

HOSPITAL & PHYSICIAN RELATIONS

AN EXECUTIVE SUMMIT



OCTOBER 21 – 23, 2007
JW MARRIOTT DESERT RIDGE RESORT & SPA • PHOENIX, AZ



FORUM FOR HEALTHCARE STRATEGISTS

in cooperation with

HealthLeaders Media • BremnerDuke Healthcare Real Estate
ECG Management Consultants, Inc. • Healthcare Strategy Group • Health Directions, LLC
Morehead Associates • Professional Research Consultants, Inc. • Sg2

Examine the Winning Strategies

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

- Describe the prognosis for collaborative hospital and physician relationships.
- Identify innovative approaches to looking at traditional services and issues, such as cardiovascular, cancer, call coverage, real estate, and more.
- Define the cutting-edge transaction models being employed in the marketplace, and when those models make sense.
- Identify proven strategies for recruiting and retaining physicians.
- Specify new concepts for engaging physician support.
- Evaluate the impact of leadership, with an emphasis on the hospital and physician relationship.

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 leadership teams from hospitals and healthcare systems including the following individuals:

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

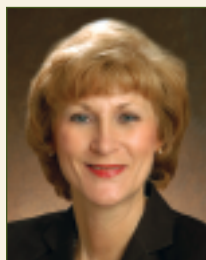
Dear Colleague:

Now is the time to take a good hard look at your organization's attitude toward physicians and its approach to physician strategy. Fueled by declining reimbursements and rising costs, physicians are increasingly competing with hospitals. And, with technology and new financing mechanisms making it possible for physicians to perform most hospital outpatient procedures in their clinics, offices, or freestanding centers, the challenge is real.

Yet, physicians are literally the lifeblood of hospitals. They control volume, revenue, and most expenses. Recognizing this, many hospital and healthcare system executives have been working for years to achieve positive, collaborative working relationships between hospitals and physicians. Whether working together to improve quality and efficiency, paying for call, economic credentialing, collaborating around service lines, or improving medical staff communications, stronger relations between physicians and hospitals are a "must."

To examine the challenges and opportunities for hospital/physician collaboration, we have assembled a knowledgeable faculty with practical, in-depth experience in the development, implementation, and operation of sound physician collaboration strategies. Your peers and colleagues will be presenting practical case studies and thought-provoking general sessions to help you explore strategies and tactics for successful hospital and physician relations.

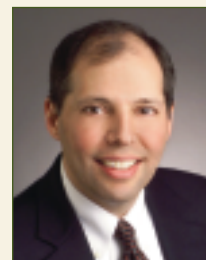
It is with pleasure that we extend a special invitation to you to attend the **Hospital & Physician Relations Executive Summit**.



Janet Meeks
Co-Chair
President & COO
Mount Carmel St. Ann's



Callen Northam
Co-Chair
EVP/COO
Portneuf Medical Center

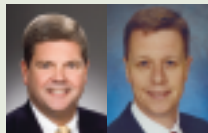


Kaveh Safavi, MD, JD
Co-Chair
Chief Medical Officer
Thomson Healthcare

Pre-Summit Strategy Sessions

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

9:30am–12:30pm Pre-Summit Strategy Session I



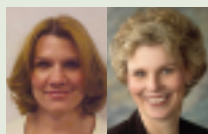
Cutting Edge Hospital/Physician Relationship Models: Critical Business & Legal Issues

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, as well as 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.

Thomas E. Dutton
Partner
Jones Day

Steve Messinger
Principal
ECG Management Consultants, Inc.

9:30am–12:30pm Pre-Summit Strategy Session II



Strengthening Your Physician Relations Program: Ideas Into Action

Healthcare executives are anxious to maximize the impact of their physician relations programs through return on investment strategies, market differentiation, and harnessing leadership's expertise to gain internal momentum. This special interactive session focuses on structure, advanced planning and staff development, outcomes and measures, leadership, and internal integration. Leave the session with ideas for creating the next-tier strategy for your organization.

