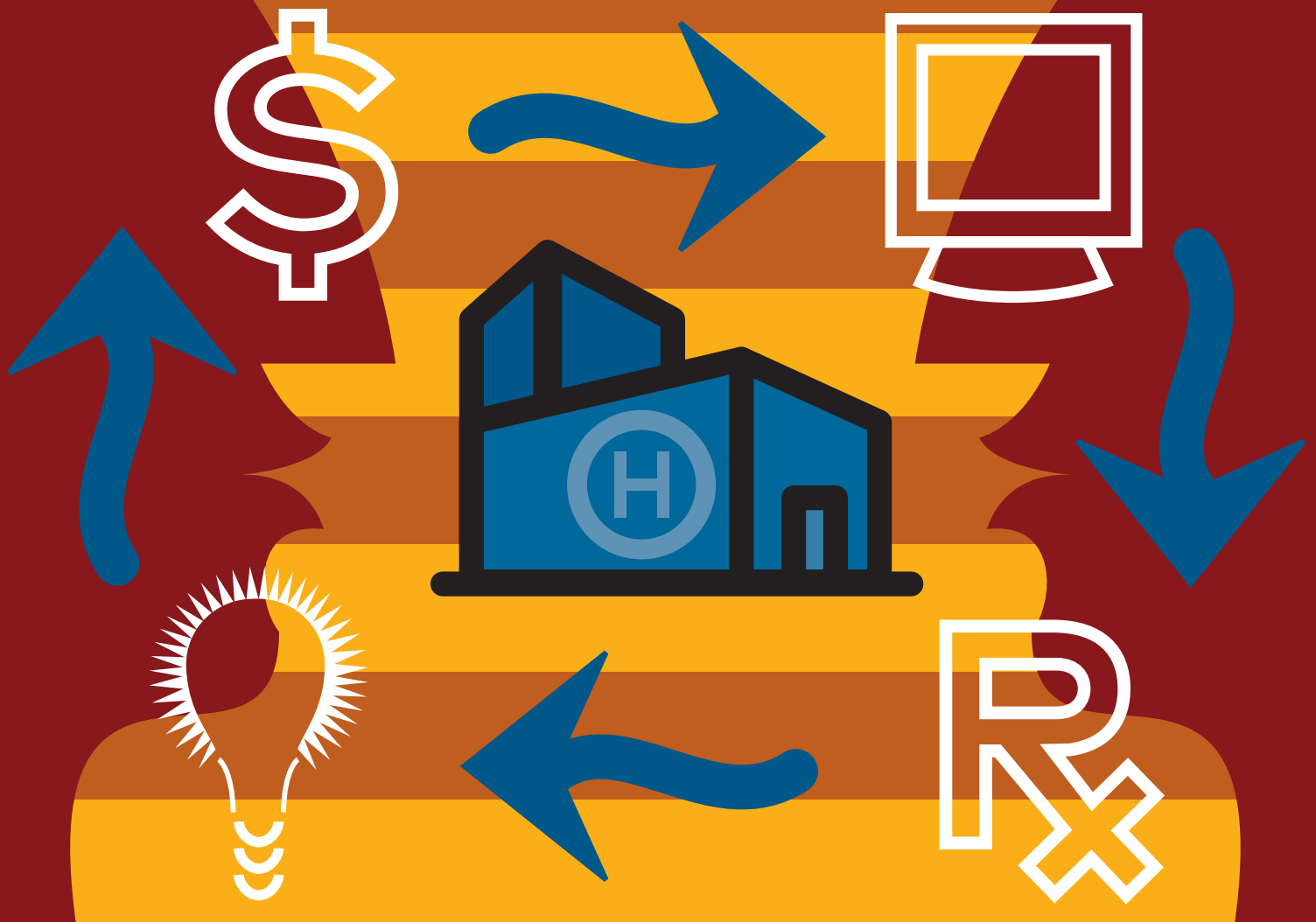

Physician Strategies Summit

Driving Performance and Results



February 28– March 2, 2010

Camelback Inn
A JW Marriott Resort & Spa
Scottsdale, AZ

JOINTLY SPONSORED BY:



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Private Health News

Physician Strategies Summit

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Dear Colleague:

Ongoing reimbursement pressures... increased attention to quality and value... uncertainty about economic recovery and health reform... all these forces heighten the need for improving clinical and operational performance. So it is no surprise that many healthcare executives and physicians interested in long-term success are working together toward these goals. They are developing collaborative solutions that offer improved clinical quality, profitable growth, and bottom line results — for the organization and for physicians.

