PREPARE FOR VALUE-BASED CARE LIKE YOUR HOSPITAL’S FUTURE DEPENDS ON IT.

Amelia Island, Florida
March 29 – April 1, 2020
PREPARING FOR VALUE-BASED CARE

The focus of value-based health care is to improve the quality and safety of the care delivered in all settings, to improve patient satisfaction and engagement, and to improve the community’s health status, while managing per capita costs.

Every institution is facing the challenge to adapt, but each hospital’s journey is going to be different based on the unique demands of its market, communities, and patient population.

The hospital and health system, at all levels – trustees, executives, and clinical leaders – are under enormous pressure to define the governance model and operational and financial structure of the care system, while maintaining the hospital system.

Estes Park Institute provides front-line education for executives, board members and physician leaders of multi-facility health care systems and community hospitals. We bring health care teams together in a learning environment that provides the opportunity for growth and innovation.
AMELIA ISLAND, FLORIDA
The Ritz-Carlton, Amelia Island
March 29 – April 1, 2020

A barrier island just off of Florida’s northeast coast, Amelia Island provided safe anchor for pirates and colonists alike, and continues to reveal its many treasures. The Ritz-Carlton, located on a grand stretch of pristine coastline, exemplifies the gentle ambience of the island with its casually elegant surroundings, southern charm, and magnificent scenery. Enjoy a walk along the sandy shore, indulge in fine coastal cuisine, play a round of golf on a private course lined with ancient, moss-covered oaks, or just take in the stunning view from your own private balcony.

Room Rates:
$389 Coastal View     $439 Deluxe Coastal View     $489 Ocean View
CONFERENCE SCHEDULE at a glance

AMELIA ISLAND, FLORIDA
The Ritz-Carlton, Amelia Island
March 29 – April 1, 2020

Sunday, March 29
1:00 pm - 4:00 pm................. Conference Registration
1:00 pm - 3:00 pm............... Faculty Facilitated Discussion Time Available for Large Groups (Reserve early!)
4:00 pm - 6:00 pm.............. Opening General Session (all registrants together)
6:00 pm - 7:00 pm.............. Conference Reception

Monday, March 30
6:30 am - 8:00 am............... Breakfast
8:00 am - 9:30 am............... General Session (all registrants together)
9:30 am - 9:45 am............... Beverage Break
9:45 am - 11:15 am............. Breakouts
11:15 am - 11:30 am............. Beverage Break
11:30 am - 12:30 pm........... Workshops

Tuesday, March 31
6:30 am - 8:00 am............... Breakfast
8:00 am - 9:40 am............... General Session (all registrants together)
9:40 am - 10:00 am............. Beverage Break
10:00 am - 11:30 am........... Breakouts
11:30 am - 1:00 pm............. Lunch (on own)
1:00 pm - 2:00 pm............. Workshops
2:30 pm - 4:30 pm.............. Faculty Facilitated Discussion Time Available for Large Groups (Reserve early!)

Wednesday, April 1
6:30 am - 8:00 am............... Breakfast
8:00 am - 10:15 am............ General Session (all registrants together)
10:15 am - 10:45 am........... Closing Session (all registrants together)
10:45 am.......................... Conference Adjourns
CONFERENCE PROGRAM

SUNDAY

1:00 pm to 4:00 pm  REGISTRATION

1:00 pm to 3:00 pm  FACULTY FACILITATED DISCUSSION TIME AVAILABLE FOR LARGE GROUPS (Reserve early!)

4:00 pm to 6:00 pm  GENERAL SESSION

TRANSFORMING HEALTH CARE FROM VOLUME TO VALUE
Is fast change coming slowly or is slow change coming like a freight train? In health care, it seems like both. Patients, employers, and payers are clamoring for value-based care and leaders are trying to navigate the ever-changing landscape of health care delivery. Many factors are driving this change – from financial pressures from payers including the Federal and state governments, to new opportunities afforded by innovative care and technology. Our panel of seasoned experts will unpack how health care is transforming and discuss what you need to know to shape your future.

Welcome & Program Introduction | Fraser Seitel, Moderator
Every institution is facing this challenge, but each institution’s journey is going to be different, based on their current situation and the specific demands of their market and the communities they serve. Trustees, executive leadership, and physician leaders will view these challenges from differing perspectives within each institution or health system. Estes Park faculty will surface the questions, concerns, and opportunities inherent in this transformational change in the way we deliver and finance care in this country.