Sue Pietrafeso
Market Director, Physician Outreach
Sunrise Health (Las Vegas, NV)

Amy Stevens
Marketing Vice President
Sunrise Health – HCA/Las Vegas

Kriss Barlow, RN, MBA
Principal
Barlow/McCarthy

1:00pm Summit Commences

Creating New Partnership Models: Examining the Venture

Next Generation Model for Physician Employment

Increasingly, hospital-employed physician groups are re-emerging as a viable strategy for hospitals seeking to grow market share. Examine a new model for physician employment, one that mirrors the structure of a multi-specialty group. Design a financially self-sustaining entity, with vertically integrated services, organized under a physician-dominated board. Identify the characteristics of an advanced-model hospital/physician group.

Sherry Dorsey, Administrator
HealthPoint Medical Group (Tampa, FL)
Jeffrey Peters, President/Chief Executive Officer
Health Directions, LLC

Hospital/Physician Collaboration: Innovative Approaches

Identifying, Understanding, and Working with the "Entrepreneurial" Physician

So, you've meet the new, "entrepreneurial" physicians, and you don't quite know how to interact with them. Scott Rifkin, a practicing internist and long-time entrepreneur, examines the services that hospital executives can, and must, provide to this new breed of physician or risk driving them away. Using the Nursing Home model as a case study example, Dr. Rifkin outlines proven steps for creating meaningful, long-term relationships between physicians and hospitals.

Scott Rifkin, MD
CEO
Healthsouth Tustin Rehabilitation Hospital

Hospital/Physician Relationships

Physician Loyalty & Retention

Ultimately, the key to success for any healthcare organization is the loyalty and retention of physicians. Developing physician leadership, enhancing patient loyalty, improving physician satisfaction, and increasing market share are traits of a successful healthcare organization. Learn the steps to create physician champions and understand how to build loyalty.

Ed Dougherty
Vice President, Physician Network Development
and
Brian Nester, DO, MBA
SVP, Physician Hospital Network Development
Lehigh Valley Hospital and Health Network
(Allentown, PA)

Getting to "GO": Hospital & Physician Real Estate Collaboration

St. Joseph Regional Medical Center is developing a \$355 million, 254-bed replacement hospital. With a competitor hospital close by, physicians are struggling with affiliation options, as well as the development of their own building. Learn how strategic real estate decisions can tie a physician group to your hospital. Examine how to apply timelines and communications to physicians.

Lori Lingenfelter
Vice President, Strategy Health Facilities Planning
and
Charles B. Vogt III, SVP & Chief Strategy Officer
BremnerDuke Healthcare Real Estate

Physician Alignment: Strategy, Leadership & Marketing

An employed physician group strategy doesn't have to be at the expense of independent physicians' loyalty. Examine the strategy, leadership, and marketing behind a growing Chicago health system's physician alignment strategy. Enjoy the ad campaign that has increased new patients to the owned primary care physician group by 23%.

Michael S. Eesley, President & CEO
and
Susan Milford, VP, Strategic Marketing & Planning
Centegra Health System (Crystal Lake, IL)

What Every Board Needs to Know About the Hospital/Physician Relationship

Hospital and healthcare system executives increasingly are working with their boards in new ways. Examine trends in healthcare governance, and varying approaches that CEOs are using to inform their boards about the realities of hospital and physician relationships. Roll up your sleeves and examine practical tools and tips for helping your board be more effective.

Janet Meeks, President & COO
Mount Carmel St. Ann's (Westerville, OH)
Stephen Gelineau, Senior Vice President
Cambridge Research Institute

4:00–5:15pm Opening General Session



Where are You Now Marcus Welby?

Be one of the first to hear the results of research, as well as thought-leadership, on the evolving practice of primary care. In the face of physician shortages, increased demand, and shrinking reimbursement, primary care physicians are being challenged as never before. New trends and models of primary care...including retail medicine, self-care, medical homes, and pay-for-performance efforts targeting PCPs...signal an end of business as usual. Dr. Keckley offers a provocative look at how these trends will impact not only the practice of primary care, but also hospitals, health-care systems, and the consumer.

