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# Hospital & Physician Relations

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## An Executive Summit

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October 26–28, 2008

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JW Marriott  
Camelback Inn Resort & Spa  
Scottsdale, AZ



**IN COOPERATION WITH:**

BremnerDuke Healthcare Real Estate  
ECG Management Consultants, Inc.  
Kaufman, Hall & Associates, Inc.  
Private Health News

Professional Research Consultants, Inc.  
Sg2  
Surgical Directions, LLC  
Thomson Reuters

# Hospital & Physician Relations

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October 26-28, 2008  
Scottsdale, AZ

### Dear Colleague:

Hospitals and physicians continue to find themselves in the difficult position of being both collaborators and competitors simultaneously. Although they share the goal of providing better care in their communities, pressures related to declining reimbursement, rising costs, intense competition, and a growing emphasis on quality comparisons often pit hospitals and physicians against each other.

But, conflict serves neither party well. Healthcare executives and physicians interested in long-term success are working together to overcome the conflicts and align objectives and strategies. They are opening up communication channels, involving physicians in strategic decision-making, collaborating around service lines, and engaging in joint quality and efficiency improvement initiatives.

As a result, the roles and responsibilities of medical staff leaders are expanding. 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 these issues and more, with a focus on leadership challenges. We have assembled a knowledgeable faculty with practical, in-depth experience in the development, implementation, and operation of sound physician collaboration and leadership 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**.



**William Bradel**  
Co-Chair  
President  
Flagstaff Medical  
Center



**Loren Meyer, MD,**  
**FAAP, CPE**  
Co-Chair  
President & CEO  
Wheaton Franciscan  
Medical Group



**Jean Chenoweth**  
Co-Chair  
SVP, Performance  
Improvement & Top  
Hospitals Programs  
Thomson Reuters

### Examine the Winning Strategies

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

- Evaluate the prognosis for collaborative hospital and physician relationships
- Review models for the selection and development of executive and physician leaders
- Identify innovative approaches to looking at traditional services and issues, such as cardiovascular, anesthesiology, ambulatory surgery, 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
- Differentiate new concepts for engaging physician support

### 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

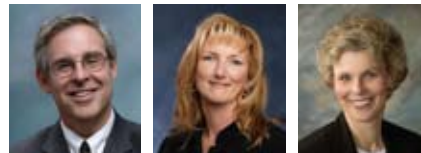
9:00A-12:00P



**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, 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.

**Michael Blau**, Chair, Health Care Ventures Practice, Foley & Lardner LLP  
**Steve Messinger**, Principal, ECG Management Consultants, Inc.



**Loyalty, Retention, and Growth**

Capturing physician referrals is the ultimate goal for most healthcare organizations. Learn how to uncover hidden weapons and damaging pitfalls. Identify how to track, target, and measure your physician referral efforts. This interactive session will focus on structure, advanced planning and staff development, outcomes and measures, leadership, and internal integration. Leave with ideas for creating the next tier strategy for your organization.

**Jeffrey L. Brickman, FACHE**, System SVP and Regional CEO  
Provena Southwest Suburban Region (Joliet, IL)  
**Patricia Keel**, Regional Chief Financial Officer  
Provena St. Joseph Medical Center (Joliet, IL)  
**Kriss Barlow, RN, MBA**, Principal, Barlow/McCarthy

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

1:00P Summit Commences

**Creating New Partnership Models**

1:00-2:15P

**A Proactive Systems Approach to Physician Partnerships**

Examine the “systems approach” to transforming physician partnerships, including the preservation of the Private Practice model within employment contracts. Explore the deployment of Baldrige criteria within physician partnerships to prototype new care models that create value. Step forward with the presenters into the unfolding future.

**Valinda R. Rutledge**, Chief Executive Officer and  
**Mary Hassett**, SVP, Strategic Initiatives  
Bon Secours St. Francis Health System, Inc. (Greenville, SC)

**Hospital/Physician Collaboration**

*Sponsored by Thomson Reuters*

**Emerging Trends: A Discussion**

Hear the latest research findings on current and emerging drivers of inpatient demand, healthcare costs, and clinical performance. Then, join noted futurist Kaveh Safavi in an examination of what the findings mean for you, your organization, and your physicians as you work together to manage performance. Be prepared for a lively, interactive discussion.

