



**HARVARD SCHOOL OF PUBLIC HEALTH**  
**CENTER FOR CONTINUING PROFESSIONAL EDUCATION**

*Where theory informs practice and practice informs theory®*

**Presents**

**The Harvard Conference on  
Strategic Alliances in Healthcare**

**Redefining Healthcare**

**October 14-15, 1999**

**with**

**Special Pre-Conference Workshops**

**October 13, 1999**

**Boston, Massachusetts**

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David A. Shore, PhD  
Associate Dean, Executive Director and PricewaterhouseCoopers Director,  
Center for Continuing Professional Education  
Harvard School of Public Health

# The Harvard Conference on Strategic Alliances in Healthcare

## Redefining Healthcare

Conference Co-Chairs

**Marc J. Roberts, PhD**

Professor of Political Economy,  
Department of Health Policy and Management, Harvard School of Public Health

**Peter N. Grant, JD, PhD**

Partner and Chair of the Health Law Section, Davis Wright Tremaine, LLP;  
Instructor, Department of Health Policy and Management, Harvard School of Public Health

**Keith M. Korenchuk**

Partner, Davis Wright Tremaine, LLP

As we enter the twenty-first century, healthcare practitioners and policy makers are seeking a new model. The paradigm of the '90s—managed care, primary care-dominated integrated delivery—has disappointed many. Consumers, led by the baby boom generation and empowered by the Internet, have changing expectations. Health systems and physician practice management companies are reporting losses and are engaged in divestiture. Physicians express discontent. Physician unions are emerging. In the political arena health plans are under fire.

On October 14-15 of this year, Harvard University is convening a distinguished faculty and inviting an audience of senior healthcare professionals, executives, clinicians, and governing board members to articulate a new vision for healthcare and to discuss and debate practical ways to successfully pursue that vision.

The program will begin by examining the major forces influencing the future of healthcare: public perceptions, significant economic and political factors. A discussion of the impact of these forces on the financing and delivery of healthcare will follow. Specific issues and situations will be addressed in a variety of concurrent sessions. A concluding Socratic-method panel will distill and focus what we have learned.

On October 13 as a prelude to the main Conference program there will be an optional Pre-Conference Day focusing on four critical aspects of managing a healthcare organization today and for the future: branding and positioning, compliance, compensation, and governance.

You will find an overview of the program on page two and details on the pages that follow. Registration information is on the back cover. We are continuing to offer our special team discount: if three individuals from an organization register, a fourth may participate at no additional charge.

# Conference Overview

## Pre-Conference Day

Wednesday, October 13

- 8:00 AM - 9:00 AM Registration and Continental Breakfast
- 9:00 AM - 10:30 AM *Branding Boot Camp<sup>SM</sup>*—**David A. Shore, PhD**  
*Creating Compensation Plans That Are Aligned with Business Strategy*—  
**Joseph H. Levitch, MBA**
- 10:30 AM - 11:00 AM Refreshment Break
- 11:00 AM - 12:30 PM *Branding Boot Camp<sup>SM</sup>*—**David A. Shore, PhD** (continued)  
*Executive and Physician Benefit Planning for Not-for-Profit Organizations*—  
**Robert J. Erra and James C. Nelson**
- 12:30 PM - 1:30 PM Luncheon
- 1:30 PM - 3:00 PM *Organizing Effective Compliance Programs: From Plan to Reality  
(A Massachusetts General Hospital Case Study)*—**Maryanne Spicer**  
*Governance Challenges in an Era of Consumerism and Accountability*—  
**James A. Rice, PhD**
- 3:00 PM - 3:30 PM Refreshment Break
- 3:30 PM - 5:00 PM *Advanced Issues in Corporate Health Compliance: New OIG Guidances,  
Compliance Program Effectiveness, and Winning Physician Buy-In*—  
**Michael T. Myers, Jr., MD, MBA**  
*Governance Challenges*—**James A. Rice, PhD** (continued)
- 5:00 PM - 6:30 PM Networking Reception