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

5:15–6:15pm Opening Reception – Sponsored by Sg2

8:00 – 9:15am The Empowered Consumer: A Call to Action



The evidence is everywhere and can no longer be ignored...healthcare is becoming a consumer-driven industry. Consumers, along with employers, are demanding meaningful quality and cost information, and hospitals, health-care systems, and medical group plans better be prepared to give it to them. Plus, retail medicine is sending a message that it is the end of business as usual for healthcare providers. The time to be proactive is NOW, to actually conduct ethnographic studies of patients in order to redesign how we deliver their care, and even identify unarticulated needs. Healthcare executives must answer this Call to Action. Examine how.

Wayne A. Sensor, Chief Executive Officer, Alegent Health

Creating New Partnership Models: Examining the Venture

Hospital & Physician RelationShifts: Organizational Models of Collaboration

In response to today's environmental forces, hospital and health system executives are rethinking their approach to collaboration with physicians. Examine new models of hospital and physician collaboration, models that build an internal physician strategy to execute the external market strategy. Explore proven cutting-edge tactics including:

- The Clinic Model
- The Clinic Council Model
- The Physician Organization Model

Join some of the nation's foremost physician leaders as they present the rationale, process, and benefits/limitations of each model. Don't miss an interactive discussion on the lessons learned.

Andrew L. Epstein, MD, Facilitator
Partner & Executive Vice President
The Bard Group, LLC

Edward G. Murphy, MD, President & CEO
Carilion Health System (Roanoke, VA)

Irving Prenalder, MD, VP, Medical Staff Affairs
Baylor University Medical Center (Dallas, TX)

David Torchiana, MD, Chairman & CEO
Massachusetts General Physicians
Organization (Boston, MA)

(1/2 Day)

Hospital/Physician Collaboration: Innovative Approaches

Secrets to a Successful Hospitalist Program: Aligning Physician/Hospital Objectives

Responding to transparency on quality, utilization management, pressures to reduce costs, and strained medical staff relations, hospitals are investing in hospitalist programs. Understand how to maximize the return on your hospitalist investment by aligning staffing levels and compensation arrangements with hospital objectives. Examine coverage models that improve medical staff relations and enable patient care growth.

John D. Nelson, MD, Medical Director
Overlake Hospital Medical Center (Bellevue, WA)
Partner, Nelson/Flores Associates

Cardiovascular Transformation

Examine the strategic imperatives of aligning physician and hospital goals, service line growth strategies, and outcome measures to transform and grow cardiovascular services. Learn how to develop physician champions to drive service line transformation. Identify data and methodologies necessary to develop realistic business development plans and achievable goals.

Drew Rector, VP, Cardiovascular Services
Tampa Bay Heart Institute – HCA West Florida
Division (Palm Harbor, FL)

Ray N. Brown, Managing Principal
Legacy Consulting Group

Hospital/Physician Relationships

Interview Techniques to Identify Providers with High Patient Satisfaction Tendencies

With physician employment on the rise, how can you predict if the physician candidates are consumer focused? Cleveland Clinic has partnered with an international consumer products company to develop a prospective physician interviewing tool that accurately predicts patient satisfaction. The tool's development, validity, and implementation will be discussed.

Vance Brown, MD
Chair, Department of Family Medicine
Medical Director, CCF
Strongsville/Brunswick Family Health Centers
The Cleveland Clinic

Physician Satisfaction and Referral Patterns

Studies show that physician satisfaction with a hospital impacts physician loyalty to the hospital. But little effort has been placed on quantifying the precise value of physician satisfaction to a hospital. An exploration of physicians at Arkansas Children's Hospital reveals differences in patient admissions and revenue contributions based on the level of physician satisfaction. A causal, predictive model for growth as an outcome of physician satisfaction level is specified.