How does your organization stack up? Do you understand physicians' needs and concerns, and are you responsive to those concerns? Do you have a solid recruitment plan in place, along with a solid retention strategy? Are physicians receptive to collaborative efforts, and if so, with whom will you collaborate, and how? Have you considered how EMRs or other online solutions can help cement your relationships with physicians?

To examine these issues and more, we have assembled a knowledgeable faculty with practical, in-depth experience in the development, implementation, and operation of sound physician strategies. Proven case studies and thought-provoking general sessions will help you identify strategies for enhancing physician and organizational performance, strategies that will deliver positive returns NOW.

It is with pleasure that we extend a special invitation to you to attend the **Seventh National Physician Strategies Summit**.

Conference Co-Chairs



Edward Dougherty, MBA
Vice President, Physician
Network Development
Lehigh Valley Health
Network



Martin Hickey, MD
CEO
Alegent Health Clinic



James Zito
CEO
Prairie Heart Institute
of Illinois

Examine the Winning Strategies

- Indicate the prognosis for — and bottom-line benefits of — collaborative hospital and physician relationships
- Define the cutting-edge alignment models, and when those models make sense
- Identify the tactics for assessing, strengthening, and tracking physician relations efforts to improve revenue
- Identify basic and innovative approaches for effective physician recruitment
- Select methods to enhance volume through sales
- Identify proven approaches for increasing physician satisfaction, retaining physicians, and generating referrals
- Differentiate strategies for physician employment and integration success
- Discuss the impact and value of online marketing and communication strategies

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. The Summit will benefit the following individuals from hospitals, academic medical centers, healthcare systems, and medical group practices:

- CEOs/COOs/CFOs
- Chief Medical Officers
- Physician Leaders
- Board Members
- Chief Strategy and Marketing Officers
- Network and Business Development Executives
- Physician Relations Directors
- Physician Recruitment Directors
- Sales Executives
- Consultants
- Attorneys

Pre-Summit Strategy Session 1

Pre-Summit Strategy Session 2

9:00A-12:00P



What's Next? Emerging Models for Hospital/Physician Alignment
 Healthcare reform proposals and radical changes in the regulatory scheme governing hospital/physician relationships have sent both groups scrambling for effective, legally compliant ways to partner. While the days of "under arrangements" and "shared services" joint ventures are gone, other models are emerging that do a better job of aligning incentives. Explore the models, including Physician Employment Organizations, Co-Management Arrangements, Accountable Care Organizations, Clinical Integration Models, and new Ambulatory Facilities. Compare and contrast the pros and cons, and examine the impact of Federal regulatory schemes.

Steve Messinger
 Principal
 ECG Management Consultants, Inc.

Roger D. Strode, Jr.
 Partner - National Health Law Practice
 McDermott Will & Emery LLP



The New Frontier: Redefining Physician Relations
 Today, gaining new business opportunities through physician relations is a target strategy for most healthcare organizations. This special session, designed for the seasoned physician relations executive, provides attendees with a framework for developing or growing the physician relations program. Attendees will have the opportunity to participate in one of two breakout groups. The first group will focus on structure, performance, and messaging, while the second group focuses on ROI models, advanced planning, and staff development issues. Be prepared to roll up your sleeves and join your colleagues for this interactive session.

Lori McLelland
 Executive Director, Marketing & HealthConnection
 Emory Healthcare (Atlanta, GA)

Kriss Barlow, RN
 Principal
 Barlow/McCarthy

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

1:00P Summit Commences

Physician Relations/Sales

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Physician Strategies

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Innovative Approaches

Sponsored by HealthLine Systems, Inc.

1:00-2:15P

From Physician Relations to Business Growth: Making the Transition

Growing new volume is the focus of many healthcare organizations. Learn how a large health system took a fragmented physician relations function and transitioned it to a system-wide business growth strategy. Understand how to overcome the internal barriers and what must be in place to measure success and track ROI.