**Kaveh Safavi, MD, JD**  
Vice President and Global Practice Lead, Healthcare  
Internet Business Solutions Group  
Cisco

**Hospital/Physician Relationships**

**The Physician Compact**

In an effort to build group culture, clarify communication, and enhance physician satisfaction within the organization, Wheaton Franciscan Medical Group engaged physicians in a process to write, approve, distribute, and communicate through a physician compact. Examine how the compact has led to increased physician satisfaction, more values-based behaviors among physicians, and alignment around strategic goals.

**Loren Meyer, MD, FAAP, CPE**, President & CEO and  
**Sanjeev Shukla, MD, FAAP, MMM**, Regional  
Medical Director  
Wheaton Franciscan Medical Group (Milwaukee, WI)

2:30-3:45P

**Employing Physicians: Alternative Models**

Employment of physicians is becoming a key strategy for many healthcare organizations. Examine physician needs and legal issues associated with current physician acquisitions. Identify alternative models to traditional employment to differentiate a health system’s employment of physicians. Learn how to better compete for physicians.

**Tom Ziesmann**  
Senior Vice President  
Health Alliance of Greater Cincinnati (Cincinnati, OH)  
**Steven Eisenberg**  
Partner  
Baker Hostetler

**Hospital/Physician Relationships:  
What Boards Need to Know**

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.

**Brock Nelson**, President & Chief Executive Officer  
Regions Hospital (St. Paul, MN)  
**James A. Rice, PhD, FACHE**, Vice Chairman  
The Governance Institute

**Physician Collaboration to Grow Services**

Learn how Porter Adventist Hospital used a physician-led Medical Advisory Panel process to engage physicians in improving cardiovascular services. Hear how the process improved patient care, physician perceptions, staff morale, and gradually, new-patient volume while also building a sustainable model for collaboration.

**Jim Boyle**, President and CEO  
Porter Adventist Hospital (Denver, CO)  
**Steven Wright, MD**  
Harvard Park Family & Adult Medicine (Denver, CO)  
**Robert B. Harrington, Facilitator**  
Director, Cambridge Management Group

Opening General Session

4:00-5:15P



**The New Generation Gap: Impact on Healthcare**

There’s no doubt about it. Today’s four generations have a significant impact on healthcare. How consumers make their healthcare decisions...what motivates physicians...how the different generations communicate with one another – all are major influencers on healthcare. Examine what

you need to know, as well as why, from Michael Howe, who is recognized for his ability to identify consumer needs, create strategic vision, and build nationally recognized brands.

**Michael Howe**  
Howe & Associates  
Former Chief Executive Officer, MinuteClinic

5:15-6:15P

**Opening Reception**

Sponsored by  
**Kaufman, Hall & Associates, Inc.**

8:00-9:15A



**Disruptive Innovations: Challenging the Status Quo**  
Frustration with traditional healthcare financing and delivery models is driving a number of “disruptive innovations” that challenge conventional structures and assumptions. And, often these innovations are coming from leading organizations outside of healthcare. Join Paul Keckley as he explores some notable innovations, including

Intel’s Digital Health Strategy and Dossia Project, the Google-Cleveland Clinic PHR partnership, Medical Banking, and Walgreen’s Care Management. Hear about the impact on the hospital/physician relationship as well as the sustainability of these efforts.  
**Paul H. Keckley, PhD**, Executive Director,  
Deloitte Center for Health Solutions

**Creating New Partnership Models**

**Hospital/Physician Collaboration**  
*Sponsored by Thomson Reuters*

**Hospital/Physician Relationships**

9:30-10:45A

**POWER of Collaboration**

By aggressively pursuing a collaboration agenda, and advancing the belief that physicians are the number one customer and patient care is the number one job, Our Lady of Lourdes successfully moved from 0 to 4 joint ventures in less than 3 years, increasing cardiovascular, ambulatory surgery, urgent care, and imaging market share. Hear plans for building a 21st century “hospital of the future” using the physician partnership model.