Change Has to Come | Jim Kopf

The Drivers of Change | John Tiscornia, MBA, CPA

Changes in Washington and the States | Jennifer Bell & Steven Tringale

Panel Discussion with Q&A

6:00 pm  CONFERENCE ADJOURNS FOR THE DAY

6:00 pm to 7:00 pm  WELCOME RECEPTION
Please join us at our welcome reception and meet the Estes Park faculty. Interact with other attendees and exchange information and develop professional and social contacts while enjoying great food and drinks.
MONDAY

6:30 am to 8:00 am  BREAKFAST

8:00 am to 9:30 am  GENERAL SESSION

BEGINNING TRANSFORMATION WITHIN YOUR ORGANIZATION
Transformation is a journey, not an act. But it begins with a decision by the hospital (or system) board, the hospital CEO, staff, and medical staff leadership. The beginning steps show the depth of the decision for change and the likely pace of that change. Through it all, the transformation must contain costs and increase quality and patient outcomes.

Announcements & Video | Fraser Seitel, Moderator

New Ways of Generating Revenue and Cost Containment | John Tiscornia, MBA, CPA
Hospital and health system executives across the country have identified revenue growth and cost containment as critical priorities in order to position their organizations for success amid the transition to value-based care and growing disruption, competition, and margin pressures in the industry. As many new technologies and growth opportunities arise, offering solutions to financial and operational performance improvement, it is important to align new initiatives with overarching organization strategy and vision to ensure investments deliver results. This session will explore new strategies and technologies for revenue growth and cost containment and provide key considerations to align new initiatives and investments with strategic plans.

Quickening the Pulse on Transformation | Della Lin, MD
- Identify elements of adaptive change that are necessary to transformation.
- Discuss examples of successful transformational change in health care leveraging these elements.

Tailoring Your Value-Based Care Strategies to Meet Your Community’s Needs | Steven Tringale

Panel Discussion with Q&A

9:30 am to 9:45 am  BEVERAGE BREAK

9:45 am to 11:15 am  BREAKOUTS

Trustee and Physician Leaders – Governance Challenges Arising From Volume to Value | John Horty, LLB & John Tiscornia, MBA, CPA
In today’s financial and regulatory environment, strategies focused solely on hospital volume may no longer be a path to success. In this breakout we will discuss the forces behind the shift to value-based care, the challenges facing trustees and physicians as care delivery models are realigned,
strategies that can assist in this transition, and the cultural shift crucial to this transformation. The physician and hospital partnership is foundational to redefining the care delivery model; physicians stand at the heart of this opportunity to rethink how we address patient and community needs. Trustees must re-evaluate the governance structure and processes needed to guide organizations and health networks through this transition and serve as a critical strategic asset in crafting a holistic approach to patient care and healthy communities.

The Value of Telehealth and Telemedicine (The Shortage of Nurses and Doctors in Rural Areas) | Jennifer Bell & Dan Mulholland, Esq.
A growing number of providers are looking to telehealth to meet the health care needs of their communities in the face of a shortage of local primary care, mental health care, and other specialists. Indeed, consumers now expect on-demand remote access to arrange and receive their care. How are providers, payers, and the government responding to these trends? This breakout will explore the opportunities and challenges of telehealth and how you can take advantage of new rules and payments for telehealth services.

Besting Burnout and Workplace Safety: Don’t Try Transformation on Fumes | Della Lin, MD
Optimizing workplace safety and mitigating burnout are essential. The impact on patient safety, performance, and the capacity for an organization to transform is real. In October of 2019, the National Academy of Medicine (NAM) published a report on Clinician Well-Being with recommended goals for health care organizations. This breakout will utilize those recommendations to include a current update on burnout/resilience and discuss a way forward around optimizing the workplace environment, reducing incivility and supporting clinicians and learners.

CEO Roundtable (Invitational) | Steven Tringale
11:15 am to 11:30 am BEVERAGE BREAK
11:30 am to 12:30 pm WORKSHOPS

Legal Clinic: #METOO in Health Care ■ Suing the Hospital for Events Outside Its Walls ■ Rise of Fraud Suits ■ Individual Liability for Board Members | Dan Mulholland, Esq.
A potpourri of fresh hells from a legal perspective will be covered at this workshop, including sexual harassment, whistleblowers, fraud and abuse and new theories of liability, with plenty of time for questions.