## Conference Program

Thursday, October 14

- 7:00 AM - 8:00 AM Registration and Continental Breakfast
- 8:00 AM - 8:30 AM Welcome and Opening Remarks
- 8:30 AM - 9:30 AM *The U.S. Health Care System After the Managed Care Revolution*—**J. D. Kleinke**
- 9:30 AM - 10:00 AM Refreshment Break

- 10:00 AM - 11:15 AM *The Political and Economic Contexts of Health System Change*—  
**Marc J. Roberts, PhD**
- 11:15 AM - 12:30 PM *What Healthcare Can Learn from Other Industries*—**Bernard Ferrari, MD**
- 12:30 PM - 2:00 PM Networking Luncheon
- 2:00 PM - 3:30 PM Panel: *Caught in the Middle: The Role of Health Plans in Health System Change*—  
Moderator: **Walter A. Zelman, PhD**
- 3:30 PM - 4:00 PM Refreshment Break
- 4:00 PM - 5:30 PM *The Role of Internet Technologies in Increasing Efficiency in Healthcare Delivery*—**Charles O. Bracken, CDP, MBA**  
*Where Should the Health System Go from Here?*—**David Cutler, PhD**  
*Reengineering the Hospital-Physician Relationship*—**Keith M. Korenchuk**  
*Curing the Managed Care Blues*—**Walter A. Zelman, PhD**
- 5:30 PM - 7:00 PM Networking Reception

## Friday, October 15

- 7:00 AM - 8:00 AM Continental Breakfast
- 8:00 AM - 8:45 AM *The Uninsured: 44 Million and Counting*—**Michael S. Dukakis**
- 8:45 AM - 10:00 AM *The Search for a New Paradigm*—**James C. Robinson, PhD**
- 10:00 AM - 10:30 AM Refreshment Break
- 10:30 AM - 11:45 AM Panel: *Innovations in Health Services Delivery—Serving the Community and Responding to the Evolving Marketplace*—Moderator: **James C. Robinson, PhD**
- 11:45 AM - 1:00 PM *Capital Markets: Friend or Foe?*—**James E. Cain**  
*The Strategic Application of Information Technology in an Integrated Delivery System: Challenges and Considerations*—**John Glaser, PhD**  
*Pharmaceutical Cost Management*—**Peter N. Grant, JD, PhD**  
*New Issues for Healthcare Leaders*—**Jacque J. Sokolov, MD**
- 1:00 PM - 2:00 PM Luncheon
- 2:00 PM - 3:30 PM Concluding Socratic Dialog: *What the Future Holds*—  
Co-Moderators: **Marc J. Roberts, PhD** and **John Iglehart**
- 3:30 PM Conference Adjourns

# Conference Highlights

**Pre-Conference Day** devoted to workshops in four critical areas of healthcare management: branding and positioning, compliance, compensation, and governance.

**Keynote Addresses** by *Wall Street Journal* columnist and author J. D. Kleinke, Harvard's Marc Roberts, noted consultant Bernard Ferrari, former Governor and Presidential candidate Michael Dukakis, and Berkeley's James Robinson.

**Distinguished Panels** featuring health plan and provider executives (including Charles Baker, new CEO of Harvard Pilgrim Health Plan; Robert Rex Waller, President Emeritus, Mayo Clinic; David Nathan, CEO, Dana-Farber Cancer Institute) discussing how their organizations intend to deal with the changes ahead and position themselves for future success.

**Intensive Concurrent Sessions** on critical issues of finance, organizational structure and relationships, cost containment, information systems, and more.

**Concluding Socratic Dialog:** Professor Marc Roberts and *Health Affairs* Editor John Iglehart, moderating a panel drawn from Conference faculty, using the provocative and lively Socratic dialog method, will challenge the panelists to think beyond the boundaries that have defined our industry up to the present and explore the future shape of healthcare and how they will adapt and thrive in it.

Feedback from past Strategic Alliance Conferences—

*It was a highly useful and stimulating conference, great panels, good speakers, and very timely subject matter. Well worth the investment in time away from the office.*

Kerry Gillihan, President/CEO  
Cardinal Hill Rehabilitation Hospital

# Special Benefits of Harvard Healthcare Conferences

## Leading Edge

The broad and varied experience and depth of knowledge of Conference faculty members provides a unique opportunity for participants to learn from those at the leading edge of creative strategic thinking from the diverse perspectives of management and academe; individuals who have been and will continue to be instrumental in shaping the future of healthcare.