Tricia Anderson
 Business Growth Specialist
and
Susan Boydell
 Director, Business Growth Strategy
 Texas Health Resources (Arlington, TX)

Connecting Online to Add Value and Generate Revenue

Web strategy and development can be a powerful way to align a healthcare organization with physicians. Examine a range of near- and long-term tactics for bridging institutional online marketing initiatives with physician practice-building strategies. Learn how to communicate value and obtain physician buy-in for web solutions.

Beverly Riggsby
 Service Line Development Director
 Loma Linda University Medical Center (Loma Linda, CA)
Amanda Vande Brake
 Director, Communications & Brand Experience
 Earthbound Media Group

Tearing Down the Silos

In today's world, three things are certain: quality must be measured and managed more efficiently; reducing waste and improving financial performance is critical; and physicians are key to accomplishing both. Hear how two medical centers have built a new structure focused around systems of care and developed the tools necessary to ensure success.

Hal Cates, MD
and
Janice McKinley, RN
 Vice President and Chief Nursing/Patient Safety Officer
 Parkwest Medical Center (Knoxville, TN)
Marshall Steele, MD, CEO
 Marshall Steele & Associates

2:30-3:45P

Referral Readiness: Let's Talk

The development of a strong referral base for specialty physicians is critical to the success of the physician group and the hospital. Join your colleagues in a panel discussion regarding best practices, leadership expectations, tactical difference makers, and what makes referral development work — or not.

Douglas Backous, MD, FACS
 Medical Director, Regional Clinicians Program
 Virginia Mason Medical Center (Seattle, WA)
Edward C. Dougherty, MBA
 Vice President, Physician Network Development
 Lehigh Valley Health Network (Bethlehem, PA)
Carol Fellin Hemker, MBA
 Director, Physician Services & Marketing
 Christian Hospital/BJC (St. Louis, MO)

Physician Onboarding: Recruiting for Retention

What's the key to retaining the physicians you recruit? Examine a structured onboarding process that identifies opportunities to connect with new physicians prior to arrival and helps build relationships with key members of the organization and the community within the first 120 days, boosting retention AND organizational growth.

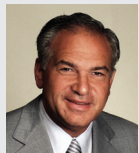
Carrie Bennett
 Director, Growth and Physician Services
 LifePoint Hospitals (Brentwood, TN)
Vicky Hill
 Director, Physician Support & Recruitment Services
 Wythe County Community Hospital (Wytheville, VA)
Cherie Sibley
 Chief Operations Officer
 Vaughan Regional Medical Center (Selma, AL)

From Clinical Integration to Accountable Care: Organizing for Value-Based Payment

Wide disparities in the cost and quality of care are giving way to new forms of payment that reward provider coordination and quality outcomes. Learn how your organization can thrive in tomorrow's payment landscape, where Value-Based Payment and Accountable Care Organization reforms will require most hospitals to align both employed and independent physicians.

Eric Nielsen, MD
 Chief Medical Officer
 Greater Rochester Independent Practice Association
 (Rochester, NY)
Brian Silverstein, MD
 Senior Vice President
 The Camden Group

4:00-5:15P



Personalized Medicine: The Future is Now!

Personalized medicine has the power to transform healthcare in the 21st century. Through personal genetic testing, the potential for disease can be identified early, leading to improved prevention, earlier diagnosis, and more effective treatment. Right now, personalized medicine is in its early stages. But Jonathan Lord, MD, a strong advocate

of combining robust medical science with technological innovation to improve consumers' health and access to quality care, has high hopes for its future. Dr. Lord will share his views on the future of personalized medicine, and how it is likely to impact hospital/physician/payer relationships.
Jonathan Lord, MD, CEO & President, Navigenics, Inc.

5:15-6:15P

Opening Reception

9:00-9:15A



Health Reform: Off and Running

As debate over healthcare reform continues, what's the latest word from Washington? Kevin Fickenscher will provide an up-to-the-minute look at the latest developments and what they mean for hospitals and physicians. Join Kevin in examining the status of such features as taxation of benefits, individual and employer mandates,

a public plan, comparative effectiveness, cost reduction, performance-based payments, and quality and transparency.