Board Governance: Dive Into Implementation | John Tiscornia, MBA, CPA
Board members face new challenges as health care organizations move from volume to value. To assist their organization in meeting these challenges, successful boards need to improve their effectiveness and efficiency. The effective use of board time is imperative in providing health care in the future. This workshop provides a practical approach and tools for boards, physicians, and organizations to define and implement their commitment. These tools include how to use compacts, board work-plans, and agendas.
Local, Inventive, and Cost-Effective Behavioral Health | Joseph Scherger, MD, MPH

Behavioral Health covers a wide range of mental health problems from the common stress related conditions, anxiety disorders, and depression to more serious problems such as bipolar disease and schizophrenia. As much as 25% of all health problems patients present with are primarily mental health, and there is a behavioral health component of up to 75% of patient problems. Providing behavioral health care improves patient and population health and can lower costs by reducing expensive emergency room visits and excessive testing. Most behavioral health care is provided by primary care physicians, and this primary care dimension should be recognized and supported. Referral options to behavioral health should include a range of providers working together, such as psychiatric social workers, marriage and family therapists, clinical psychologists and psychiatrists. These providers should be able to care for children and adults. This workshop will explore these issues as well as the varied and often complex reimbursement for behavioral health.

CMO/Physician Leadership Roundtable (Invitational) | Della Lin, MD

12:30 pm CONFERENCE ADJOURNS FOR THE DAY

TUESDAY

6:30 am to 8:00 am BREAKFAST

8:00 am to 9:40 am GENERAL SESSION

BEGINNING TRANSFORMATION IN YOUR COMMUNITY

Announcements & Video | Fraser Seitel, Moderator

Our theme today is concise and compelling. As consumers increasingly seek care outside of the traditional hospital setting, health care leaders must proactively diversify their organizations’ revenue base. Change requires new collaboration and strategic partnerships in the community to respond to evolving customer needs.

Building Your Post-Acute Care Base | Joseph Scherger, MD, MPH

What do you want to accomplish with Post-Acute Care?
- Reduced readmissions?
- Improved health of the patients and family?
- Repairing the social determinants of health?

Who should be on your Post-Acute Care team?
- Nurse case managers?
- Social Workers?
- What therapists? – physical, mental health?

How will you measure your success?

New Stark and Safe Harbor Regulations – A Breath of Fresh Air | Dan Mulholland, Esq.

On October 9, 2019, CMS issued a proposed rule to modernize and clarify the Stark regulations. Simultaneously, the OIG published proposed amendments to the Anti-Kickback safe harbor regulations.
CONFERENCE PROGRAM (continued)

When finalized, these new rules will represent a sea-change in how CMS and the OIG interpret these statutes and will allow far more flexibility in structuring hospital-physician relationships, coordinating care, and providing value-based services to patients. This session will give a broad overview of the proposed rules and suggest things you might do now to prepare for them.

**Transforming Unacceptable Health Realities in Your Community | Leanne Kaiser Carlson, MSHA**

What are the unacceptable health realities in your community? And what would it take to change them? Some of the unhealthiest towns in the world have reversed their trajectory – and so can yours. Think about how to set a bolder ambition, broaden the health care team, focus on micro-geographies, integrate social interventions with clinical systems, shift economic incentives, and elevate the health of those who work inside the health system.

Panel Discussion with Q&A

9:40 am to 10:00 am BEVERAGE BREAK

10:00 am to 11:30 am BREAKOUTS

**Executing on a Value Based Strategy: Realignment of the Business Model to Respond to the Challenges of Developing an Affordable, High-Value Community Health System | Steven Tringale**

This breakout will focus on the strategy process and leadership challenges to prepare an organization to commit to a community-focused value-based care model. It will include discussion on mission and how a refocus on population health can be facilitated through creative use of philanthropy as a source of capital and as an educational tool for institutions with their constituencies. We will discuss, based on experience, the time required for this transition, as well as the obstacles commonly encountered and the tactics used to overcome these obstacles.

**Using Nutrition and a Healthy Lifestyle to Reverse Disease | Joseph Scherger, MD, MPH**

Most chronic diseases are reversible! Poor lifestyle choices and a culture of unhealthy nutrition and activities, factors that do not match our biological body, result in a staggering burden of disease. Your hospital has the opportunity to reverse disease and restore health in your community. These diseases include overweight, obesity, type 2 diabetes, metabolic syndrome, fatty liver, common GI problems, auto-immune disease, cognitive decline, and many cancers. All of these diseases and their solutions will be discussed in this breakout.