**William F. “Bud” Barrow, II**, President & CEO  
Our Lady of Lourdes Regional Medical Center  
(Lafayette, LA)

**Physician Leadership: The Mayo Model**

Physician leaders at Mayo Clinic are physicians first – but are partnered with highly-trained administrators in a teamwork model that places primary focus on patients’ needs. Learn how Mayo Clinic has cultivated physician and administrative leaders who work together to produce clinical and financial outcomes that sustain the organization and deliver long-term success.

**James G. Anderson**, Chief Administrative Officer  
Mayo Clinic Arizona (Scottsdale, AZ)  
**Kent Seltman**, Senior Marketing Consultant  
Mayo Clinic (Rochester, MN)

**Building a Primary Care Strategy**

The development of a financially viable primary care strategy is one of the most significant challenges facing healthcare executives today. Examine how hospitals and health systems are responding. Explore a process for developing a strategy that integrates primary care within the organization’s overall capital, strategic, and financial plans.

**Tadd M. Pullin, FACHE**, Vice President, Marketing,  
Planning and Network Operations  
The Nebraska Medical Center (Omaha, NE)  
**Jay C. Warden**, Senior Vice President  
Kaufmann, Hall & Associates, Inc.

11:00A-12:15P

**Performance-Based Physician Compensation**

Effective physician strategies require compensation structures that reward the “right” behaviors and encourage implementation. Hear practical advice and case examples for developing compensation plans, as well as incentives, that turn strategy into action and deliver results.

**Kevin Ruggles, MD**  
Chief Physician Officer  
Rockford Health System (Rockford, IL)  
**James Lord**, Principal  
ECG Management Consultants, Inc.

**Retail Medicine: Sutter Express Care**

The growth of clinics providing prompt, affordable basic healthcare services in retail settings, and the positive consumer response they’re generating, is a trend too big to ignore. Sutter Express Care, part of Sutter Health, is a leader in “retail medicine” in Northern California with 6 clinics in local Rite-Aid pharmacies. Hear about consumer and physician response and future plans. Examine the impact of retail medicine on hospitals and physicians.

**Thom Atkins, MD**, Medical Director  
Sutter Express Care (Sacramento, CA)

**Successful Anesthesia Contract Negotiations**

Today, 57% of hospitals provide their anesthesia groups with financial support. Still, many hospitals are not receiving the level of services or commitment from anesthesiologists necessary to meet surgeons’ needs or grow surgical market share. Avoid common mistakes in contract negotiations and examine key elements of service agreements.

**William Bradel**, President  
Flagstaff Medical Center (Flagstaff, AZ)  
**Jeffry Peters**, President/Chief Executive Officer  
Surgical Directions, LLC

12:15-1:45P



**Luncheon: Building World Class Leadership Teams**

One of the most important challenges facing healthcare organizations today is the selection and development of leaders. Certainly, building the best team does not stop with hiring. Learn how feedback, assessment, and development can take native talent and

shape cultures and teams of high performance. Using best in class examples, coupled with the underpinnings of leadership requirements, Sue Cejka will share her views, and experiences, on leadership in today’s complex, evolving, healthcare organizations.  
**Sue Cejka**, Managing Partner, Grant Cooper & Associates

2:00-3:15P

**Build Market Share and Improve Quality Through “The W2 Physician Partnership Model”**

A correctly structured hospital/physician 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 physician work flow
- Sustain physician commitment by sharing in the equity of the patient care dollar
- Emulate private practice within the tax-exempt hospital system
- Incorporate ancillary revenue in a physician compensation model that rewards both production and clinical outcomes
- Successfully integrate specialists into the hospital/physician network

**Javon R. Bea**  
President and CEO  
and

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

**Bonding with Community Physicians**

Community physicians are invaluable to hospitals, providing referrals as well as feedback and community-based support. But, today’s physicians spend less time in the hospital, resulting in weakened relationships. Hear how Nationwide Children’s Hospital is dealing with this vital issue.

**Bruce P. Meyer, MD**  
Administrative Medical Director and Chief  
Ambulatory Officer  
Nationwide Children’s Hospital, and Clinical Professor  
of Pediatrics, The Ohio State University  
(Columbus, OH)

**Managing Multiple Generations of Physicians**

The entry of Generation X physicians represents a profound demographic shift. Learn how generation membership impacts the attitudes that physicians maintain toward hospital leadership, operations, and patient care. Examine how to assess the attitudinal differences of physicians as well as how to embrace all physicians regardless of age. Identify the drivers of loyalty for different generations.