Kevin Fickenscher, MD

Vice President, Strategic Initiatives
Dell Perot Systems - Healthcare

Physician Relations/Sales

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Innovative Approaches

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9:30-10:45A

Sales: Enhancing Volumes and ROI

Market intelligence gathered from a sales force and captured in internal databases can be used to cultivate better relationships with physicians, both new and existing. This information helps hospitals cater to the needs of physicians, thereby positively influencing referral patterns. Examine how to measure and document ROI.

Jeffrey Carr, Senior Director of Growth and Sales
and

Jeff Cowart, Chief Marketing Officer
Inova Health System (Springfield, VA)

Physician Employment: Getting it Right

Physician employment has returned as a critical strategy for hospital/physician alignment. But new strategies are needed to avoid the mistakes of the 1990s. Examine selection criteria, successful compensation methodologies, and tactics to significantly reduce unnecessary subsidies. Hear a success story of a system that went from 0 to 80 employed physicians in 18 months.

Allen N. Kram, Director of Physician Development
Health Quest (Poughkeepsie, NY)

Craig E. Holm, FACHE, Senior Vice President
Health Strategies & Solutions, Inc.

Patient-centered Medical Homes

The patient-centered medical home (PCMH) can strengthen primary care and replace poorly coordinated, acute-focused, episodic care with coordinated, preventive, comprehensive care. As such, it can serve as a foundation for transforming the U.S. healthcare system. Hear why and how stakeholders can participate in PCMH initiatives. Examine critical issues and best practices for increasing initial success and sustainability.

Martin Hickey, MD

CEO
Alegent Health Clinic (Omaha, NE)

11:00A-12:15P

Managing a Successful Outpatient Sales Function in an Unpredictable Market

Across the country, outpatient sales has emerged as a strategy to adapt to the challenging environment. BayCare Health System has adapted an outpatient sales and service strategy in a highly competitive and unpredictable market. Examine lessons learned as well as applications to your outpatient and outreach programs.

Michelle Kruger, Manager
Business Development/Ambulatory Services
BayCare Health System (Largo, FL)

Laurie Slater, MBA, FACHE, Consultant
Corporate Health Group

Maximizing Physician Recruitment and Retention Strategies

Solid physician alignment begins during physician recruitment and continues through the first contract cycle. Review "best practice" physician recruitment and retention approaches — factoring in effective methods of sourcing, interviewing, on-boarding, and managing relationships. Examine successful compensation models and processes for sharing performance data.

Steve Lewandowski, Director of Outreach Operations
HealthPartners (St. Paul, MN)

Steve Muellerleile, VP, Business Planning & Development
Hudson Hospital and Clinics (Hudson, WI)

Specialty Practice Acquisition: The First Twelve Months

On January 1, 2009, the largest cardiology group in Illinois was acquired by a Midwest Catholic healthcare system. Hear about the "tipping points" leading to the acquisition, expectations, and first-year progress in meeting expectations. Examine organizational changes (expected and unexpected) as well as the importance of realistic practice valuation and a compensation model that stimulates productivity.

James Zito

CEO
Prairie Heart Institute of IL (Springfield, IL)

12:15-1:15P Luncheon

1:30-2:45P

Sales Management: Successful Strategies

Successful sales programs must have appropriate tools in place to manage both human resource and operational needs, particularly as the program matures. Hear about well-defined goals and performance plans, measurement and evaluation tools, incentive plans, and career development. Explore methods for responding to market changes.

Sean Duffy, Manager, Physician Liaison Program
Geisinger Health System (Danville, PA)

Lyle Green, MBA, FACHE, FHIMSS
Associate Vice President
The University of Texas M. D. Anderson Cancer Center
(Houston, TX)

The Physician Signed – Now What?

Helping newly recruited physicians build their practices as quickly as possible is an imperative. Examine the issues, including practice expectations, credentialing, marketing, understanding financials, developing a strong working relationship between the hospital and the physician, and selecting and implementing a successful PM/EHR. Address employed as well as private practice needs.