**Futuring: Thinking Differently | Leanne Kaiser Carlson, MSHA**

The future is not something to predict, but something we do. If we view the future as happening to us, we react and bend accordingly—and often miss the preferable futures we could just as well have. In this breakout, we practice futuring through a playful tool designed as a deck of cards. We talk about what needs to shift in us for our organization to shift, what we need to unlearn, why things repeat and get stuck, where we are propping up old forms, and how to make—right now—the best thing that ever happened.

**Board Chair Roundtable (Invitational) | John Horty, LLB**
11:30 am to 1:00 pm LUNCH

1:00 pm to 2:00 pm WORKSHOPS

Investigations, and Audits, and Inquiries, Oh My! Government Oversight and Priorities of a Value-Based System | Jim Kopf
We will discuss what the board and senior leaders should know and the questions they should ask as the government embarks in new oversight and inquiries in a value-based system.

Opioids and Worse in the Community | Joseph Scherger, MD, MPH
Addiction is on the rise in many communities. This is due to multiple factors: poverty, unemployment, lack of meaningful work, and social despair. Addressing these social determinants of health is important to stemming the tide of addiction. There are gateways to addiction that the medical system may contribute to. The most common is prescribing medications with a high addiction potential: opioids and benzodiazepines. Alcoholism is one of the oldest of addictions that is still with us and must be identified and addressed. In some communities smoking remains a common addiction and results in poor community health, especially in pregnancy. All of these issues will be discussed in this workshop with recommendations for reducing addiction and promoting community health.

Transformation Transparency: Setting the Stage for Change/Avoiding Crisis | Fraser Seitel
Starting January 1, 2019, hospitals, for the first time, were required to post their standard service charges online. In June, President Trump signed an executive order mandating health care providers and insurers to provide to consumers “the true prices of health care services.” Welcome to the Age of Health Care Transparency. As providers confront the brave new world of value-based care, no challenge is more important than “becoming more transparent.” This workshop will equip you to deal with the internal and external pressures on hospitals, physicians, and trustees to provide greater transparency to patients, employees, caregivers, and the general public. We will review 1) what health care transparency means to its varied constituents 2) the current state of transparency in health care 3) the benefits and risks introduced by greater transparency, and 4) what a more transparent environment might look like at your hospital.

2:00 pm CONFERENCE ADJOURNS FOR THE DAY

2:30 pm to 4:30 pm FACULTY FACILITATED DISCUSSION TIME AVAILABLE FOR LARGE GROUPS (Reserve early!)

WEDNESDAY

6:30 am to 8:00 am BREAKFAST

8:00 am to 10:15 am GENERAL SESSION

TRANSFORMATION: A STRATEGY WITH RISKS
There are many things in today’s world that keep hospitals and health care generally unstable. The cost of
health care is a problem for individuals, states, and the federal government. Corporations that have disrupted other areas of the economy are entering the field. At the same time, there is a clear understanding that many health care social problems affect people’s health. Transformation will occur, but it must be in a way that will help the community.

**Announcements & Video | Fraser Seitel, Moderator**

**How to Analyze Your Merger Options | Dan Mulholland, Esq.**
Whether you are an independent hospital looking to affiliate with a system, a system looking to acquire control of an independent hospital, or two organizations considering a “merger of equals,” there are some common themes that arise when considering your options and conducting affiliation discussions. This session will give a high-level overview on how to analyze potential business combinations and provide practical answers to your questions.

**Social Needs and Determinants: What Matters? | Della Lin, MD**
This session will help to define a common goal in our efforts to improve community health that impact the downstream population health metrics of diabetes, obesity, cardiac disease, and smoking.

**Disruptive Ideas – Corporations Enter the Field – A Growing Threat to the Hospital and to Value-Based Care | John Horty, LLB & Jim Kopf**
Disruptors, such as consumers and technology giants Apple, Amazon, Google, and capital investors, are poised to upend the health care industry while providers face unprecedented financial, operational, and regulatory challenges. While many of these disruptors may serve to accelerate the drive toward value-based care, they may also complicate the opportunity for traditional hospitals and health care systems to thrive in this changing environment and reimbursement model. As health care leaders determine how best to respond to industry disruption, it is important to understand this new competitive landscape – both the entrants and their potential impact and the forces and consumer needs spurring them on.