## Interactive Format

Much of the success of past Strategic Alliance Conferences has been the result of lively interaction among faculty and participants. Conference sessions are designed to encourage participants to comment, question, critique, and otherwise contribute to the discussion.

## Interdisciplinary Faculty

Experts from the Harvard Schools of Public Health, Government, and Medicine, and Harvard affiliated hospitals join CEOs, COOs, and other senior executives to create a Conference faculty with a rare combination of distinguished academic credentials, policy-setting knowledge, and hands-on experience managing and leading major healthcare organizations.

## Networking

Comments from past participants confirm that a key Conference benefit is the opportunity to exchange ideas and discuss common problems and solutions with colleagues. The Conference Program is specifically structured to facilitate networking.

## Audio Tapes

Most Conference sessions are audio taped to allow participants to reinforce the learning experience (or to access sessions they could not attend in person). Sets of tapes are made available to all participants at a substantial discount.

## Certificate of Participation

Certificates from the Harvard School of Public Health will be awarded to commemorate participation in the Conference.

*Call (617) 720-9545 to register, or fax the form on the back cover to (617) 720-9507.*

# Pre-Conference Program

## Wednesday, October 13

8:00 AM - 9:00 AM **Registration and Continental Breakfast**

9:00 AM - 10:30 AM **Branding Boot Camp<sup>SM</sup>**

The strength of your organization's brand in the marketplace will have an enormous impact on its ability to succeed in the future. Brand equity is a critical weapon in the struggle to gain and hold a competitive edge in the marketplace. This interactive workshop will serve as both an intensive introduction to the principles of building brand equity as well as a review of more advanced strategies for gaining and maintaining market share. The program focuses on Dr. Shore's formula for building brand equity and 15 key brand equity indicators. Participants examine specific approaches to branding, poly-branding, and decommo-ditization for healthcare organizations of all types.

### **David A. Shore, PhD**

Associate Dean, Executive Director and PricewaterhouseCoopers Director,  
Center for Continuing Professional Education, Harvard School of Public  
Health

*NOTE: To ensure that this program is responsive to your specific needs, after registering you are invited to submit your branding questions and issues to David Shore at [dshore@hsph.harvard.edu](mailto:dshore@hsph.harvard.edu)*

9:00 AM - 10:30 AM **Creating Compensation Plans That Are Aligned with Business Strategy**

An examination of current practices and trends related to the design of incentive compensation programs that support the mission and business strategy of the enterprise. The session will include a discussion of the key design issues that must be addressed in developing effective, strategy-based incentive programs, and a review of potential incentive plan performance criteria.

Detailed case studies will be presented to illustrate actual incentive program designs related to:

- Executive incentives, both annual and long-term
- Physician incentives, highlighting an approach to gainsharing for specialty physicians
- Broad-based employee incentives, both functional and organization-wide

Each case study will review the business requirements of the organization and the design framework and actual performance measures/formula used for the incentive program. The key “criteria for success” for both program design and implementation will also be discussed.

**Joseph H. Levitch, MBA**  
Principal, Towers Perrin

10:30 AM- 11:00 AM **Refreshment Break**

11:00 AM - 12:30 PM **Branding Boot Camp<sup>SM</sup>—David A. Shore, PhD** (continued)

11:00 AM - 12:30 PM **Executive and Physician Benefit Planning for Not-for-Profit Organizations**

A presentation focusing on four major areas:

- The linkage between cash compensation and benefits. How benefit planning must be coordinated with cash compensation to ensure compliance with regulations as well as meeting competitive standards.
- How to conduct a study and review of executive/physician compensation and benefits. How to develop a study process to address the organization’s ability to compete for good people in the

(continued)

## **Executive and Physician Benefit Planning for Not-for-Profit Organizations** (continued from previous page)

marketplace without upsetting internal parity. This section will include a discussion of the need to consider the organization's culture, as well as a thorough examination of the dynamics between the board and management.

