

THE PREEMINENT CONFERENCE ON AMERICAN MEDICINE AT A TURNING POINT



THE NATIONAL CONGRESS ON THE FUTURE OF MEDICAL PRACTICE AND PRACTICE MANAGEMENT

ADVANCED PERSPECTIVES ON:

Integrated Medical Groups
Independent Practice Associations
Group/IPA Hybrids
Tax-Exempt Clinics
Physician Practice Management Companies
Hospital-Based Groups
HMO Staff Models
Physician-Owned Health Plans
Physician Unions

THURSDAY - SATURDAY
OCTOBER 22-24, 1998

DEVELOPED AND ADMINISTERED BY
HEALTH CARE CONFERENCE ADMINISTRATORS

OPRYLAND HOTEL
NASHVILLE, TENNESSEE

CO-SPONSORED BY

ASSOCIATIONS:

AMERICAN MEDICAL GROUP ASSOCIATION
NATIONAL IPA COALITION
THE IPA ASSOCIATION OF AMERICA

PUBLICATIONS:

GROUP PRACTICE JOURNAL	MODERN PHYSICIAN
HEALTH AFFAIRS JOURNAL	PPMC
HEALTHCARE BUSINESS	PPM WEEK
HEALTHCARE PRACTICE MANAGEMENT NEWS	PHYSICIAN PRACTICE MANAGEMENT REPORT
HOSPITALS & HEALTH NETWORKS	PHYSICIAN PRACTICE OPTIONS
MODERN HEALTHCARE	PRACTICE MARKETING & MANAGEMENT NEWS

AMERICAN MEDICINE AT A TURNING POINT

Predictions of the decline in status and authority of physicians in the United States are premature. While professional autonomy and financial independence have waned, physician organizations have emerged as the driving engine of a restructured system of health care finance and delivery.

Having said this, there appears to be little consensus regarding the way that physicians should be organized, teamed and compensated to maximize efficiency, quality, accessibility and professional satisfaction. Many of the most basic questions about the appropriate organization of medical practice are hotly debated.

- How should primary care relate to speciality practice?
- Is virtual or vertical integration the model of the future?
- Whither the hospital-physician relationship?
- What are the most efficient means of capitalizing medical practice?
- How should physicians be compensated?
- Will physician unions play a significant role in the future of American medicine?

THE NATIONAL CONGRESS ON THE FUTURE OF MEDICAL PRACTICE AND PRACTICE MANAGEMENT

THE NATIONAL CONGRESS ON THE FUTURE OF MEDICAL PRACTICE AND PRACTICE MANAGEMENT has been convened to address these and other issues pertinent to medical practice in the 21st Century. The Congress brings leading medical group and IPA administrators, medical directors and physicians together with academics, health service researchers, vendors, consultants and legal counsel to address cutting-edge issues in physician organization and practice management.

VERTICAL VS. VIRTUAL INTEGRATION

The fundamental structure of physician organizations is at issue. The greatest growth in physician organizations is in the network or IPA model. Integrated group practices continue to grow at a slower pace. Hybrid IPA/Group models are emerging.

SINGLE VS. MULTISPECIALITY GROUPS

Likewise, there is uncertainty regarding whether physicians should be organized into single or multispeciality enterprises. Organizational formats tend to vary by geographic areas. Western and Midwestern markets coalesce in the multispeciality format. In other areas, single speciality groups are seemingly ascendent.

PUBLICLY-HELD VS. TAX-EXEMPT GROUPS

Traditionally, many of the preeminent multispeciality groups have been structured as tax-exempt enterprises, funded by contributions and tax-exempt debt. With the emergence and proliferation of the publicly-held physician practice management companies (PPMCs) in the early 1990s, a major alternative in legal form and approach to capital access has emerged. With the recent turmoil in PPMC markets, the future of that industry sector hangs fire. For many observers, the choice between remaining privately held or converting to the exempt clinic or publicly-held PPMC models has strong clinical and cultural implications.

HOSPITAL-BASED MEDICAL GROUPS

Making hospital-based IPAs and medical groups work has emerged as one of the most vexing challenges in health delivery. In a paroxysm of vertical integration in the early and mid 1990s, many hospitals acquired physician practices and established affiliated groups or cadres of employed physicians. Recent studies indicate that over 85% of these organizations are losing money. Restructuring existing hospital-physician relations and envisioning new models for the physician-hospital enterprise will be a central focus of the Congress.

THE PHYSICIAN-OWNED HEALTH PLAN NEXUS

The future of physician-owned health plan relations is up for grabs. Most staff model HMOs have spun off their staff divisions into independent group practices -- some of which have become or been acquired by PPMCs. A number of physician-owned health plans have been acquired by publicly-owned HMOs. Concurrently, the new Medicare+Choice legislation creates the opportunity for the creation of physician-owned provider-sponsored organizations (PSOs) which can contract directly with the Medicare program.

PHYSICIAN UNIONS

As more physicians have moved into employed positions with group practices, hospitals and health plans, the potential for an enhanced role of physician unions has arisen. Traditional constraints on the unionization of professionals under the National Labor Relations Act and the antitrust laws are being litigated. Prominent unionization campaigns are occurring across the country. To place these developments in context, the Congress will host a plenary panel of the leaders of the country's most significant physician unions.