**Panel Discussion with Q&A**

10:15 am to 10:45 am  
**CLOSING SESSION**

**WHERE DO WE GO FROM HERE? | Jim Kopf**

10:45 am  
**CONFERENCE ADJOURNS**

Program is subject to change.
Stuart Altman, PhD • National Economist, Clinton and Obama Health Policy Advisor
Dr. Altman has spent five decades driving the nation’s health care policy narrative—including advising both Presidents Clinton and Obama. He is recognized as the preeminent expert on the evolution of the American health care system. At the Estes Park Institute conference, Dr. Altman advises hospitals and systems on the best way to adapt care for an aging population.

Jennifer Bell • Washington Insider, Policy Specialist
A true Washington power player, Ms. Bell is ranked as a “Top Lobbyist” for her work influencing health policy and legislation. If you want to know what’s coming next from Washington, there’s no more informed source than Ms. Bell. At the Estes Park Institute conference, Ms. Bell shares the latest news from the corridors of power, including insights into the minds of policymakers.

John Horthy, LLB • Preeminent Health Policy & Governance Leader
He founded the nation’s first firm dedicated to hospital law. But for Mr. Horthy, that was just a start. Throughout his career, he has chaired several hospital boards and advised presidents and members of Congress on health policy matters—including guiding several recent health reform policies into law. At the Estes Park Institute conference, Mr. Horthy leads hospital trustees toward understanding their critical role in pursuing the vision for the hospital’s long-term future.

Leanne Kaiser Carlson, MSHA • Health Futurist
Ms. Kaiser Carlson transforms how we think. Inspires us to reach for what’s possible and attract philanthropic partners to make it so. She is all about shaping the future. She’s done it in hundreds of health systems—developing more than 50 tools to implement essential innovations. She also encourages us to live an innovative life and change ourselves so we can change our organizations. At the Estes Park Institute conference, Ms. Kaiser Carlson presents on generosity, medical staff futures, trustee leadership, and personal growth.

Gary Kaplan, MD, FACP, FACMPE, FACPE • Influential Physician Executive
Recognized by Modern Healthcare as one of the “50 Most Influential Physician Executives,” Dr. Kaplan’s skills as an innovator have literally established a new industry standard. He’s led the charge with the kind of out-of-the-box thinking that includes adapting Toyota’s production process for the health care industry. At the Estes Park Institute conference, Dr. Kaplan helps physicians prepare for leadership roles and discusses how everyone can make patient safety a core value.

Jim Kopf • Health Care Fraud & Compliance Specialist
His experience at both the FBI and OIG at Health and Human Services make Mr. Kopf the top authority on regulatory and compliance issues in health care. Keeping his finger on the pulse of new federal directives, he’s built an unparalleled reputation for guiding hospitals through compliance programs that actually work. At the Estes Park Institute conference, Mr. Kopf goes inside the minds of today’s regulators to show hospital leaders how to ensure compliance program success.

Della Lin, MD • Patient Safety Trailblazer – Leadership and Organizational Resilience
A nationally acclaimed anesthesiologist, Dr. Lin has promoted new thinking on patient safety and quality issues. Her experience and her uncanny ability to inspire leaders to take bold action have cemented her reputation as a go-to patient safety expert. At the Estes Park Institute conference, Dr. Lin explores important safety science principles and critical habits for success—even beyond the walls of the traditional hospital.

Robert Mechanic, MBA • Health System Strategy Advisor
Mr. Mechanic is an expert in the design and evaluation of new payment models. He advises hospitals and integrated delivery networks on preparing for episode-based payment and accountable care models. His insights help hospitals thrive in the move to value-based payment. At the Estes Park Institute conference, Mr. Mechanic provides assessment of the risks and opportunities of participating in alternative payment models and offers key clinical and operational strategies developed by successful organizations.
Dan Mulholland, Esq. ■ Legal & Regulatory Specialist
Mr. Mulholland routinely advises hospitals and health systems and represents them in litigation involving a wide variety of matters including medical staff issues, joint ventures, mergers and acquisitions, antitrust fraud and abuse, and compliance. At the Estes Park Institute conference, Mr. Mulholland combines his legal expertise with 40 years of experience in the industry to help boards and executives navigate today’s treacherous legal and regulatory environment.

