



YOU ARE INVITED TO ATTEND

A New Era of Hospital/ Physician Partnering

FOR SENIOR MANAGEMENT OF HOSPITALS & SYSTEMS

OUTPATIENT100
EXECUTIVE MANAGEMENT CONFERENCE

October 7-9, 2009 | Four Seasons Dallas

■ REGISTER EARLY & SAVE: \$595 BY AUGUST 28 ■

- Innovating Patient & Physician Relationships
- What Reform Means for Health Systems
- A New Era of Hospital/Physician Partnering
- Evidence-Based Medicine & Comparative Effectiveness
- Alignment Opportunities & Pitfalls
- The Retail Services Opportunity
- Optimizing Physician Network Performance
- The HOPD vs. Freestanding Decision
- Leveraging the Federal Stimulus to Connect Communities
- Professional Behavior: Cultural Transformation Journey
- Patient Growth Strategies for Employed Networks
- Starting a Sports Medicine Program
- Scripps Living Green Team
- Leveraging the Balance Sheet of a JV Partner
- Integrating Retail Clinics into a Local System of Care
- Hospital Financing Update

A New Era of Hospital/ Physician Partnering

Hospitals and health systems, along with their physician partners, face the most pressing task in U.S. healthcare today – reigning in ever escalating costs while fostering healthier communities whose members have the tools and information to share responsibility for their health and wellness.

Against a backdrop of swift and decisive reform, providers must find ways to seamlessly serve patients and physicians throughout an informed and aligned system of care in order to meet the mandate of better care at a lower cost.

Now in its fifth year, Outpatient 100 will bring hospital and system leadership together to share best practices for developing and delivering ambulatory and community services in an acute care enterprise.

Executive attendees will discuss:

- Challenges they face in integrating distributed organizations and the strategies they use to manage and optimize them, with a distinct emphasis on the impact of reform.
- New thinking on how to collaborate with employed and community physicians to grow and improve services throughout the hospital system.

The theme of this year's conference – A New Era of Hospital/Physician Partnering – is all the more important in the context of policy and reimbursement upheaval as physicians and hospitals come to a new understanding of their respective responsibilities to be central stewards of quality, cost and value.

I invite you to share two days of meaningful discussion with your peers as they explore ways to initiate a deeper collaboration in this challenging new era filled with both excitement and uncertainty. I guarantee your time will be well spent.



Tim Bateman

Tim Bateman
Conference Director
Vice President
Lincoln Healthcare Events

Why Attend

Ideas for Collaboration & Growth



The 2009 educational program focuses on strengthening the relationships between hospitals, physicians and patients and finding creative ways to work together. Some of the best minds in healthcare delivery will offer their thoughtful perspectives on a variety of topics, including: reform, alignment strategies, financing, EHRs, operational improvement, new service lines, and more.

Experience a Unique Leadership Event



Your experience is driven by the sessions you attend and the people you meet. When you return to your organization, you'll have:

- An enhanced perspective on your most important priorities
- Practical ideas that you can implement
- New peer relationships
- A renewed vigor for approaching your work

Meet With Your Peers



At Outpatient 100, you will engage with a dynamic group of 200 of your peers to hear their thoughts, challenges and goals - and share yours in the process. You'll have ample time to develop new relationships with other providers as well as product and service executives who can offer innovative and actionable strategies.

Who Can Attend



Outpatient 100 is for:

- CEOs
- Presidents
- Administrators
- CFOs
- COOs
- CMOs
- Physician Network Presidents
- Selected VPs overseeing:
 - Ambulatory Services
 - Outpatient Services
 - Strategy/Planning
 - Business Development
 - Ancillary Services

Conference Agenda

WEDNESDAY, OCTOBER 7

5:30 pm – 7:00 pm

Opening Reception

We're kicking off Outpatient 100 with a casual reception. Dinner is on your own this evening.