PRACTICAL SOLUTIONS TO SPECIFIC PROBLEMS

In general sessions, the Congress will address the major strategic and policy issues confronting physician organizations. Through 40 concurrent sessions, the Congress will focus on specific and practical issues challenging physician organizations.

Examples include:

- Implementation of a paperless medical record by the Mayo Clinic.
- Understanding SEC rules regarding pooling vs. purchase accounting, stock options, etc.
- Managing pharmacy risk.
- Understanding the implications of NCQA, JCAHO and AMAP accreditation to physician organizations.

Presenters in the concurrent sessions include senior leadership of America's medical groups and IPAs.

THE CONGRESS STRUCTURE

The central core of the Congress is presented through general and concurrent sessions on Thursday, October 22 and Friday, October 23, 1998.

On Saturday, October 24, 1998, over 25 of the nation's preeminent medical groups, IPAs, PPMCs and hospital and health plan-affiliated physician organizations will present in case study format. Each organization will share its history, current structure, business plan and major challenges.

WHO SHOULD ATTEND THE CONGRESS

- Medical Group, IPA and PPMC Administrators and Staff
- Physician Organization Medical Directors
- Hospital and Health System Managers
- Health Plan Executives and Staff
- Medical Information Systems Specialists
- Medical Group and IPA Compliance Officers
- Physicians and Other Health Professionals
- Health Care Consultants and Attorneys
- Health Care Regulators
- Health Care Investment Bankers and Venture Capitalists
- Health Care Researchers, Academics and Policy Makers

A TEAM APPROACH

Reinventing the physician enterprise requires a team approach. Clinicians will team with managers, systems specialists, venture capitalists, investment bankers, consultants and legal counsel to create the physician organizations of the 21st Century.

Through its multiple concurrent session format, the Congress will maximize the ability of multidisciplinary teams to absorb and share substantive and technical presentations.

WRITTEN BACKGROUND MATERIAL

Each registrant will receive a binder containing copies of speaker presentation materials and other pertinent background information.

CONTINUING EDUCATION CREDIT

The Congress will issue a Certificate of Attendance which may be submitted by the attendee to his/her continuing education provider for consideration of credit.

CONGRESS ADMINISTRATOR

HEALTH CARE CONFERENCE ADMINISTRATORS (HCCA) develops, organizes and administers health care conferences alone or on behalf of sponsoring organizations. HCCA seeks to illuminate complex issues of health care practice and policy by bringing together leading-edge doers and thinkers -- from operations to academia, from clinical practice to corporate management, from Main Street to Wall Street and from patient to politician. HCCA develops and administers THE NATIONAL CONGRESS series which includes:

- THE NATIONAL CONGRESS ON HEALTH CARE COMPLIANCE
February 25-27, 1998
Attendance: Approximately 1,000
- THE NATIONAL CONGRESS ON MEDICARE+CHOICE
June 4-5, 1998
Attendance: Approximately 700
- THE NATIONAL CONGRESS ON THE FUTURE OF MEDICAL PRACTICE AND PRACTICE MANAGEMENT
October 22-24, 1998

HCCA NATIONAL ADVISORY BOARD:

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School of Public Health, University of California
Berkeley, California

THE NATIONAL CONGRESS ON THE FUTURE OF MEDICAL PRACTICE AND PRACTICE MANAGEMENT
THURSDAY - SATURDAY, OCTOBER 22-24, 1998

PROGRAM

THURSDAY, OCTOBER 22, 1998

8:00AM

WELCOME AND INTRODUCTION

PETER N. GRANT, J.D., PH.D., PARTNER, DAVIS WRIGHT TREMAINE LLP, SEATTLE, WA AND SAN FRANCISCO, CA
DOUGLAS B. SHERLOCK, CFA, SENIOR HEALTH CARE ANALYST, SHERLOCK COMPANY / PUBLISHER, PPMC, GWYNEDD, PA
CONGRESS CO-CHAIRS

8:00-9:30AM

OPENING PLenary SESSION: PERSPECTIVES OF THE ORGANIZATION OF MEDICAL PRACTICE

VICTOR R. FUCHS, PH.D., RESEARCH ASSOCIATE, NATIONAL BUREAU OF ECONOMIC RESEARCH, PALO ALTO, CA / HENRY J. KAISER, JR. PROFESSOR EMERITUS, STANFORD UNIVERSITY, PALO ALTO, CA
JEFF C. GOLDSMITH, PH.D., PRESIDENT, HEALTH FUTURES, INC., CHARLOTTESVILLE, VA

9:30-9:45AM

TRANSITION BREAK

9:45-10:45AM

CONCURRENT SESSIONS 1:

1.A. STRUCTURE: SPINNING OUT A PPM FROM A TAX-EXEMPT CLINIC -- THE EXPERIENCE OF THE SCRIPPS CLINIC
BREAUX CASTLEMAN, COO, SCRIPPS CLINIC, LA JOLLA, CA

1.B. CAPITAL: VENTURE CAPITAL -- FUNDING OF PHYSICIAN ORGANIZATIONS

JAMES B. HOOVER, GENERAL PARTNER, DAUPHIN CAPITAL PARTNERS, LOCUST VALLEY, NY

1.C. FINANCE: NEGOTIATING THE SEC'S ACCOUNTING MAZE I:

POOLING VS. PURCHASE ACCOUNTING; CONSOLIDATION VS. NON-CONSOLIDATION; STOCK OPTIONS

JOEL LEVINE, CPA, ASSOCIATE CHIEF ACCOUNTANT, DIVISION OF CORPORATE FINANCE, SEC, WASHINGTON, D.C.