Joseph Scherger, MD, MPH ■ Practice Redesign, IT and Wellness Expert
Dr. Scherger has recently focused his considerable talents on reimagining the office practice using information technology, data, and quality improvement tools. He also has a major interest and experience with wellness and healthy nutrition. A gifted instructor, he’s been recognized as a “Top Doc” and an outstanding clinical instructor. At the Estes Park Institute conference, Dr. Scherger helps physician leaders grasp the essential elements for success in delivering primary and specialty care.

Fraser Seitel ■ Authority on Health Care Communications
Mr. Seitel has counseled hundreds of senior executives on how to better communicate with audiences, stakeholders, and the news media. PR Week even listed him as one of the “100 Most Distinguished Public Relations Professionals.” At the Estes Park Institute conference, Mr. Seitel moderates the program and shares insights to improve communication and team building.

John Tiscornia, MBA, CPA ■ Financial Planning Authority
A governance guru, Mr. Tiscornia has built a career on governance, strategy, operations, and financial successes in the health care industry. He’s known for his valuable insights, as well as for leading national health care consulting practices. At the Estes Park Institute conference, Mr. Tiscornia offers a cutting-edge strategy to help trustees and executives prepare for industry disruption.

Steven Tringale ■ Hospital/Physician Alignment Strategist
Mr. Tringale brings a unique blend of experience to Estes Park based on his work as a senior officer of a large health insurer, as a state regulator, and as a senior strategic advisor to hospitals, health systems, and hospital associations for over 20 years. At the Estes Park Institute conference, Mr. Tringale speaks about the strategies and tactics being employed by health systems to facilitate the transition from volume to value, and how health systems are using this work to position themselves as market leaders.

Faculty will vary at each conference.
Conference Objective
The objective of an Estes Park Institute conference is for health care leaders to learn and explore—with our health care experts—the current trends, changes, innovations, and solutions to help navigate the challenges presented by health reform and a rapidly changing health care environment.

Target Audience
The Estes Park Institute conference experience is for the entire leadership team—executives, physicians, and trustees. With the future of the community hospital so dependent on cooperation among governance, administration, and physician leaders—especially employed physicians—the Estes Park Institute is committed to the development of these teams.

Community Representatives
Community involvement is another important aspect of health care. When you work together with community leaders and organizations to implement programs that promote health and well-being, everyone benefits.

Tackling the opioid crisis with your local police force, promoting health and wellness through the school district, engaging with government officials to impact legislation—initiatives like these require a more advanced level of understanding for all involved. **That’s why, for each conference registrant, we offer complimentary registration for a community representative.**

Community representatives will learn more about the challenges you face as a health care leader and hear innovative ideas for improving public health. This insight and knowledge will lead to improved cooperation and spark ideas for additional collaborative efforts.

Mission
The Estes Park Institute believes health care must have a moral center, and that health care leaders and professionals have the highest duty and responsibility in our society. The mission of Estes Park Institute is to educate teams of trustees, health care executives, and physicians so that they can better serve their patients and all of the people in their local communities, and can exercise leadership in this field. We fulfill that mission by presenting up-to-the-minute information, analysis, and insight into the problems, opportunities, and changes that shape health care in the United States.
CME

In support of improving patient care, this activity has been planned and implemented by the University of Pittsburgh and The Estes Park Institute. The University of Pittsburgh is jointly accredited by the Accreditation Council for Continuing Medical Education (ACCME), the Accreditation Council for Pharmacy Education (ACPE), and the American Nurses Credentialing Center (ANCC), to provide continuing education for the health care team.

This activity is approved for the following credit:  [AMA PRA Category 1 Credit™](#). Other health care professionals will receive a certificate of attendance confirming the number of contact hours commensurate with the extent of participation in this activity.

**Physician (CME):** The University of Pittsburgh designates this live activity for a maximum of 12.5 [AMA PRA Category 1 Credits™](#). Physicians should claim only the credit commensurate with the extent of their participation in the activity.

**Other Health Care Professionals:** Other health care professionals will receive a certificate of attendance confirming the number of contact hours commensurate with the extent of participation in this activity.

**Disclaimer Statement**

The information presented at this CME program represents the views and opinions of the individual presenters, and does not constitute the opinion or endorsement of, or promotion by, the UPMC Center for Continuing Education in the Health Sciences, UPMC / University of Pittsburgh Medical Center or Affiliates and University of Pittsburgh School of Medicine. Reasonable efforts have been taken intending for educational subject matter to be presented in a balanced, unbiased fashion and in compliance with regulatory requirements. However, each program attendee must always use his/her own personal and professional judgment when considering further application of this information, particularly as it may relate to patient diagnostic or treatment decisions including, without limitation, FDA-approved uses and any off-label uses.