David Rowlee, PhD
Vice President, Research & Development
Morehead Associates

12:15–1:45pm Connecting Online to Patients and Physicians with Interactive PHRs



Financial incentives for providers who offer interactive PHRs are coming from employers, payers, CMS, HHS, and new proposed federal legislation. Stark laws allow hospitals to underwrite IT for physician offices, JCAHO regulations for medication reconciliation can be quickly fulfilled by transportable PHRs, and NCQA standards now require PHRs and integrated online patient services including secure email. PHRs offer a simple, powerful, and inexpensive means to bond to your patients and aligned physicians. Hear why the time for a PHR strategy is NOW!

Ed Fotsch, MD, CEO, Medem

Build Market Share AND Improve Quality through Physician/Hospital Partnerships

A correctly structured physician/hospital integration model allows physicians to do what they are trained to do — practice medicine and improve quality. Examine:

- How to design a PIP (Physician Incentive Program) to motivate physicians to improve clinical outcomes and streamline work flow
- How to share in the equity of the patient care dollar by sustaining physician commitment
- How to emulate private practice within the tax-exempt hospital system
- How to incorporate ancillary revenue in a physician compensation model that rewards both production and clinical outcomes
- How to successfully integrate specialists into the physician/hospital network

Javon R. Bea
President and CEO

and
Mark L. Goelzer, MD
Director of Medical Affairs
Mercy Health System (Janesville, WI)

(1/2 Day)

Leadership in Healthcare: The Impact

While the tracking of high rates of consistent improvement on a national comparative basis is new, St. Joseph's Hospital and Medical Center has a strong record of rapid improvement. Examine data on the hospital's performance, as well as the lessons learned. Identify the impact of leadership on the hospital & physician relationship.

Linda Hunt, CEO
St. Joseph's Hospital & Medical Center
(Phoenix, AZ)

Jean Chenoweth, SVP, Performance
Improvement and 100 Top Hospitals Programs
Thomson Healthcare

Proactively Addressing Call Coverage Concerns

With the rise in malpractice premiums, physician quality of life issues, and new practice patterns, ER call coverage has become a significant problem for many hospitals and physicians. Evaluate options to address this issue, as well as ways to work proactively with the medical staff. Examine additional compensation for physician coverage, as well as non-payment based strategies.

Lori Van Zanten, RN, MS
Assistant Administrator
Providence St. Peter Hospital (Olympia, WA)

GME: A Strategy for Physician Alignment

As GME is expected to expand by 25%, hospital executives should assess GME programs as strategic assets, structuring them to align with other organizational strategies, such as program development, physician alignment, quality, and physician recruitment/retention. Examine the national trends, and how one hospital is using GME to achieve its strategic goals.

Frannie Kronenberg, MD, MSc, SVP and CMO
East Jefferson General Hospital

Franklin D. Campbell, Senior Manager
ECG Management Consultants, Inc.

Easing the Transition from Private Practice to Employment

Once the physicians are employed, how do you integrate them into your organization and create an environment that allows them to thrive? Examine the key elements of a retention strategy, including tactics to ease the transition from private practice to employment.

Leslie Garson, MD
Executive Director, Physician Practices
St. Vincent Regional Medical Center (Santa Fe, NM)

Howard Gershon, Principal
New Heights Group

9:30 – 10:45am

11:00am – 12:15pm

2:00 – 3:15pm

3:30 – 4:45pm

TUESDAY, OCTOBER 23, 2007

8:00–9:30am Responding Together — Or, Not: Emerging Trends in Healthcare Technology and Delivery



How can healthcare executives and physician leaders anticipate which trends will have the strongest impact on the delivery of healthcare? And, how will those changes affect the hospital and physician relationship? Join two of healthcare's leading futurists as they examine the impact of technology, demographics, and delivery methods on inpatient service lines, operating expenses, and more. Examine the implications of key trends on hospital services, as well as the workforce.