GARY GARBRECHT, PARTNER, PRICEWATERHOUSECOOPERS LLP, LOS ANGELES, CA

DOUGLAS G. TANNER, CPA, PARTNER, PRICEWATERHOUSECOOPERS LLP, JERSEY CITY, NJ / FORMER ASSOCIATE CHIEF ACCOUNTANT, SEC

1.D. OPERATIONS: MANAGING THE PERMANENTE MEDICAL GROUPS

CAL JAMES, PRESIDENT/CEO, THE PERMANENTE COMPANY, OAKLAND, CA

1.E. LEGAL: ALTERNATIVES IN STRUCTURING MEDICAL PRACTICE ACQUISITIONS

LAWRENCE J. SCOTT, ESQ., PARTNER, DAVIS WRIGHT TREMAINE LLP, CHARLOTTE, NC / FORMER GENERAL COUNSEL, MEDCATH

1.F. CLINICAL: MANAGING PHARMACY RISK

RICHARD E. DIXON, M.D., FACP, DIRECTOR, PHYSICIAN PRACTICE SERVICES, THE LEWIN GROUP / MEDICAL DIRECTOR,
NATIONAL IPA COALITION, ORINDA, CA

CONCURRENT
SESSIONS

10:45-11:00AM

TRANSITION BREAK

11:00-12:00PM

CONCURRENT SESSIONS 2:

2.A. STRUCTURE: THE FUTURE OF THE INTEGRATION PARADIGM IN HEALTH CARE FINANCE AND DELIVERY

JOHN COCHRANE, ASSOCIATE DIRECTOR, INTEGRATED HEALTHCARE SYMPOSIUM / EDITOR, INTEGRATED HEALTHCARE REPORT,
PALM DESERT, CA

2.B. CAPITAL: ONE INVESTOR'S PERSPECTIVE: WHY THE CURRENT PPMC MODEL IS FALTERING AND WHAT'S THE ALTERNATIVE?

ROBERT W. DALY, MANAGING DIRECTOR, MEDEQUITY INVESTORS, LLC, BOSTON, MA

2.C. FINANCE: NEGOTIATING THE SEC'S ACCOUNTING MAZE II:

DEFERRED PURCHASE PRICE VS. COMPENSATION; INTANGIBLES; STOCK DISCOUNTS

JOEL LEVINE, CPA, ASSOCIATE CHIEF ACCOUNTANT, DIVISION OF CORPORATE FINANCE, SEC, WASHINGTON, D.C.

GARY GARBRECHT, PARTNER, PRICEWATERHOUSECOOPERS LLP, LOS ANGELES, CA

DOUGLAS G. TANNER, CPA, PARTNER, PRICEWATERHOUSECOOPERS LLP, JERSEY CITY, NJ / FORMER ASSOCIATE CHIEF ACCOUNTANT, SEC

2.D. OPERATIONS: NCQA'S PHYSICIAN ORGANIZATION CERTIFICATION PROGRAM

STACIA STROUSS GROSSO, MHSA, ASSISTANT VICE PRESIDENT, ACCREDITATION, NATIONAL COMMITTEE FOR QUALITY ASSURANCE,
WASHINGTON, D.C.

2.E. LEGAL: CUTTING-EDGE ISSUES IN PHYSICIAN ORGANIZATION ANTITRUST ENFORCEMENT

EDWARD B. HIRSHFELD, ESQ., ASSOCIATE GENERAL COUNSEL, AMERICAN MEDICAL ASSOCIATION, CHICAGO, IL

ROBERT F. LIEBENLUFT, ESQ., ASSISTANT DIRECTOR, FEDERAL TRADE COMMISSION, BUREAU OF COMPETITION,
HEALTH CARE DIVISION, WASHINGTON, D.C.

2.F. SYSTEMS: USING CLINICAL ACTIVITY REPORTS TO DRIVE PRACTICE MANAGEMENT EFFECTIVENESS

ANDREW C. GARLING, M.D., MBA, VICE PRESIDENT/CHIEF MEDICAL OFFICER, HBOC, PAYOR SOLUTIONS GROUP, CAMBRIDGE, MA

CONCURRENT
SESSIONS

12:00-1:30PM

LUNCH

LUNCH

CAPITALIZING MEDICAL PRACTICE THROUGH VENTURE CAPITAL, TAX-EXEMPT FINANCING, PUBLIC OFFERINGS,

LEVERAGED ESOPS, OUTSOURCING PARTNERSHIPS & OTHER CREATIVE VEHICLES

DANIEL M. CAIN, PRINCIPAL/CEO, CAIN BROTHERS & COMPANY, LLC, NEW YORK, NY

BENJAMIN D. LORELLO, MANAGING DIRECTOR, GROUP HEAD OF GLOBAL HEALTHCARE, SALOMON SMITH BARNET, NEW YORK, NY

1:30-1:45PM

TRANSITION BREAK

1:45-2:45PM

CONCURRENT SESSIONS 3:

3.A. STRUCTURE: REINVENTING THE PHYSICIAN-HOSPITAL RELATIONSHIP FOR THE 21ST CENTURY

KEITH M. KORENCHUK, ESQ., PARTNER, DAVIS WRIGHT TREMAINE LLP, CHARLOTTE, NC

3.B. CAPITAL: RETHINKING THE PPMC INDUSTRY -- A RESEARCH REPORT

EFREM SIGEL, MBA, PRESIDENT, CORPORATE RESEARCH GROUP, INC. / PUBLISHER, PHYSICIAN PRACTICE MANAGEMENT REPORT,
NEW ROCHELLE, NY

3.C. FINANCE: CALCULATING HEALTH SERVICE ACQUISITION COSTS -- THE EBITDA BLACK BOX

W. L. DOUGLAS TOWNSEND, JR., MANAGING DIRECTOR/CEO, TOWNSEND, FREW & CO., DURHAM, NC

3.D. OPERATIONS: THE AMERICAN MEDICAL ACCREDITATION PROGRAM (AMAP)

WILLIAM F. JESSEE, M.D., VICE PRESIDENT, QUALITY AND MANAGED CARE, AMERICAN MEDICAL ASSOCIATION, CHICAGO, IL

3.E. LEGAL: PHYSICIAN INCENTIVE COMPENSATION AND ADVANCED MODELS FOR HOSPITAL-PHYSICIAN GAINSHARING

ROBERT G. HOMCHICK, ESQ., PARTNER, DAVIS WRIGHT TREMAINE LLP, SEATTLE, WA

CONCURRENT
SESSIONS

THE NATIONAL CONGRESS ON THE FUTURE OF MEDICAL PRACTICE AND PRACTICE MANAGEMENT
THURSDAY - SATURDAY, OCTOBER 22-24, 1998

PROGRAM

THURSDAY, OCTOBER 22, 1998

- 2:45-3:00PM** **TRANSITION BREAK**
- 3:00-3:45PM** **3.F. CLINICAL: MANAGING OUTPATIENT & INPATIENT BEHAVIORAL HEALTH SERVICES IN A GROUP PRACTICE ENVIRONMENT**
ARTHUR R. TRAUGOTT, M.D., MEDICAL DIRECTOR OF GOVERNMENT AFFAIRS, CARLE CLINIC ASSOCIATION, CHAMPAIGN, IL
- 3:45-4:30PM** **THE NEW EFFICIENCY METRIC -- FUTURE PRODUCTIVITY ISSUES IN HEALTH SERVICES DELIVERY**
BERNARD T. FERRARI, M.D., J.D., MBA, DIRECTOR, WORLDWIDE HEALTH CARE PRACTICE, MCKINSEY & CO., LOS ANGELES, CA / FORMER COO, OCHSNER CLINIC
- 4:30-6:00PM** **COMPLIANCE STRATEGIES FOR MEDICAL GROUPS AND IPAS**
ALAN YUSPEH, ESQ., SENIOR VICE PRESIDENT, ETHICS COMPLIANCE AND CORPORATE RESPONSIBILITY, COLUMBI/VHCA, NASHVILLE, TN / FORMER EXECUTIVE DIRECTOR, DEFENSE INDUSTRY INITIATIVE
- 4:30-6:00PM** **THE FUTURE OF PHYSICIAN UNIONS -- A PANEL DISCUSSION**
MARK LEVY, EXECUTIVE DIRECTOR, COMMITTEE OF INTERNS AND RESIDENTS/UNITED SALARIED PHYSICIANS AND DENTISTS, SERVICE EMPLOYEES INTERNATIONAL UNION, NEW YORK, NY
BARRY LIEBOWITZ, M.D., EXECUTIVE DIRECTOR, DOCTOR'S COUNCIL, NEW YORK, NY
LOUIS NAYMAN, FIELD SERVICES DIRECTOR, AMERICAN FEDERATION OF TEACHERS, WASHINGTON, D.C.
JAY PROCARO, EXECUTIVE DIRECTOR, OFFICE PROFESSIONAL EMPLOYEES, INTERNATIONAL UNION, NEW YORK, NY
GARY ROBINSON, EXECUTIVE DIRECTOR, UNION OF AMERICAN PHYSICIANS AND DENTISTS, AMERICAN FEDERATION OF STATE, COUNTY AND MUNICIPAL EMPLOYEES, OAKLAND, CA
JOHN J. SEDDON, EXECUTIVE DIRECTOR, FEDERATION OF PHYSICIANS AND DENTISTS, AMERICAN FEDERATION OF STATE, COUNTY AND MUNICIPAL EMPLOYEES, TALLAHASSEE, FL
- CO-MODERATORS AND COMMENTATORS:**
EDWARD B. HIRSHFELD, ESQ., ASSOCIATE GENERAL COUNSEL, AMERICAN MEDICAL ASSOCIATION, CHICAGO, IL
PETER ORRIS, M.D., MPH, ATTENDING PHYSICIAN, COOK COUNTY HOSPITAL / PROFESSOR OF PREVENTION AND INTERNAL MEDICINE, RUSH UNIVERSITY COLLEGE OF MEDICINE, CHICAGO, IL