**Rohit Bhalla, MD, MPH**, Chief Quality Officer  
Montefiore Medical Center (Bronx, NY)  
**David D. Rowlee, PhD**, Vice President  
Morehead Associates

3:30-4:45P

**Physicians and Performance Improvement**

Poudre Valley has been recognized as a 100 Top Hospitals Program performance leader over the past 5 years. Learn about the journey to performance improvement and how hospital and medical staff relationships evolved to strengthen organizational performance.

**Kevin Unger**, President/CEO  
Poudre Valley Hospital (Fort Collins, CO)  
**Jean Chenoweth**, SVP, Performance Improvement  
& Top Hospitals Programs  
Thomson Reuters

**Strengthening Your Physician Relations Program**

Gaining new business opportunities through physician relations is a target strategy for many healthcare organizations. Healthcare executives are now anxious to maximize the program’s impact through return on investment strategies, physician and consumer marketing integration, and harnessing leadership’s expertise to gain internal momentum.

**C. Josef Ghosn**  
Vice President of Strategic Planning  
Florida Hospital (Maitland, FL)

8:00-9:15A



**Leveraging Hospital/Physician/Patient Connections with New Media**

Propelled by the Internet, the world around us is changing at break-neck speed. New media, such as mobile messaging, podcasting, RSS, and interactive wizards, are being used to create relationships and support the evolution of consumer-directed healthcare. Medical

University Hospital Authority is leading the way, using new media tools to leverage connections among consumers, physicians, employees, and the hospital. David Bennett offers a provocative look at the trends, as well as future directions.

**David Bennett**, Director, Web Development Services  
Medical University Hospital Authority (Charleston, SC)

**Creating New Partnership Models**

**Hospital/Physician Collaboration**

*Sponsored by Thomson Reuters*

**Hospital/Physician Relationships**

9:30-10:45A

**Breaking Through Walls in Hospital/Physician Communication**

Whether it is negotiating a deal, providing feedback about patient satisfaction, or dealing with disruptive behavior, healthcare executives need to know how to communicate with physicians. Be one of the first to hear the results of a survey on hospital/physician communications and examine where, when, and how physicians prefer to receive information and communication.

**Geoff Kaufmann**  
Chief Administrative Officer  
Stillwater Medical Group (Stillwater, MN)  
**Scott McQuigg**  
CEO  
ConnectivHealth

**Clinical Integration Strengthens Performance**

Examine how an office-based clinical improvement initiative at CIPA (a partnership between the Catholic Health System and a network of associated physicians) used disease registries to monitor care and treatment of patients with chronic health conditions and align with the system's service lines. Hear about the pay-for-performance system, as well as the electronic health record initiative.

**Mike Edbauer, DO**  
Medical Director  
*and*  
**Dennis R. Horrigan**  
President/CEO  
CIPA WNY IPA (Buffalo, NY)

**Physician Recruitment: Meeting the Challenge**

The growing physician demand/supply problem is a major concern among healthcare executives. Attend this interactive session and:

- Examine national research findings on effective recruitment strategies
- Review the key elements to physician recruitment success, including the criteria to measure the effectiveness of each step, as well as the real costs of recruitment
- Identify the approaches for targeting physicians who will maximize gains in strategic volumes and determine where to look for candidates
- Examine how healthcare organizations are re-tooling their physician recruitment efforts

**Allison McCarthy**  
Principal  
Barlow/McCarthy  
**Steve L. Muellerleile**  
SVP & Chief Clinical Officer  
Hudson Hospital (Hudson, WI)  
**Joyce Nicklas, MBA, RN**  
Chief Quality Officer & Vice President,  
Regional Development  
OSF Saint Anthony Medical Center (Rockford, IL)  
**Jamie Nesselroad, MD, EMBA**  
VP, Clinical Advancement  
OSF St. Mary's Medical Center & Assistant Regional Director, Galesburg Region, OSFMG (Wataga, IL)

11:00A-12:15P

**Hospitalists & Other Site-Based Specialties: New Partnerships**

In response to federal initiatives such as Value Based Purchasing, P4P, HCAHPS, and POA, hospitals are creating new physician partnerships. Examine how hospitals can use partnerships with hospitalists and other site-based specialists to demonstrate a new hospital/physician paradigm, and how it will create new patient care strategies.