THURSDAY, OCTOBER 8

7:00 am – 8:00 am

Breakfast

Partner: **HITACHI**
Inspire the Next

8:00 am – 9:00 am

Keynote Presentation

Innovating Patient & Physician Relationships Through Transformational Leadership

Healthcare, as we have known it, is changing. Standing at the edge of historic reform, it's clear we can't solve new challenges with the same old solutions. We must begin to approach healthcare differently in two fundamental ways:

1. By developing lasting relationships with consumers and giving them what they want and need from their healthcare. They want the Burger King promise – healthcare *their* way.
2. By partnering with our physicians. With the complexities and challenges we face, we must have our physicians as partners, firmly by our side, co-leading our organizations and embracing evidence-based medicine to offer higher quality and lower costs.

These kinds of changes require transformational leadership by people who are willing to think and act differently to usher in this new era. As the President and CEO of Alegent Health, Wayne Sensor leads the largest integrated healthcare system in its region. The not-for-profit, faith-based system has more than 9,000 employees and 1,300 physicians at more than 100 hospitals and clinics across Nebraska and southwest Iowa. It also has multiple collaborative affiliations with other healthcare providers in the region.

Wayne Sensor will discuss the innovations and initiatives he has implemented since joining Alegent in an effort to design a new generation of healthcare, including: launching the Quality Revolution which has introduced a new model of consumer-driven healthcare; pioneering a more proactive method for reporting quality data in meaningful, transparent ways that empower consumers to make better-informed health choices; developing a first-of-its kind tool called "My Cost" to share cost information transparently with the community.

Sensor has also hired one of the first Chief Innovation Officers in healthcare and created an accelerated decision making tool called Right Track, which is engaging its community and its stakeholders in designing the next generation of healthcare.



Presenter:
Wayne Sensor, President & CEO, Alegent Health

9:00 am – 9:30 am

Break

Partner:



9:30 am – 10:30 am

Concurrent Sessions

Alignment Opportunities & Pitfalls: Healthcare IT Collaboration & Acquisition of Physician Practices

This seminar will survey the major strategic considerations for two major hospital-physician alignment efforts:

1. The opportunities and pitfalls created by the Stimulus Package (HITECH ACT) funding for providers' meaningful use of healthcare IT and the Stark II exception and Anti-kickback safe harbor that permits hospitals and physicians to share costs for IT.
2. The growing propensity for hospitals to purchase physician practices in their totality with an emphasis on specialist practices, including a discussion of the upside and downside of an acquisition transaction.



Presenters (from l to r):

Robert Granger, President & CEO, Saint Francis Hospital
Michele Madison, Esq., Partner, Morris, Manning & Martin LLP
Robert Threlkeld, Esq., Partner, Morris, Manning & Martin LLP

The Retail Services Opportunity

It has been said that consumers will demand all the healthcare they don't have to pay for. While this may be true, this tendency has not precluded consumers from consciously directing their out-of-pocket expenditures to certain services they do have to pay for, specifically cash and/or retail services. These services appeal to consumers through attributes the traditional system has neglected: transparency, lifestyle orientation, and focus on wellness. Strategic pros and cons will be discussed related to: integrated medical fitness centers; complementary and alternative medicine; medical day spas; and express medical clinics.



Presenter:

Neil Sol Ph.D., Vice President Outpatient Services, Valley Care Health System

Optimizing Physician Network Performance

Hospitals and health systems have greatly expanded their employed physician networks over the past decade. Following this trend, multi-specialty medical groups have also expanded to better compete in the marketplace. The complexity of the networks, whether hospital-aligned or independent, has grown immensely: more providers, more specialties, more clinic locations, more capital and IT requirements. Given these complexities, coupled with the current economic environment, what can organizations do to optimize their performance?

Presenters will identify the key elements of high-performing physician networks and utilize case studies to detail key strategies for optimizing the financial and operating performance of an employed physician network.

Take-aways will include:

- A methodology for conducting a detailed assessment of your physician network
- A framework for identifying areas of opportunity
- Ten key areas to focus on to improve financial performance



Presenters (from l to r):

Kevin Forster, Principal, ECG Management Consultants
Michael Ondracek, Director, Physician Division, Swedish Medical Center

10:30 am – 11:00 am

Break

Partner:



≡ The Profiles Book



The Profiles Book is a one-of-a-kind resource to help you connect and reconnect with your peers.