Kevin Fickenscher, MD, Executive Vice President, Healthcare Transformation, Perot Systems Corporation
Kaveh Safavi, MD, JD, Chief Medical Officer, Thomson Healthcare

Creating New Partnership Models: Examining the Venture

Network Cancer Institute: Successful Strategy
 Sutter Regional Cancer Institute was created in northern California by community and tertiary hospitals, a medical foundation, and employed and private practice physicians. Examine the lessons learned in key activities including physician recruitment, operational structure, virtual quality management, and organizational politics.

Gregory M. Graves, MD, Medical Director
 Sutter Regional Medical Group (Sacramento, CA)

Margaret Mette, RN, MS, Administrator
 Sutter Regional Cancer Institute (Sacramento, CA)

Steven V. Elliott, MHA, Facilitator
 Partner, Cenergy, LLC

Hospital/Physician Collaboration: Innovative Approaches

A Women's Health Success Story: Navigating Medical Workforce Alignment

For Baylor Plano's Women's Health Program, the common denominator for successful technology alignment, strategic planning, and tactical implementation has been physician alignment and integration. Hear how.

Jeri Garison
 President & CEO
 Baylor Regional Medical Center at Plano (TX)

Lisa Slama
 Director
 Sg2

Hospital/Physician Relationships

Assessing Your Physician Recruitment Readiness: Strategic & Legal Issues

Given the strategic value of physicians to hospitals, an effective recruitment function is critical. Attend this interactive session and:

- Review the key elements to physician recruitment success, including the criteria to measure the effectiveness of each step, and the real costs of recruitment
- Examine the laws and regulations that govern hospitals' actions
- Identify approaches for targeting physicians who will maximize gains in strategic volumes, and determine where to look for candidates
- Learn how to assemble a winning recruiting team, and how to incentivize them

Callen Northam
 Executive Vice President/Chief Operating Officer
 Portneuf Medical Center (Pocatello, ID)

Michael Blau
 Chair, Health Care Ventures Practice
 Foley & Lardner LLP

Allison McCarthy
 Principal
 Barlow/McCarthy

(1/2 Day)

9:45 – 11:00am

Business and Legal Considerations to Entering the Retail Clinic Market

Examine the benefits for healthcare providers in developing a retail clinic model, as well as the legal issues and considerations associated with it. Partnership options will be identified, as well as the short and long term risks.

Scott A. Edelstein, JD, MPA
 Attorney
 Squire, Sanders & Dempsey LLP

Ron Schmidt
 Principal
 DMI Transitions

Improving ROI with Targeted Physician Action Planning

Community Health Partners (CHP) drastically improved their physician perception satisfaction scores and increased their patient volumes through a team approach in action planning. Examine how CHP used physician satisfaction data to develop action plans and motivate teams to respond to physician concerns.

Karen D. Yacobucci, MBA, OTR/L
 Senior Vice President, Strategy
 Community Health Partners (Lorain, OH)

11:15am – 12:30pm



Summit Hotel

The official hotel for the Summit is the **JW Marriott Desert Ridge Resort & Spa**. A welcome haven in the spectacular Sonoran Desert, this luxury hotel in the heart of the Southwest provides unparalleled service, endless recreation, and exquisite cuisine. Surrounded by the grandeur of the McDowell Mountains, Desert Ridge offers two 18-hole championship golf courses, a pampering spa, and ten world class dining options, as well as turquoise swimming pools and shimmering waterways.

To make reservations, call Desert Ridge directly at 800-835-6206 and identify the meeting as "Hospital & Physician Relations" to get the special rate of **\$265 single/double**. 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 21, 2007, 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 on a space available basis at the prevailing rate.

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 **Professional Research Consultants, Inc.**

JW Marriott Desert Ridge Resort & Spa

Hospital & Physician Relations: An Executive Summit

is sponsored by



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.

In cooperation with:



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ECG Management Consultants, Inc. is a specialized consulting firm that develops – and implements – innovative solutions for healthcare organizations. While ECG provides a variety of strategic, operational, and financially related services, ECG is 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.