FRIDAY, OCTOBER 23, 1998

- 8:00-10:00AM** **OPENING PLENARY SESSION: THE FUTURE STRUCTURE OF MEDICAL PRACTICE -- PRESENTATIONS, PANEL DISCUSSION AND Q&A**
- THE FUTURE OF SOLO AND SMALL GROUP PRACTICE**
THOMAS R. REARDON, M.D., PRESIDENT-ELECT, AMERICAN MEDICAL ASSOCIATION, CHICAGO, IL
- THE FUTURE OF PHYSICIAN PRACTICE MANAGEMENT COMPANIES**
JOSEPH C. HUTTS, PRESIDENT/CEO, PHYCOR INC., NASHVILLE, TN
- THE FUTURE OF THE TAX-EXEMPT CLINIC MODEL**
ALBERT E. BARNETT, M.D., CHAIR, INSTITUTE FOR HEALTHCARE ADVANCEMENT, WHITTIER, CA / FORMER EXECUTIVE, FRIENDLY HILLS HEALTHCARE NETWORK
- THE FUTURE OF HOSPITAL-AFFILIATED GROUP AND STAFF MODELS**
MICHAEL A. WILSON, CMPE, PRESIDENT/CEO, CATHOLIC HEALTHCARE WEST MEDICAL FOUNDATION / PRESIDENT, MEDICAL GROUP MANAGEMENT ASSOCIATION, SAN FRANCISCO, CA
- THE FUTURE OF HMO DEDICATED GROUP AND STAFF MODELS**
FRANCIS J. CROSSON, M.D., EXECUTIVE DIRECTOR, THE PERMANENTE FEDERATION, OAKLAND, CA
- MODERATOR: DONALD W. FISHER, PH.D., CEO, AMERICAN MEDICAL GROUP ASSOCIATION, ALEXANDRIA, VA**
- 10:00-10:45AM** **PRACTICE GUIDELINES: INITIATIVES NECESSARY TO ACHIEVE IDEAL PERFORMANCE & EFFICIENCY IN PHYSICIAN ORGANIZATIONS**
DAVID V. AXENE, FSA, MAAA, PRINCIPAL/HEALTH CARE MANAGEMENT CONSULTANT, MILLIMAN & ROBERTSON, INC., SAN DIEGO, CA
- 10:45-11:00AM** **TRANSITION BREAK**
- 11:00-12:00PM** **CONCURRENT SESSIONS 4:**
- 4.A. STRUCTURE: VERTICAL VS. VIRTUAL PHYSICIAN ORGANIZATIONS -- EVIDENCE FROM THE MARKETPLACE**
JAMES C. ROBINSON, PH.D., PROFESSOR, SCHOOL OF PUBLIC HEALTH, UNIVERSITY OF CALIFORNIA, BERKELEY, CA
- 4.B. CAPITAL: THE FOUR GENERIC STRATEGIES OF PPMCS**
DOUGLAS B. SHERLOCK, CFA, SENIOR HEALTH CARE ANALYST, SHERLOCK COMPANY / PUBLISHER, PPMC, GWYNEDD, PA
- 4.C. FINANCE: MAKING THE TRANSITION FROM FEE-FOR-SERVICE TO RISK: TRAINING STAFF & CONVERTING SYSTEMS**
SHELLEY A. HORWITZ, MPA, ADMINISTRATOR, BAY VALLEY MEDICAL GROUP, INC., HAYWARD, CA
- 4.D. OPERATIONS: JCAHO'S ACCREDITATION PROGRAM AND ITS RELEVANCE TO PHYSICIAN ORGANIZATIONS**
ALFRED S. BUCK, M.D., EXECUTIVE VICE PRESIDENT, DIVISION OF MEASUREMENT AND RESEARCH, JOINT COMMISSION ON THE ACCREDITATION OF HEALTH CARE ORGANIZATIONS, OAKBROOK TERRACE, IL
- 4.E. SYSTEMS: THE MAYO CLINIC'S EXPERIENCE IN IMPLEMENTING A PAPERLESS MEDICAL RECORD**
PRINCE K. ZACHARIA, M.D., PH.D., CHAIR, INTERNAL MEDICINE, MAYO CLINIC, JACKSONVILLE, FL
- 4.F. CLINICAL: MANAGING YOUR MEDICARE RISK POPULATION**
ROBERT J. MARGOLIS, M.D., MANAGING PARTNER/CEO, HEALTHCARE PARTNERS MEDICAL GROUP, TORRENCE, CA / PAST CHAIR, AMGA
- 12:00-1:30PM** **LUNCH**
- PHYSICIAN-OWNED PSOs AND HMOs -- DO THEY MAKE SENSE?**
MALIK M. HASAN, M.D., CHAIRMAN/CEO, FOUNDATION HEALTH SYSTEMS, INC., PUEBLO, CO
JACQUE J. SOKOLOV, M.D., CEO, JJS, INC./PSO DEVELOPMENT CORP., LOS ANGELES, CA
- 1:30-1:45PM** **TRANSITION BREAK**

PROGRAM

FRIDAY, OCTOBER 23, 1998

1:45-3:00PM

CONCURRENT SESSIONS 5:

- 5.A. STRUCTURE: FORMATION AND OPERATION OF TAX-EXEMPT CLINICS, FOUNDATIONS AND FACULTY PRACTICE PLANS**
T.J. SULLIVAN, ESQ., PARTNER, GARDNER, CARTON & DOUGLAS, WASHINGTON, D.C. / FORMER SPECIAL ASSISTANT (HEALTH CARE) TO THE IRS ASSISTANT COMMISSIONER (EXEMPT ORGS)
MARCUS S. OWENS, ESQ., DIRECTOR, EXEMPT ORGANIZATIONS DIVISION, IRS, WASHINGTON, D.C. (VIA CONFERENCE CALL)
- 5.B. CAPITAL: TAKING A HEALTH CARE SERVICES COMPANY PUBLIC -- THE IPO**
LAWRENCE C. MARSH, CFA, DIRECTOR, EQUITY RESEARCH, SALOMON SMITH BARNEY, NEW YORK, NY
- 5.C. FINANCE: PHYSICIAN-DRIVEN MEDICARE+CHOICE PROVIDER-SPONSORED ORGANIZATIONS (PSOs)**
BRUCE MERLIN FRIED, ESQ., PARTNER, SHAW, PITTMAN, POTTS & TROWBRIDGE, WASHINGTON, D.C. / FORMER DIRECTOR, CENTER FOR HEALTH PLANS AND PROVIDERS, HCFA
- 5.D. OPERATIONS: PHYSICIAN UNIONIZATION CASE STUDY: MEDALIA HEALTHCARE LLC, SEATTLE, WA**
DERICK P. PASTERNAK, M.D., MBA, CEO, MEDALIA HEALTHCARE LLC, SEATTLE, WA
- 5.E. LEGAL: ESTABLISHING AND IMPLEMENTING IPA COMPLIANCE PLANS**
LUCY C. HICKS, ESQ., VICE PRESIDENT, LEGAL SERVICES, MEDPARTNERS, INC., BIRMINGHAM, AL
- 5.F. CLINICAL: POPULATION HEALTH MANAGEMENT: A STRATEGY FOCUSED ON HIGH RISK POPULATIONS TO IMPROVE HEALTH AND FINANCIAL PERFORMANCE**
SANFORD R. KURTZ, M.D., VICE PRESIDENT/CHIEF MEDICAL OFFICER, LAHEY CLINIC, BURLINGTON, MA

CONCURRENT SESSIONS

3:00-3:15PM

TRANSITION BREAK

3:15-4:30PM

CONCURRENT SESSIONS 6:

- 6.A. STRUCTURE: ORGANIZING AND STRUCTURING A PHYSICIAN-DRIVEN IPA: BROWN AND TOLAND MEDICAL GROUP CASE STUDY**
MICHAEL E. ABEL, M.D., FACS, CHAIRMAN/CEO, BROWN AND TOLAND MEDICAL GROUP, SAN FRANCISCO, CA
- 6.B. FINANCE: ADVANCED ISSUES IN PHYSICIAN COMPENSATION**
SUSAN CEJKA, PRESIDENT, CEJKA & CO., ST. LOUIS, MO
- 6.C. SYSTEMS: INTEGRITY, CONFIDENTIALITY AND SECURITY OF HEALTH INFORMATION SYSTEMS**
VIKTOR S. DORODNY, M.D., PH.D., PRESIDENT, HEALTH PRO WORLDWIDE, INC., PASADENA, CA
- 6.D. LEGAL: ESTABLISHING AND IMPLEMENTING MEDICAL GROUP COMPLIANCE PLANS**
JOHN STEINER, ESQ., CHIEF COMPLIANCE OFFICER, CLEVELAND CLINIC FOUNDATION, CLEVELAND, OH / FORMER AHA ASSOCIATE COUNSEL
- 6.E. CLINICAL: THE ROLE OF TELEMEDICINE IN OUTREACH CLINICS AND THE PROVISION OF URGENT AND EMERGENT SERVICES IN RURAL COMMUNITIES**
ROBERT C. MONTGOMERY, M.D., MEDICAL DIRECTOR, MERITCARE HEALTH SYSTEM, FARGO, ND
- 6.F. SYSTEMS: OUTCOMES-BASED MANAGED CARE: A SYSTEMS APPROACH TO DATA, CHANGE AND BUSINESS MANAGEMENT**
JOSEPH BORMEL, M.D., MPH, PHYSICIAN EXECUTIVE, CERNER CORPORATION, KANSAS CITY, MO

CONCURRENT SESSIONS

SATURDAY, OCTOBER 24, 1998

INDUSTRY TRACKS

PHYSICIAN ORGANIZATION CASE STUDY TRACKS

1. *INDEPENDENT PRACTICE ASSOCIATION*
2. *MULTISPECIALITY MEDICAL GROUPS AND PPMC*
3. *SINGLE SPECIALITY PPMC*
4. *HOSPITAL/HEALTH PLAN-AFFILIATED GROUP AND STAFF MODELS AND PHYSICIAN-OWNED HEALTH PLAN*