It features detailed company profiles of attendees and is distributed one week before the conference.

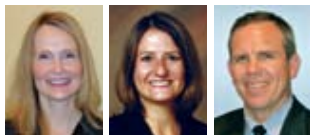
11:00 am – 12:00 pm

Concurrent Sessions

Hospital/Physician IT Strategies: Leveraging the Federal Stimulus to Connect Communities

A variety of federal initiatives are making it increasingly attractive for physicians and health systems to adopt EHRs, but the timeframe for doing so is extremely tight. Panelists will present their perspectives on the use of IT as a strategy for physician/hospital connectivity. Each panelist has addressed slightly different nuances and used different approaches in connecting their employed and community physician groups to their health system, with varying information systems and results. They will discuss their role in the process and critical success factors of each approach from their perspective, including:

- Illuminating critical considerations in the federal stimulus related to health IT (HITECH ACT/ARRA, ePrescribing, Stark and AKS)
- Implementing different strategies for linking physicians and hospitals (EHR, RHIO, MSO)
- Determining the high-level costs and benefits of various approaches
- Understanding critical timeline elements in the adoption of EHR

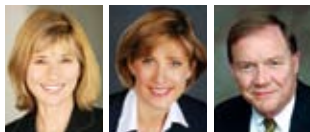


Panelists (from l to r):

Valerie Cruschiel, Director of Clinic Operations, Overlake Medical Clinics
Laura Jantos (Moderator), Principal, ECG Management Consultants
Steven Tarr, Chief Information Officer, Northwest Hospital & Medical Center

The HOPD vs. Freestanding Decision

Many hospital administrators struggle with the decision of keeping their outpatient services under the hospital provider number (where reimbursements are higher) or moving them to a freestanding model with more flexible service and physician partnering options. Employed physicians, reimbursement cuts and competition add complexity to this decision. Some organizations are using a hybrid model in an attempt to capture the best of both worlds. The panel will discuss the operational and regulatory considerations for conducting this analysis and examine successful examples of each approach.



Panelists (from l to r):

Diane Carter, Partner, Brown McCarroll LLP
Joan Dentler (Moderator), President, ASC Strategies
Bob Savage, CEO, St. Francis Hospital and Health

Professional Behavior: Cultural Transformation Journey

In 2006, after experiencing a patient fatality primarily due to miscommunication involving a blood transfusion, St. Rita's Medical Center aggressively analyzed all aspects of communication that contribute to patient safety. Disruptive behavior was identified as a major communication and patient safety concern, and a house wide professional behavior initiative began in 2007. Key steps in St. Rita's professional behavior initiative and key learnings from their successful cultural transformation will be explored.



Presenter:

James Reber, President & CEO, St. Rita's Medical Center

12:00 pm – 12:45 pm

Lunch

12:45 pm – 2:00 pm

General Session

Outpatient Services 2009-2012: What Does Reform Mean for Health Systems?

With historic policy and legislative changes afoot at the national level, this panel will consider:

- What will the new landscape look like when the first phase of reform is implemented?
- How will reform affect health system planning and decision-making?
- Which services will be affected the most?
- What new areas of opportunity are presented by the reform package?
- What will hospitals and systems need to do to promote cost effectiveness?
- How will bundling work and how will it affect delivery?
- Will evidence-based medicine and comparative effectiveness take hold?
- Will wellness be a priority and how will systems be paid to promote health?
- What role will health systems have in care coordination?



Panelists (from l to r):

Joel Allison, President & CEO, Baylor Health Care System
C. Carleton King, President, Health Care Delivery, SW & SE Regions, Aetna
Tommy Thompson, Former Secretary, Dep. of Health & Human Services
John Thomas (Moderator), Executive Vice President, Health Care REIT
Invited HHS/CMS Official To Be Announced

2:00 pm – 2:30 pm

Break



2:30 pm – 3:30 pm

Concurrent Sessions

Patient Growth Strategies for Employed Physician Networks

Employed models offer hospitals and physicians an opportunity for efficiency by integrating marketing programs and platforms. Presenters will share how a St. Louis hospital and physician organization have partnered across the marketing continuum to build the brand experience and grow patient volume. Specific campaigns and results will demonstrate how patient acquisition and retention can be improved through direct outreach.