- Competitive standards for an executive/physician benefit program. A review of each benefit component (healthcare, disability, retirement, etc.), and a summary of the competitive standards, both quantitative and qualitative, for physicians and executives.
- Benefit trends, issues, funding and planning techniques for not-for-profit organizations, including the major tax and regulatory issues.

### **Robert J. Erra**

Partner, HealthCare Compensation Strategies

### **James C. Nelson**

Partner, HealthCare Compensation Strategies

12:30 PM - 1:30 PM **Luncheon**

1:30 PM - 3:00 PM **Organizing Effective Compliance Programs: From Plan to Reality (a Massachusetts General Hospital Case Study)**

A presentation chronicling the development and implementation of a corporate compliance program in a major teaching hospital. It will focus on the transition from a planning document to full integration with the organizational culture. Key points will include translating models from other industries into a suitable framework for healthcare, creating structures of accountability, defining the role of the compliance officer and staff, capitalizing on enterprise strength to facilitate acceptance by physicians, and measuring the ongoing effectiveness of the program.

### **Maryanne Spicer**

Director of Corporate Compliance, Massachusetts General Hospital

1:30 PM - 3:00 PM **Governance Challenges in an Era of Consumerism and Accountability**

This interactive session will combine lecture and case studies to explore key governance challenges in U.S. health systems. Included will be an examination of the pressures on boards from the combination of new consumerism and fiscal scarcity, common governance weaknesses to avoid, strategies for more effective board performance, and building a supportive governance infrastructure.

**James A. Rice, PhD**

President, The Governance Institute; Senior Associate, Cambridge University

3:00 PM - 3:30 PM **Refreshment Break**

3:30 PM - 5:00 PM **Advanced Issues in Corporate Health Compliance: New OIG Guidances, Compliance Program Effectiveness, and Winning Physician Buy-In**

A session on advanced issues in corporate health compliance, including a review of new and anticipated Office of Inspector General Compliance Program Guidances (DME Suppliers, Long-Term Care Industry, and Managed Care Organizations), new ways to define compliance program effectiveness, and Dr. Myers's thoughts on how to get physicians to buy into compliance program efforts.

**Michael T. Myers, Jr., MD, MBA**

Director, Health Care Regulatory Group, PricewaterhouseCoopers

3:30 PM - 5:00 PM **Governance Challenges—James A. Rice, PhD (continued)**

5:00 PM - 6:30 PM **Networking Reception**

# Conference Program

## Thursday, October 14

7:00 AM - 8:00 AM **Registration and Continental Breakfast**

8:00 AM - 8:30 AM **Welcome and Opening Remarks**

**Keith M. Korenchuk**

Conference Co-Chair; Partner, Davis Wright Tremaine, LLP

**Barry R. Bloom, PhD**

Dean, Harvard School of Public Health

8:30 AM - 9:30 AM **The U.S. Health Care System after the Managed Care Revolution**

The medical cost crisis of the 1980s and early 1990s that gave rise to national managed care companies was a one time event, a temporary phenomenon designed to shake up the entire medical financing and delivery system. Under the pressure of managed care, today's health care organizations are finally emerging as true business enterprises, with new and often jarring effects on their values, strategies, and cultures. Providers are learning to play by new rules; consumers are demanding more choices while learning hard lessons about what those choices cost; information technology is revolutionizing the process of care; and local markets are restructuring to resolve the historic power struggles and flawed economic motives that resulted in the modern U.S. health care system.

But once the transformation of the system is complete, managed care will prove to be unsustainable in its current form.

This presentation will explain why:

- The typical fragmented local health care market of today is consolidating into two to four integrated systems that combine health financing and delivery.
- Within the typical local market these emerging systems are differentiating themselves to address emerging consumer market segments based along a continuum of price, value, and perceived quality.
- National HMOs and PPOs will cease to exist in their present form.

Using the tools of competitive strategic analysis, Mr. Kleinke will identify and explore the five forces transforming our health care system—medical/financial risk assumption, consumerism, horizontal consolidation, vertical integration, and industrialization—from an inefficient, overly complex, quasi-public service into a fully market-driven corporate enterprise. He will conclude with suggested strategies for providers to anticipate changes and position themselves within the emerging local health care market.