9:00-9:00AM

1. INDEPENDENT PRACTICE ASSOCIATION -- CASE STUDIES

LESSONS FROM A SURVEY OF CALIFORNIA IPAS

JANET M. COFFMAN, ASSOCIATE DIRECTOR FOR WORKFORCE POLICY, UCSF CENTER FOR THE HEALTH PROFESSIONS, SAN FRANCISCO, CA

9:00-10:00AM

HEALTH FIRST NETWORK, INC., PENSACOLA, FL

G. RONALD PARKER, PHARM.D., MHA, PRESIDENT/CEO

10:00-10:15AM

TRANSITION BREAK

10:15-11:15AM

AUSTIN REGIONAL INDEPENDENT ASSOCIATES, INC., AUSTIN, TX

SUSAN P. MILAM, PH.D., EXECUTIVE DIRECTOR

11:15-12:15PM

MONTEFIORE INTEGRATED PROVIDER ASSOCIATION, BRONX, NY

STEPHEN ROSENTHAL, VICE PRESIDENT/COO, CONTRACT MANAGEMENT ORGANIZATION, LLC

12:15-1:30PM

LUNCH

1:30-2:30PM

HILL PHYSICIANS MEDICAL GROUP, INC., SAN RAMON, CA

STEVE McDERMOTT, CEO

2:30-3:30PM

CENTRAL JERSEY INDEPENDENT PRACTICE ASSOCIATION, INC., PLAINFIELD, NJ

ANNE B. FITZGERALD, EXECUTIVE DIRECTOR

3:30-4:30PM

BAPTIST PHYSICIANS ORGANIZATION, MEMPHIS, TN

ROBERT D. HARTLEY, M.D., MBA, MEDICAL DIRECTOR

THE NATIONAL CONGRESS ON THE FUTURE OF MEDICAL PRACTICE AND PRACTICE MANAGEMENT
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PROGRAM

SATURDAY, OCTOBER 24, 1998

INDUSTRY TRACK	2. MULTISPECIALITY MEDICAL GROUP AND PPMC -- CASE STUDIES
8:00-9:00AM	THE MAYO CLINIC, ROCHESTER, MN CARLETON T. RIDER, ADMINISTRATOR, MAYO FOUNDATION
9:00-10:00AM	THE CLEVELAND CLINIC, CLEVELAND, OH JOHN D. CLOUGH, M.D., CHAIR, DIVISION OF HEALTH AFFAIRS, CLEVELAND CLINIC FOUNDATION
10:00-10:15AM	TRANSITION BREAK
10:15-11:15AM	THE MARSHFIELD CLINIC, MARSHFIELD, WI WILLIAM G. HOCKING, M.D., PRESIDENT/CEO
11:15-12:15PM	OCHSNER CLINIC, NEW ORLEANS, LA GARY E. GOLDSTEIN, M.D., CEO
12:15-1:30PM	LUNCH
1:30-2:30PM	PHYCOR, INC., NASHVILLE, TN DERRIL W. REEVES, EXECUTIVE VICE PRESIDENT
2:30-3:30PM	MEDPARTNERS, INC., BIRMINGHAM, AL
3:30-4:30PM	COASTAL PHYSICIAN GROUP, INC., DURHAM, NC STEVEN M. SCOTT, M.D., PRESIDENT/CEO
INDUSTRY TRACK	3. SINGLE SPECIALITY PPMC -- CASE STUDIES
8:00-9:00AM	AMERICAN PHYSICIAN PARTNERS, INC., DALLAS, TX (RADIOLOGY) MARK L. WAGAR, PRESIDENT/CEO
9:00-10:00AM	AMERIPATH, INC., RIVIERA BEACH, FL (PATHOLOGY) RON CARLTON, M.D., DIRECTOR OF MARKETING COMMUNICATIONS
10:00-10:15AM	TRANSITION BREAK
10:15-11:15AM	PHYSICIANS' SPECIALTY CORPORATION, ATLANTA, GA (ENT) RICHARD D. BALLARD, CEO
11:15-12:15PM	BMJ MEDICAL MANAGEMENT, INC, BOCA RATON, FL (ORTHOPEDICS) SHELDON LUTZ, SENIOR VICE PRESIDENT, CORPORATE DEVELOPMENT
12:15-1:30PM	LUNCH
1:30-2:30PM	VISION TWENTY-ONE, INC., LARGO, FL (VISION) THEODORE N. GILLETTE, PRESIDENT/CEO
2:30-3:30PM	RESPONSE ONCOLOGY, INC., MEMPHIS, TN (ONCOLOGY) JOSEPH T. CLARK, PRESIDENT/CEO
3:30-4:30PM	PEDIATRIX MEDICAL GROUP, INC., FT. LAUDERDALE, FL (PEDIATRICS) LARRY M. MULLEN, VICE PRESIDENT/CFO
INDUSTRY TRACK	4. HOSPITAL/HEALTH PLAN-AFFILIATED GROUP AND STAFF MODEL AND PHYSICIAN-OWNED HEALTH PLAN -- CASE STUDIES
8:00-9:00AM	LESSONS FROM A NATIONAL SURVEY OF HOSPITAL-MEDICAL GROUP RELATIONSHIPS DEAN C. CODDINGTON, PRINCIPAL, KEITH D. MOORE, VICE PRESIDENT, MCMANIS ASSOCIATES, INC., DENVER, CO
9:00-10:00AM	SIOUX VALLEY HOSPITALS AND HEALTH SYSTEMS, SIOUX FALLS, SD KELBY KRABENHOFT, PRESIDENT/CEO, DAVID LINK, EXECUTIVE VICE PRESIDENT
	ASHTUBULA COUNTY MEDICAL CENTER, ASHTUBULA, OH RICK RICHARDSON, CEO
10:00-10:15AM	TRANSITION BREAK
10:15-11:15AM	MEDCATH, INC., CHARLOTTE, NC RICHARD J. POST, MA, MBA, CFO
11:15-12:15PM	UNIVERSITY OF PENNSYLVANIA HEALTH SYSTEM, PHILADELPHIA, PA ROBERT D. MARTIN, PH.D., EXECUTIVE DIRECTOR, CLINICAL CARE ASSOCIATES
12:15-1:30PM	LUNCH
1:30-2:30PM	HARVARD PILGRIM HEALTH CARE/HARVARD VANGUARD MEDICAL ASSOCIATES, BROOKLINE, MA GLENN HACKBARTH, CEO
2:30-3:30PM	HEALTH ALLIANCE MEDICAL PLAN, URBANA, IL GERALD J. TRESSLAR, PRESIDENT/CEO, STRATUM MED, INC. (AFFILIATE OF HAMP)
3:30-4:30PM	SCOTT AND WHITE HEALTH PLAN, TEMPLE, TX C. DAVID MOREHEAD, M.D., PRESIDENT