Presenters (from l to r):
Aubrey Dirkes, VP, Strategic & Creative Services, Insights Direct
Tess Niehaus, VP, Marketing & Communications, Saint Anthony Medical

Starting a Sports Medicine Program

The OhioHealth Sports Medicine program germinated from three driven physicians and a receptive management team. Today it covers 17 high schools, two colleges, and three professional teams. The program will be reviewed from early physician interest, through the market research and program development phases, to the early success of the first three years, as well as steps for continued advancement.

Take-aways will include:

- Market evaluation techniques
- Physician relations strategies
- Goal development suggestions
- Model component minimums
- Growth timeline for the first five years
- Strategies for future years
- ROI calculation



Presenter:
Michael Sean Huffman, VP Clinical Operations, OhioHealth Ambulatory Services

3:30 pm – 4:00 pm

Break



4:00 pm – 5:00 pm

Concurrent Sessions

Scripps Living Green Team

The Scripps Living Green Team began in October 2007 in an effort to scale-down consumer appetites, reduce waste, and save energy and money. Since then, the hospital has instituted more than a dozen earth-friendly projects, and green ideas have a permanent place in the organization's operations plan. From clinicians to cafeteria crew members, hear how the Living Green Team has inspired participants from diverse departments within the hospital and campus.



Presenter:
Rebecca Cofinas, VP Operations, Scripps Green Hospital

Leveraging the Balance Sheet of a JV Partner

For years, hospitals have used joint venturing with ASC management companies and physicians to create efficient delivery systems in their communities. With credit at a premium today, these types of relationships can now bring another critical element - capital - by leveraging the balance sheet of your venture partner. This presentation will highlight various venture models being utilized and the services being leveraged.



Presenter:
Clete Walker, VP Development, Surgical Care Affiliates

6:00 pm – 9:00 pm

Reception & Dinner

Join us for a casual reception and dinner.

7:00 am – 8:00 am

Breakfast

8:00 am – 9:15 am

General Session**A New Era of Hospital/Physician Partnering**

Healthcare market dynamics have forever changed the traditional relationship between hospitals and physicians. Now more than ever, hospital executives and physician leaders must clearly define their alignment strategies in order to survive the new market realities. CEOs from leading healthcare organizations will discuss and debate their strategies for physician alignment. How did they design and implement focused initiatives for employment, alignment, collaboration – or outright competition? What are the new expectations for physicians in terms of compensation, leadership and behavior? Can hospitals and physicians achieve their respective goals in unison?



Panelists (from l to r):

Dick Hanley, President & CEO, Health Ventures
 Kevin Locke (Moderator), Partner, Charis Healthcare
 David White, Chairman & CEO, IASIS Healthcare
 Hayes Woollen, President, Novant Medical Group
 Additional Panelists To Be Announced

9:15 am – 9:45 am

Break

9:45 am – 10:45 am

Concurrent Sessions**Integrating Retail Clinics into a Local System of Care**

Access to primary care is a national problem. However, efforts by health systems to establish retail clinics are often met with physician, financial and operational resistance, all while non-affiliated clinics continue to proliferate. Learn how competing, physician-led systems overcame this resistance to collaborate on the establishment of retail clinics in local supermarkets and what they did to shore up the community care continuum.



Presenters (from l to r):

Joseph Habig II, MD, Careworks Medical Liaison, Lehigh Valley Health Network
 Dean Lin, CEO, CareWorks, a Geisinger Health System Business

Hospital Financing Update

This presentation will discuss the state of hospital and ambulatory financing markets:

- Has credit loosened up?
- What impact have the credit markets had on financing hospitals and ambulatory projects?
- How have credit costs and terms changed?
- What strategies can be used to finance projects right now?