Healthcare Strategy Group provides real-world solutions to hospital strategic challenges through the development of comprehensive strategies, effective tactics, and detailed action/financial plans for competitive advantage. Services include: physician/hospital strategies, medical staff development planning, physician employment models/consolidation/mergers, physician/hospital joint ventures, physician practice turnaround, and service line business planning.



Health Directions, LLC is a nationally recognized consulting firm that assists academic medical centers, private medical practices, hospitals, and ambulatory businesses in improving their financial performance, operations, organizational structure, and strategic direction. Recent projects include: creating a joint venture hospital, turn-around of a hospital-affiliated group, transformation of a hospital's perioperative services, and negotiating a hospital and anesthesia agreement.



Morehead conducts predictive human capital research that enables organizations to select and shape human capital initiatives. Through Morehead Analytics™, we identify the most powerful attitudinal and behavioral factors that empirically drive an organization's performance, thus reducing uncertainty and enabling good decisions about business options, physician relations, and recruitment choices.



Professional Research Consultants, Inc., is the nation's leading marketing and customer research firm dedicated to the healthcare industry. PRC has assisted over 1,800 healthcare organizations with projects including Medical Staff Perception and Referring Physician Studies. PRC also assists hospitals in determining the perceptions, awareness, and needs of their patients, employees, and communities.



Sg2 is a forward-thinking healthcare research, consulting and education company. Sg2 analyzes emerging clinical developments, technological advances, and market trends to help clients make informed business decisions, advance clinical excellence, streamline operations, and grow market share. To learn more, visit www.sg2.com or call 847-779-5600.

Continuing Medical Education (CME) Accreditation

Sponsored by *The Postgraduate Institute for Medicine*

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.

Credit Designation

The Postgraduate Institute for Medicine designates this educational activity for a maximum of 14 category 1 credits towards the AMA Physician's Recognition Award. Each physician should claim only those credits that he/she actually spent 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 17 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.

United Airlines

A special discount of 5% off any applicable fare or 10% off coach is available by contacting the United Airlines Convention Desk at 800-521-4041. Reference meeting code 553SY (which is under the name of Healthcare Strategy Institute).

Note: The Forum reserves the right to cancel or reschedule the conference as well as to close registration when events are oversubscribed. For these reasons, registrants are advised against purchasing non-refundable airline tickets.

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, call toll-free at 866-440-9080, ext. 23.

Excellence Guarantee

The Summit sponsors are committed to excellence in educational programming. If you are not satisfied with the Summit, you may return your Summit materials while *on-site* and we will refund your registration minus a \$150 processing fee.

REGISTRATION

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October 21–23, 2007
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Registrant Information

Full Name

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Title

Organization

Address

City State Zip

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Registration Fees

Early rates are available if the registration form with full payment is received by Friday, September 7, 2007. **Discounts for group registrations (3 or more) are available.** Please contact the Forum directly. All registrations for attendees from the same organization seeking discounts must be submitted together.

Summit Rates	Early (received by 9/7/07)	Regular (received after 9/7/07)
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 Summit Attendees Only)

Physician/Hospital Relationship Models	___ \$110	___ \$135
Physician Relations Program	___ \$110	___ \$135

CD-Rom of Audio/Handouts

___ \$425 CD-Rom of Audio/Handouts** (includes shipping)

**Attendees receive a complimentary CD-Rom, compliments of Professional Research Consultants, Inc.

Total Due \$ _____

Which Category Best Describes Your Organization?

- Integrated Delivery System
- Hospital
- Urban/Suburban
- Rural
- Academic Medical Center
- Health Plan
- Insurer
- Medical Group Practice
- Consultancy
- Vendor

Cancellation Policy

The Forum guarantees a refund, less a \$150 administrative fee, if written notification is received on or before September 7, 2007. Verbal cancellations are not accepted. Cancellations received after September 7, 2007, are not eligible for a refund. You may always send a substitute.

Confirmation of Registration

All registrations will be confirmed within five 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.

For More Information

Call 866-440-9080, ext. 23, for more information.

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**
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