Paul Horn, Vice President, Physician Services
Capella Healthcare (Franklin, TN)

Craig Hunter, Senior Vice President
Coker Group

Creating a Physician Leadership Structure to Integrate Patient Care

Formalized physician leadership structures can create greater alignment of operational and clinical objectives and drive value through a patient-centered delivery model. Hear how one hospital developed a dyad organizational structure that promotes collaboration between hospital executives and physician leaders. Explore parameters for determining span of control, scope of responsibilities, job descriptions, and compensation plans.

John Snyder

Executive Vice President and COO
Carle Foundation Hospital (Urbana, IL)

3:00-4:15P

Ratings and Rankings: A Strategic Approach to Improving Position

Love them or hate them — national rankings influence your organization's reputation. Many hospitals set organization-wide goals around achieving these external validations of quality and advancing up the lists. Nationwide Children's Hospital developed a strategic approach to maximizing ratings and rankings. Examine the process, including assessment of methodology, survey completion, and optimizing results.

Donna Teach, MS, APR
Vice President, Marketing & Public Relations
Nationwide Children's Hospital (Columbus, OH)

Supercharge Physician Relationships with EMRs

Examine the strategic role of health information technology in establishing sustainable relations with physicians. Hear how an EMR-driven health information network that redefines provider and patient relationships can strengthen links with physicians. Learn how to amplify the value of your network by developing physician- and patient-centered functionalities and expanding the platform to key providers.

Stephen Sproul, MD
Metrodocs/APP Medical Director for EHR and CI
Advocate Lutheran General Hospital (Mt. Prospect, IL)

Daniel J. Marino
President/CEO
Health Directions, LLC

Social Media: The Evolving Patient/Physician Connection

Increasingly, consumers are turning to the Internet to collect health and medical information to make decisions regarding their healthcare. But, getting physicians to recognize, and embrace, this shift may not be easy. Attend this interactive session on the use of social media for strengthening patient/physician interactions, including an examination of the value of different outlets, and tactics for obtaining physician buy-in.

Michael Schneider
Executive Vice President
Greystone.Net

8:00-9:15A



Transforming Healthcare: New Models, New Solutions

Whether Congress' machinations will result in "real" health reform is still an unknown. But the business sector, with support from the government sector, has the aligned incentives and wherewithal to inject meaningful reform into our broken and fragmented healthcare system. David Hefner will share lessons from a 5-year applied research

experiment of an Academic Health Center that has radically altered the cost curve for its employee population while improving satisfaction and health. Hear how the lessons learned could be the translational prescription for large segments of our nation's businesses, driving new models of care and strengthening hospital/physician relationships. **David Hefner**, Senior Advisor, AAMC

Physician Relations/Sales

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Innovative Approaches

Sponsored by HealthLine Systems, Inc.

9:30-10:45A

Principles that Build Successful Physician Relationships and Help Achieve Your Goals

Applying basic business principles can build successful relationships and help you "get it done." Case studies, including creating a freestanding orthopedic hospital, growing service lines, developing a primary care network, and employing physicians, provide examples of these principles in action. Relevant in all your professional interactions, these principles can also serve as a guide to career development. Bring your successes and challenges to this interactive session.

Richard K. Keck, Jr.
President
StratEx, LLC

Medical Staff Development: Planning for Hospital & Community Needs

A well-designed medical staff development plan serves as an essential road map for achieving the patient volume, revenue, and alignment goals necessary to remain competitive. Examine the critical components of comprehensive plans, including service area definition, physician-to-population ratios, community health indicators, and service line definitions.

Michael Arvin
Senior Vice President
Methodist Health System (Dallas, TX)
Phil Dalton
President and CEO
Medical Development Specialists

Enhancing Service Lines Through Physician Employment

Increasingly, hospitals and health systems are developing service lines around core services. And, physician employment is becoming a key strategy for gaining alignment. Explore varying employment strategies used to bolster service line performance. Examples from leading healthcare organizations will be shared, with particular emphasis on cardiology and orthopedics.

Jeff Sanders
Administrator, Operations
Intermountain Medical Center (Murray, UT)
Kevin Forster
Principal
ECG Management Consultants, Inc.