Presenters (from l to r):

Winston Abbott, Vice President, Siemens Financial Services (photo unavailable)
 Mike Coiro (Moderator), Managing Partner, Capital Hospital Finance Group
 John Thomas, Executive Vice President, Health Care REIT
 Michelle Trammell, President, The Securities Group

10:45 am – 11:15 am

Break

11:15 am – 12:30 pm

Closing Session**Evidence-Based Medicine & Comparative Effectiveness: Implications for Health Systems**

Intense scrutiny of health care quality, cost and value has raised the level of interest in evidence-based medicine (EBM) and comparative effectiveness research (CER).

This panel will discuss:

- What does evidence-based medicine mean?
- What is the status of the government's CER program?
- What are the implications of EBM and CER for facility operators such as health systems?
- Can EBM and CER help lower costs?
- Will technology acquisition by health systems be affected by the use of EBM/CER?
- How are evidence-based guidelines being deployed?
- How will evidence-based guidelines be enforced?



Presenters (from l to r):

Carl Couch, MD, Co-Chair, BHCS Best Care Committee, Baylor Health Care
 Jonathan Friedman (Moderator), COO, Somnia Inc.
 Karen Schoelles, MD, Director, Evidence-Based Practice Center, ECRI Institute
 Additional Panelist To Be Announced

Schedule At A Glance

	WEDNESDAY, OCTOBER 7	THURSDAY, OCTOBER 8	FRIDAY, OCTOBER 9
	NETWORKING LOUNGE OPEN THROUGHOUT CONFERENCE		
7:00		Breakfast 7:00 am – 8:00 am	Breakfast 7:00 am – 8:00 am
7:15			
7:30		Keynote Presentation 8:00 am – 9:00 am	General Session 8:00 am – 9:15 am
7:45			
8:00		Break	Break
8:15			
8:30		Concurrent Sessions 9:30 am – 10:30 am	Concurrent Sessions 9:45 am – 10:45 am
8:45			
9:00		Break	Break
9:15			
9:30		Concurrent Sessions 11:00 am – 12:00 pm	
9:45			
10:00		Lunch 12:00 pm – 12:45 pm	Closing Session 11:15 am – 12:30 pm
10:15			
10:30		General Session 12:45 pm – 2:00 pm	
10:45			
11:00		Break	
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11:30		Concurrent Sessions 2:30 pm – 3:30 pm	
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12:30		Concurrent Sessions 4:00 pm – 5:00 pm	
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5:30	Opening Reception 5:30 pm – 7:00 pm		
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6:00		Reception & Dinner 6:00 pm – 9:00 pm	
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≡ Check-In

Please plan to check-in with us at our Welcome Desk during one of the following times:
 Tuesday: 3:00 – 9:00 pm | Wednesday: 10:00 am – 5:00 pm | Thursday: 7:00 am – 5:00 pm

Sign Up Information

HOW TO SIGN UP Visit www.outpatient100.com or call Miriam Adams at (203) 644-1701 (madams@lincolnhc.com)

Conference Fees	By August 28	Regular
First Executive	\$595	\$795
Additional Executive	\$495	\$695
Outpatient 100 Board Member	\$395	\$395
Speaker (Provider Executive)	Complimentary	Complimentary
Speaker (Non-Provider)	Call for Fee	Call for Fee
Conference Partner	Included w/ Partnership Fee	Included w/ Partnership Fee

The fee covers everything except lodging and incidental personal expenses: all education, three meals, and two receptions.

Getting There In One Easy Step



We're making it easy for you to travel to Outpatient 100 through our official travel agency, LXR Travel. For Outpatient 100 attendees, LXR will handle all your travel arrangements and offers a:

- Discount on airfare through American Airlines
- Discount on car service through Avis (rental) or LimoLink (chauffeur service)
- Discount on your Four Seasons Dallas hotel room

How to make your LXR travel reservations:

- Call Jackie Biro (866) 520-7340 ext. 322 or Barb Conti at ext. 319 (mention Outpatient 100).
- E-mail op100@lxrtravel.com with pertinent information (departure city, preferred times and dates, preferred ground options) and best time and method to get back to you.