**Ron Greeno, MD**  
Co-Founder and Chief Medical Officer  
Cogent Healthcare

**Hospital/Physician IT Strategy**

Since the relaxation of applicable regulations in 2006 created an opportunity for health systems to donate EHRs to community physicians, many health systems have been exploring available options. Understand the parameters for technology donation. Determine how to align a donation strategy to achieve specific community benefit objectives.

**George Morris**  
Vice President, Information Technology & CIO  
Northwest Community Hospital (Arlington Heights, IL)



**JW Marriott Camelback Inn Resort & Spa**

The official hotel for the Summit is the JW Marriott Camelback Inn 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 & Physician Relations Summit" to get the special rate of \$274 single/double. This rate includes daily fitness center access. Reservations must be guaranteed with a major credit card.

Be sure to make your reservation as soon as possible. The room block will be released on **September 26, 2008**, 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 prevailing rate on a space available basis.



**The Forum is Going Green!**

The Forum wants to keep our planet healthy and safe, so our conferences have "gone green." On-site changes include materials made from recycled and reclaimed materials (including book bags and badge lanyards); elimination of plastic water bottles; recycling bins throughout the meeting space; and more! Plus, handouts will be posted online prior to the conference, as well as distributed on a flash drive on-site. Join us in our green efforts!



**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.**

## Details

### Continuing Medical Education (CME) Accreditation

*Sponsored by 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.

### AMA Credit Designation

The Postgraduate Institute for Medicine designates this educational activity for a maximum of 15 *AMA PRA Category 1 Credit(s)*<sup>™</sup>. 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 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.

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

## Sponsors



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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](http://www.healthcarestrategy.com).

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**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.



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**Surgical Directions, LLC** ([www.surgicaldirections.com](http://www.surgicaldirections.com)) helps improve operational, financial, and market performance of perioperative and anesthesia services. Led by nationally-recognized, practicing anesthesiologists and surgical service professionals, our teams offer expert advice on organizational design, block time scheduling, surgical scheduling, patient throughput, and other critical issues.



The Healthcare business of **Thomson Reuters** produces insights, information, benchmarks and analysis that enable organizations to manage costs, improve performance and enhance the quality of healthcare. Our Strategic Planning and Marketing Solutions (built on Solucient and Medstat offerings) help healthcare providers improve strategic planning, customer relationship management, and physician recruitment and retention.

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### 1 Registrant Information

FULL NAME

FIRST NAME AS YOU WISH IT TO APPEAR ON BADGE

TITLE

ORGANIZATION

ADDRESS

CITY

STATE

ZIP

PHONE

FAX

E-MAIL

### 2 Which Category Best Describes Your Organization?

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

Questions? Call 866-440-9080 x 23

#### Cancellation Policy

The Forum guarantees a refund, less a \$150 administrative fee, if written notification is received on or before September 5, 2008. Verbal cancellations are not accepted. Cancellations received after September 5, 2008 are not eligible for a refund. You may always send a substitute.

#### Confirmation of Registration

All registrations will be confirmed within ten 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 5, 2008. 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 <i>received by 9/5/08</i>	Regular <i>received after 9/5/08</i>
Forum Member	— \$925	— \$1025
Non-Member*	— \$1,050*	— \$1,150*

#### 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
Loyalty, Retention, and Growth	— \$110	— \$135

#### CD-ROM of Audio/Handouts

— \$440 CD-ROM of Audio/Handouts (includes shipping/handling)  
**Attendees receive a complimentary CD-ROM, compliments of Professional Research Consultants, Inc.**

**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  MasterCard  AmExpress

NAME ON CARD

CARD NUMBER

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BILLING STREET ADDRESS

ZIP CODE

SIGNATURE

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**Act Today!**  
Early Registration  
Savings End  
September 5th!



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Featuring Presentations by  
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