**J. D. Kleinke**

*Wall Street Journal* columnist, *Health Affairs* board member, author of *The Bleeding Edge: The Business of Health Care in the New Century*

9:30 AM - 10:00 AM **Refreshment Break**

*To register call Laura Davis at (617) 720-9545,  
or fax the form on the back cover to (617) 720-9507.*

10:00 AM - 11:15 AM **The Political and Economic Contexts of Health System Change**

Professor Roberts will guide a far-reaching and insightful tour through the shifting political and economic forces that will determine the future shape of healthcare, exploring many of the options and decision points that will confront healthcare management along the way.

**Marc J. Roberts, PhD**

Professor of Political Economy, Department of Health Policy and Management, Harvard School of Public Health; Conference Co-Chair

11:15 AM - 12:30 PM **What Healthcare Can Learn from Other Industries**

Other industries have experienced periods of wrenching change and become more efficient and better able to adapt and compete because of it. Dr. Ferrari will lead an eye-opening tutorial on the powerful lessons we can learn from history. By analyzing how specific organizations coped with the daunting challenges they faced, he will equip us to better understand and manage similar dislocation and transformation in healthcare.

**Bernard Ferrari, MD**

Director, Leader of Worldwide Health Care Practice, McKinsey & Company

12:30 PM - 2:00 PM **Networking Luncheon**

*Take advantage of the special team discount: register three people and a fourth is free may attend at no additional charge.*

2:00 PM - 3:30 PM

**Panel: Caught in the Middle—The Role of Health Plans in Health System Change**

Health plans today are under the gun from all sides—public perception, government regulation, physician relations, financial results. This panel of distinguished senior health plan executives will discuss how they are dealing (or intend to deal) with these pressures, and what their plans and strategies are for the future.

**Moderator: Walter A. Zelman, PhD**

Instructor, Harvard School of Public Health; President and CEO, California Association of Health Plans

**Panelists include:**

**Charles Baker**

President and CEO, Harvard Pilgrim Health Care

3:30 PM - 4:00 PM

**Refreshment Break**

4:00 PM - 5:30 PM

**The Role of Internet Technologies in Increasing Efficiency in Healthcare Delivery**

Internet technologies can be used to achieve strategic objectives for connection to consumers, improved care, and more effective operations in healthcare. The organization that best exploits emerging technologies like the Internet technologies will be most effective in executing future strategies. This session will provide a definition of opportunities, a review of technology offerings, and a sampling of case studies.

**Charles O. Bracken, CDP, MBA**

Vice Chairman of the Board, Superior Consultant Holdings Corporation

4:00 PM - 5:30 PM

### **Where Should the Health System Go from Here?**

A frank discussion of the public and private sector changes that are needed in light of health system restructuring, and how such changes can be realized.

#### **David Cutler, PhD**

John L. Loeb Professor of Social Sciences and Professor of Economics,  
John F. Kennedy School of Government, Harvard University

4:00 PM - 5:30 PM

### **Reengineering the Hospital-Physician Relationship**

Effective strategic alliances between physicians and hospitals are essential. The alignment of physician and hospital incentives requires appropriate structures, effective governance, involved physician leadership, and legal compliance. This session will explore the latest trends, developments, and critical success factors in this dynamic and challenging area.

#### **Keith M. Korenchuk**

Partner, Davis Wright Tremaine, LLP; Conference Co-Chair

4:00 PM - 5:30 PM

### **Curing the Managed Care Blues**

Consumers are rebelling, physicians are forming unions, Washington is legislating patients' rights, profits are elusive (often non-existent), CEO tenure is fragile. Facing this uncertain future, and taking his recent book, *The Managed Care Blues & How to Cure Them* (co-authored with Robert A. Berenson) as a point of departure, Dr. Zelman will discuss the changes necessary to turn today's managed care into a vital, ongoing, effective healthcare system for the 21st century.