11:00A-12:15P

Build Referrals through Better Communication

Starting or recharging a Physician Referral Program? Don't underestimate the importance of outbound communications. Understanding physician preferences about the type, frequency, and format of communications they want to receive and targeting messages based on physician preferences and specialties is crucial. Examine research on physician communication preferences and hear how to use the information to refine physician marketing.

Kathy Smith, Director of Market Development
Johns Hopkins Medicine (Baltimore, MD)
Doug Zarvell, Vice President
REACH3

The True Measure of Market Share

Hospitals and their affiliated specialists live or die by referrals from primary care physicians. Yet referral patterns have become increasingly vulnerable in most competitive markets. Learn the essential steps hospital CEOs and their teams must take to attract referral business and maintain referral patterns.

Alice Meyer
Physician Liaison
Bon Secours Richmond Health System/Bon Secours St. Francis Medical Center (Midlothian, VA)
Marc D. Halley
President and CEO
The Halley Consulting Group, LLC

Engaging Physicians to Solve Today's Problems and Prepare for Tomorrow

Examine a unique approach to clinical program investment that combines long-range clinical priority setting with short-term process improvement. Hear the impact on retention, recruitment, physician leadership, and clinical service development.

Kim Miller, FACHE, President and CEO
Beaver Dam Community Hospitals, Inc. (Beaver Dam, WI)
Amy J. Muchow, MD
Co-chair, Clinical Priorities Physician Team
University of Wisconsin Beaver Dam Clinic (Beaver Dam, WI)
Bob Harrington, Director (Facilitator)
Cambridge Management Group

12:30-2:30P



Sales Skills for Physician Recruitment and Relations

Sales strength is increasingly important to be successful in the competitive healthcare marketplace. Attend this interactive session and:

- Create differing sales strategies for recruitment and referral growth versus retention
- Develop the scripts to ask the right questions

- Build solutions with your products and services based on what the customer wants
- Present solutions in terms of benefit, value, and ROI
- Learn the best ways to ask for commitment

Teri Cardenas, Sr. System Director, Strategic Marketing & Communications, CHRISTUS Health (San Antonio, TX)
Allison McCarthy, Principal, Barlow/McCarthy



Camelback Inn

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 "Physician Strategies 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 February 5, 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.



Special Conference Feature

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**.

Details

This activity is jointly sponsored by Postgraduate Institute for Medicine and Forum for Healthcare Strategists.

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 18.75 *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 14 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

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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:



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.



CPM Marketing Group is the market leader in healthcare relationship management, communication technologies, data management and prediction technologies. In the area of Physician Relationship Marketing, CPM helps hospitals create and expand high value physician referrals and admissions through better understanding and personal communications.

ECG

MANAGEMENT CONSULTANTS

ECG Management Consultants, Inc. is a specialized consulting firm that develops — and implements — innovative solutions for healthcare organizations. While we provide a variety of strategic, operational, and financially related services, we are particularly known for specialized expertise regarding hospital and physician relationships, strategic and business planning, and the complexities of hospitals, health systems, and the academic healthcare enterprise.



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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Legacy Consulting Group is a full-service healthcare consulting firm. Legacy provides independent management counsel to physicians and health systems in the areas of strategy, business and market development, financial planning, master facility planning, and regulatory services. Our strategy practice emphasizes innovative solutions to physician-hospital collaboration challenges and often involves implementation assistance. For more information, visit www.legacyconsulting.com.



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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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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 |

3 Special Workshop

Please check if you plan to attend this workshop. There is no extra fee, but a count is necessary to ensure that we order the appropriate number of lunches.

- Tuesday, March 2**– Sales Skills for Physician Recruitment and Relations

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 15, 2010. Verbal cancellations are not accepted. Cancellations received after January 15, 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.

4 Registration Fees

Early rates are available if the registration form with full payment is received by **Friday, January 15, 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 1/15</i>	Regular <i>received after 1/15</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)

Emerging Models	___ \$95	___ \$115
Redefining Physician Relations	___ \$95	___ \$115

CD-ROM of Audio/Handouts

___ \$395 CD-ROM of Audio/Handouts** (includes shipping/handling)

**Summit attendees receive a complimentary CD-ROM, compliments of Health Directions, LLC

Total Due \$ _____

5 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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