THE NATIONAL CONGRESS ON THE FUTURE OF MEDICAL PRACTICE AND PRACTICE MANAGEMENT
THURSDAY - SATURDAY, OCTOBER 22-24, 1998

REGISTRATION FORM

NATIONAL CONGRESS ON THE FUTURE
OF MEDICAL PRACTICE AND PRACTICE
MANAGEMENT
ATTN: KRIS GRECO
600 STEWART STREET, SUITE 1605
SEATTLE, WA 98101-1220

BULK RATE
U.S. POSTAGE
PAID
SEATTLE, WA
PERMIT No. 1700

HOW TO REGISTER

FULLY COMPLETE STEPS 1-3 (ONE FORM PER REGISTRANT, PHOTO-COPIES ACCEPTABLE). PAYMENT MUST ACCOMPANY EACH ORDER.

BY FAX: 206.441.6369
BY PHONE: 888.309.7888
BY MAIL: NATIONAL CONGRESS ON THE FUTURE
OF MEDICAL PRACTICE AND
PRACTICE MANAGEMENT
ATTN: KRIS GRECO
600 STEWART STREET, SUITE 1605
SEATTLE, WA 98101-1220

REGISTRATION FEES ARE NOT REFUNDABLE
SCHEDULE SUBJECT TO CHANGE

CONFERENCE HOTEL INFORMATION

A SPECIAL RATE OF \$145 (PLUS TAX) PER SINGLE/DOUBLE (EACH ADDITIONAL PERSON IN ROOM \$15) PER NIGHT HAS BEEN ARRANGED FOR THIS CONFERENCE. PLEASE MAKE YOUR RESERVATIONS DIRECTLY WITH THE OPRYLAND HOTEL AND MENTION THE NATIONAL CONGRESS ON MEDICAL PRACTICE CONFERENCE TO RECEIVE THIS REDUCED RATE. RESERVATIONS WILL BE ACCEPTED UNTIL SEPTEMBER 16, 1998. AFTER CUT-OFF DATE, RESERVATIONS WILL BE ACCEPTED ON A SPACE-AVAILABLE BASIS.

OPRYLAND HOTEL
2800 OPRYLAND DRIVE
NASHVILLE, TN 37214

RESERVATIONS: 615.883.2211

1 COMPLETE THE FOLLOWING

NAME

TITLE

ORGANIZATION

DEPARTMENT

ADDRESS

CITY/STATE/ZIP

TELEPHONE

FAX

EMAIL

2 PRICING

EARLY REGISTRATION DISCOUNT - OCTOBER 1 \$1,195

GROUP DISCOUNTS:

APPLIES TO ATTENDEES REGISTERING THROUGH THE SAME INSTITUTION

SEND 2ND, 3RD AND 4TH ATTENDEES FOR \$1,095

SEND 5TH AND ALL ADDITIONAL ATTENDEES FOR \$ 995

REGISTRATION AFTER OCTOBER 1 \$1,295

GROUP DISCOUNTS:

SEND 2ND, 3RD AND 4TH ATTENDEES FOR \$1,195

SEND 5TH AND ALL ADDITIONAL ATTENDEES FOR \$1,095

OPTIONAL - PARTIAL REGISTRATION

THE CONGRESS (GENERAL/CONCURRENT SESSIONS)
THURSDAY AND FRIDAY, OCTOBER 22 & 23, 1998 \$945

PHYSICIAN ORGANIZATION CASE STUDIES
SATURDAY, OCTOBER 24, 1998 \$495

3 PAYMENT OPTIONS

PLEASE ENCLOSE PAYMENT WITH YOUR REGISTRATION AND RETURN IT TO THE CONFERENCE REGISTRAR AT THE ABOVE ADDRESS, OR FAX YOUR CREDIT CARD PAYMENT TO 206.441.6369.

CHECK/MONEY ORDER ENCLOSED (CHECKS PAYABLE TO):
NATIONAL CONGRESS ON THE FUTURE OF MEDICAL
PRACTICE AND PRACTICE MANAGEMENT

AMERICAN EXPRESS VISA MASTERCARD

TOTAL \$

ACCOUNT #

EXPIRATION DATE

NAME OF CARDHOLDER

SIGNATURE OF CARDHOLDER