#### **Walter A. Zelman, PhD**

Instructor, Harvard School of Public Health; President and  
CEO, California Association of Health Plans

5:30 PM - 7:00 PM

### **Networking Reception**

# Conference Program

## Friday, October 15

7:00 AM - 8:00 AM **Continental Breakfast**

8:00 AM - 8:45 AM **The Uninsured: 44 Million and Counting**

Governor Dukakis will address this troubling and continuing gap in our healthcare system: the scope of the problem today; what we are not doing about it; what we should be doing about it.

**Michael S. Dukakis**

Distinguished Professor, Department of Political Science, Northeastern University; former Governor, The Commonwealth of Massachusetts; former Presidential candidate

8:45 AM - 10:00 AM **The Search for a New Paradigm**

The past year has been one of financial, marketplace, and regulatory challenges for every form of healthcare organization, including medical groups and Independent Practice Associations, hospitals and healthcare systems, HMOs and other health insurance entities. Professor Robinson will analyze the difficulties encountered by healthcare systems under managed care, with special emphasis on physician entities, and draw the implications for the future. Examples will be based on experiences both in markets with extensive capitation, such as California, and markets where non-capitated, fee-for-service relationships predominate, such as New York.

**James C. Robinson, PhD**

Professor of Health Economics, School of Public Health, University of California, Berkeley

10:00 AM - 10:30 AM **Refreshment Break**

10:30 AM - 11:45 AM **Panel: Innovations in Health Services Delivery—Serving the Community and Responding to the Evolving Marketplace**

Senior executives from the front lines of healthcare provider management will discuss how they are preparing for and adapting to the changes affecting the marketplace, both now and in the future.

**Moderator: James C. Robinson, PhD**

Professor of Health Economics, School of Public Health, University of California, Berkeley

**Panelists:**

**Derril W. Reeves**

Vice Chairman and Director, PhyCor, Inc.

**Robert Rex Waller, MD**

President Emeritus, Mayo Clinic

**David G. Nathan, MD**

President, Dana-Farber Cancer Institute; Richard and Susan Smith Professor of Medicine, Professor of Pediatrics, Harvard Medical School

11:45 AM - 1:00 PM **Capital Markets: Friend or Foe?**

Healthcare remains among the most capital intensive industries. In a landscape of intensified competition and reputation pressures, with Federal mood swings creating greater volatility than ever, how have capital partners responded when performance varies from expectation?

**James E. Cain**

Founding Partner and Principal, Cain Brothers

## **The Strategic Application of Information Technology in an Integrated Delivery System: Challenges and Considerations**

Information technology (IT) can be a critical contributor to the strategies and plans of an integrated delivery system. IT can be leveraged to reduce costs, create a continuum of care, improve service, and enhance and enable medical management. Effective implementation of IT is a complex and expensive endeavor, however, that too often yields disappointing results. This session will discuss the challenges associated with the strategic application of information technology in an integrated delivery system, including:

- The information technology strategic planning process
- IT budget development and allocation
- Achieving integration of applications and infrastructure
- High leverage applications
- Organizing the IT function

Approaches and considerations that enhance the strategic contributions of IT will also be presented.

### **John Glaser, PhD**

Vice President and Chief Information Officer,  
Partners HealthCare System, Inc.

Feedback from past Strategic Alliance Conferences—

*Timely topics, great presentations, good opportunity to network with diverse group of national healthcare leaders.*

Benjamin Aune, President/CEO  
InterHealth

11:45 AM - 1:00 PM **Pharmaceutical Cost Management**

New pharmaceuticals are in many ways changing healthcare for the better. At the same time pharmaceutical costs are increasing at approximately three times the rate of general healthcare inflation. This session will examine the forces behind pharmaceutical cost increases and will outline responsive cost management strategies.

**Peter N. Grant, JD, PhD**

Partner and Chair of the Health Law Section, Davis Wright Tremaine, LLP; Instructor, Department of Health Policy and Management, Harvard School of Public Health; Conference Co-Chair

11:45 AM - 1:00 PM **New Issues for Healthcare Leaders**

Changes to ERISA, potent market forces, the lure and promise of the internet: The challenges facing healthcare leaders continue to mount. This session will explore creative ways of dealing with these issues, including integration models that yield high success rates; new approaches to productive physician/hospital relationships; the critical role of e-commerce; and the development of winning inter- and intranet strategies.