**ACHE**

The Estes Park Institute is authorized to award 12.5 hours of pre-approved ACHE Qualified Education credit for this program toward advancement, or recertification, in the American College of Healthcare Executives. Participants in this program who wish to have the continuing education hours applied toward ACHE Qualified Education credit must self-report their participation. To self-report, participants must log into their MyACHE account and select “My Education Credit” to log hours earned.

**NAMSS**

This course has been approved for National Association of Medical Staff Services (NAMSS) continuing education credit. Accreditation of this educational content in no way implies endorsement or sponsorship by NAMSS. Estes Park Institute is authorized to award 12.5 hours of NAMSS continuing education credits.
REGISTRATION INFORMATION

Each Registration Includes:

- Attendance at one Estes Park Institute conference and complimentary attendance for a community representative
- Welcome reception and breakfast each morning for registrant and guest
- Opportunities to network with the Estes Park Institute faculty and registrants
- Online access to all presentation, reference, and resource materials
- CME/ACCME, ACHE, and NAMSS credit

Tuition

More than 90 days before conference start date: $1,895/person or $6,700/each team of four
Less than 90 days before conference start date: $2,275/person or $8,040/each team of four

Upon registration, instructions for making hotel reservations will be provided. Tuition for a physician, health care executive, or board member includes attendance at one Estes Park Institute conference and complimentary admittance for a community representative who is not directly affiliated with the health care organization, but who may be involved in community health initiatives.

Faculty Disclosure

In accordance with the Accreditation Council for Continuing Medical Education requirements on disclosure, information about relationships of presenters with commercial interests (if any) will be included in materials distributed at the time of the conference.

Americans With Disabilities Act Statement

We encourage participation by all individuals. If you have a disability, advance notification of any special needs will help us to better serve you. Please notify us of your needs at least two weeks in advance of the program.
Conference Registration

- **ONLINE:**
  EstesPark.org

- **CALL:**
  800-727-8225

- **FAX THIS FORM TO:**
  724-548-1383

- **MAIL THIS FORM TO:**
  Estes Park Institute
  P.O. Box 400
  Englewood, CO 80151

Select Conference:

- **San Diego, CA**
  Fairmont Grand Del Mar
  March 1–4, 2020

- **Amelia Island, FL**
  The Ritz-Carlton, Amelia Island
  March 29 – April 1, 2020

- **Naples, FL**
  The Ritz-Carlton, Naples
  January 31 – February 3, 2021

*At the Hawaii conference, Wednesday is an open day for hospital group activities. An additional day of sessions will take place on Thursday, and Wednesday sessions will take place on Friday.

Contact Name

Contact Email

Health Care Organization

Street Address

City

CEO Name

CEO Email

Method of Payment

- **Bill hospital/health system**
- **Check enclosed**
  (payable to: Estes Park Institute)

Tuition

More than 90 days before conference start date: **$1,895/person or $6,700/each team of four**

Less than 90 days before conference start date: **$2,275/person or $8,040/each team of four**

Total Number of Registrants: _____

Upon registration, you will be sent accommodation information.

COMMUNITY REPRESENTATIVE
Tuition for a physician, health care executive, or board member includes attendance at one Estes Park Institute conference and complimentary admittance for a community representative who is not directly affiliated with the health care organization, but who may be involved in community health initiatives.

CANCELLATION POLICY
All cancellations must be confirmed in writing. Written cancellations received by the Estes Park Institute 30 or more days prior to the opening of the conference are eligible to receive a refund, less a processing fee of $150 per person. Cancellations received within 15–29 days of the opening of the conference are not eligible for a refund, but money will be held on account up to 12 months for transfer to another Estes Park Institute conference. Cancellations within 14 days of the opening of the conference and “no show” registrants are not eligible for refund or transfer.

Registrant Names
(Space may be reserved and names submitted at a later date. Additional names may be attached on a separate sheet.)

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<tbody>
<tr>
<td>Registrant Title</td>
<td>Registrant Title</td>
</tr>
<tr>
<td>Registrant Email</td>
<td>Registrant Email</td>
</tr>
<tr>
<td>Community Representative</td>
<td>Community Representative</td>
</tr>
</tbody>
</table>