Reserve Your Hotel Room



If you do not use LXR Travel, please book your hotel room by calling the Four Seasons Dallas at (972) 717-0700 and reference Outpatient 100 by August 31st to ensure availability. The room rate is \$270.

Car Service

If you'd like to arrange car service on your own, we recommend contacting LimoLink at (888) 811-4319. Use promo code 1210360 to receive a discounted Outpatient 100 rate (\$102).

Airports & Driving Directions

Airports that service the Four Seasons Dallas:

Dallas/Fort Worth Airport:

Take the North Exit from the airport to Highway 114 East (John Carpenter Freeway). Exit and turn right onto MacArthur Boulevard. The resort is about two miles from this intersection on the left. *5 miles away, 10 minute drive*

Dallas Love Field Airport:

From the airport, turn right onto Mockingbird Lane West. Turn right onto Highway 114 West (John Carpenter Freeway). Continue in one of the outside lanes until you reach the MacArthur exit. Exit and take a left onto MacArthur Boulevard. The resort is about two miles from this intersection on the left. *10 miles away, 20 minute drive*

Cancellation Policy

Anyone canceling before August 31, 2009 can either carry over their registration to the next year or receive a full refund. Cancellations after August 31, 2009 will be carried over to 2010 less a \$200 cancellation fee. A refund cannot be given. Carry over registrations can only be applied to the 2010 conference.



Four Seasons Dallas
4150 North MacArthur Blvd.
Irving, TX 75038
(972) 717-0700
www.fourseasons.com/dallas

Advisory Board

Thank you to the advisory board who help shape the educational program, support the conference, and keep it fresh each year.



Jan Bergen
Executive Vice President
Lancaster General Hospital



Kevin Locke
Co-Founder & Partner
Charis Healthcare



Fran Blackwell
VP, Outpatient Services
Franciscan Health System



Carol Lovin
SVP, CHS Management Company
Carolinas HealthCare System



Douglas Bowling
VP, System Development
Roper St. Francis Healthcare



Patricia Rosello
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Baptist Outpatient Services



John Couris
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Morton Plant North Bay Hospital
BayCare Health System



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Jon Fohrer
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Ambulatory Care Development
Community Health Network



Robert Thames
COO
St. Anthony's Medical Center



Bob Gilbert
Senior Operations Officer
OhioHealth



William Wilkison
VP, Ambulatory Care
& Ancillary Services
PinnacleHealth

Conference Partners

Outpatient 100 is funded largely by major contributions from partnering organizations. Our partners as of June 1st are:

LEADERSHIP



EXECUTIVE



CONTRIBUTOR

Aptium Oncology

Atlantis Worldwide

Baker Hostetler

Diversified Clinical Services

Health Care REIT, Inc.

Insights Direct

The Joint Commission

Siemens Financial Services

Somnia Anesthesia

PARTICIPANT

Brown McCarroll LLP

Capital Hospital Finance Group

ECG Management Consultants

The Securities Group

Surgical Care Affiliates

best outpatient conference new ideas improve outpatient care very impressed

“ This was one of the best outpatient conferences I have ever attended. The sessions were not just theoretical, but practical. It was great to hear the experiences of those who had implemented certain ideas – both what worked and what did not. I will also use this information as we begin to update our system outpatient strategic plan.”

Jeff Whitton
Mountain States Health Alliance

“ I loved it! I found it very stimulating. I've returned to work with some new ideas to put on the table.”

Rick Thomas
OSF Saint Francis Medical Ctr.

“ I was very impressed with how well this conference was attended and the degree that top leaders in the healthcare industry were open to share their experiences. This was my first Outpatient 100 conference and the networking experience was a great take away for me.”

Gary Fammartino
St. Vincent Health

“ Outpatient 100 is a valuable source of information. Each year that I've attended I have been able to take away something to improve our delivery of outpatient care and strengthen our position in the marketplace.”

Douglas Bowling
Roper St. Francis Healthcare