**Jacque J. Sokolov, MD**

Chairman and Senior Partner, Sokolov, Schwab, Bennett, Inc.

1:00 PM - 2:00 PM **Luncheon**

Feedback from past Strategic Alliance Conferences—

*Excellent conference. Harvard always has wonderful speakers. This engaged me like nothing [I've attended] in a long while—great intellectual experience.*

R. Dickens, MD, President  
Neurological Surgery Association

2:00 PM - 3:30 PM

## **Concluding Socratic Dialog: What the Future Holds**

Prominent conference faculty members join co-moderators Marc Roberts and John Iglehart to set forth and defend their individual visions of healthcare's future using the provocative and lively Socratic dialog format.

### **Co-Moderators:**

#### **Marc J. Roberts, PhD**

Professor of Political Economy, Department of Health Policy and Management, Harvard School of Public Health; Conference Co-Chair

#### **John Iglehart**

Editor, *Health Affairs*

3:30 PM

## **Conference Adjourns**

Harvard School of Public Health  
Center for Continuing Professional Education

*Where theory informs practice and practice informs theory®*

David A. Shore, PhD, Associate Dean, Executive Director  
and PricewaterhouseCoopers Director

# Conference Travel and Accommodations

## Conference Location

Sheraton Boston Hotel & Towers  
39 Dalton Street  
Boston, Massachusetts 02199

Reservations: (800) 325-3535 or (617) 236-2000  
Fax: (617) 236-1702

## Accommodations

A block of rooms at the Sheraton Boston Hotel & Towers has been reserved for the convenience of Harvard Conference participants at the preferred conference rate of \$215 per night (single or double occupancy). This rate will also be valid for days on either side of the Conference for those who wish to enjoy the New England autumn. Be sure to mention that you are attending the Harvard Conference to receive the special rate.

*To guarantee accommodations, registrants are encouraged to make their hotel reservations as early as possible.*

## Conference Travel

For assistance with travel arrangements please call Harvard Travel, (800) 218-1865, and mention you are traveling to a Harvard School of Public Health Conference.

## Autumn in New England

October is the height of the spectacularly colorful Fall foliage season in New England. For information on this and many other sights and attractions in and around Boston, visit [www.bostonusa.com](http://www.bostonusa.com) or [www.newenglandtravel.com](http://www.newenglandtravel.com), or call (888) SEE-BOSTON.



# The Harvard Conference on Strategic Alliances in Healthcare

## REGISTRATION FORM

- Please register me/us for the Conference, October 14-15, 1999  
Conference Fee: \$975 per person. *See below for special team discount.*
- Please also register me/us for the Pre-Conference Program, October 13, 1999  
Fee for Conference and Pre-Conference Program: \$1,450 per person. *Team discount applies.*

Organization \_\_\_\_\_

Address \_\_\_\_\_

City \_\_\_\_\_ State \_\_\_\_\_ Zip \_\_\_\_\_

Telephone \_\_\_\_\_ Fax \_\_\_\_\_

1. Name \_\_\_\_\_

Title \_\_\_\_\_ Email \_\_\_\_\_

2. Name \_\_\_\_\_

Title \_\_\_\_\_ Email \_\_\_\_\_

3. Name \_\_\_\_\_

Title \_\_\_\_\_ Email \_\_\_\_\_

*Free* \*4. Name \_\_\_\_\_

Title \_\_\_\_\_ Email \_\_\_\_\_

### \* SPECIAL TEAM DISCOUNT

Send three people from your organization and the 4th person is free.

## PAYMENT INFORMATION

- Check enclosed, payable to Harvard Healthcare Conference.
- Please bill me. PO Number \_\_\_\_\_
- Please bill my:       American Express       MasterCard       Visa

Account Number \_\_\_\_\_ Exp. Date \_\_\_\_\_

Signature \_\_\_\_\_

## THREE WAYS TO REGISTER

- By Phone      Laura Davis, (617) 720-9545
- By Fax        Laura Davis, (617) 720-9507
- By Mail        Harvard Conference on Strategic Alliances in Healthcare  
100 State Street  
Boston, Massachusetts 02109