“Two roads diverged in a wood, and I –”
“Two roads diverged in a wood, and I—
I took the one less traveled by,
And that has made all the difference.”

—ROBERT FROST
“THE ROAD NOT TAKEN” 1920

Amidst the chaos of daily health care management, you know that every decision, every new venture, and every new investment will impact the lives of your patients today ... and for generations to come.

Choosing the right direction for your hospital’s future has never been more difficult. Yet for America’s most successful hospitals — those thriving amidst the chaos — a common thread is revealed: the Estes Park Institute.

Join us at an upcoming conference as we unveil an entirely new program designed to help your hospital leadership team identify solutions in this time of rapid change. From new speakers to new topics, this is an Estes Park Institute like you’ve never seen. Yet one constant remains: our commitment to guide those preparing to take the road less traveled by.
Our upcoming conferences are designed to help you start down “the road less traveled.” For that is what we believe must happen. We start by creating a vision of the future — of what health care should be like. We spell out a new, locally based health care enterprise system that is beginning to replace the community hospital of today. We examine health care reform and the limitations in current public policy thinking. And we will advocate public policy and payment decisions that will make it possible to find the path of success in an era of rapid change.

Not only will we ensure trustees and physician leaders understand why health care must change, we will define actionable first steps that must be taken. From reorganization to unleashing creativity, we will challenge the status quo.

Evolving from today’s hospital into tomorrow’s hospital requires a leadership team that doesn’t just oversee change, but drives it.

Thought-provoking general sessions.
→ Enjoy a broad discussion of the changes taking place in health care.

Detailed interactive sessions.
→ Choose from more than 30 workshop-style sessions hosted by an Estes Park Institute Fellow.

Time for team building.
→ Away from it all, strengthen the ties that bind trustees, management and medical staff leadership.

Continuing education credits.
→ Conferences are approved for ACCME, ACHE and NAMSS credits.

Access to our Fellows.
→ Before, during and after the conference, enjoy unprecedented access to some of health care’s most-renowned minds.
THE RITZ-CARLTON GRANDE LAKES
ORLANDO, FLORIDA

Forget everything you know about Orlando. The Ritz-Carlton Grande Lakes is a luxurious, quiet oasis, removed from the hustle and bustle of theme parks and tourists. With the hotel’s perfect setting and unparalleled service, The Ritz-Carlton Grande Lakes is a destination in itself. The popularity of Orlando makes traveling to this location a breeze, but you will find as soon as you arrive at The Ritz-Carlton Grande Lakes that your stay will be anything but ordinary.

Enjoy the 40,000-square-foot spa with 40 treatment rooms featuring citrus-inspired treatments, private lap pool, wellness center, spa café, and boutique. Play a round on the 18-hole Greg Norman Signature Golf Course featuring The Ritz-Carlton Golf Caddie Concierge program. Choose from a wide array of fine dining options. All this without ever leaving the resort. Of course, if you are looking for some classic Orlando entertainment, it’s all just minutes away!

Hotel Rates
Deluxe: $319
Lakefront: $359

Airline & Car Rental Discount Information
The Ritz-Carlton Grande Lakes is located about 10 miles from the Orlando International Airport (MCO). The Estes Park Institute has arranged for discounts on United Airlines flights and for car rental discounts through Hertz in conjunction with a United flight. For a 2% to 15% discount on United flights, call the Specialized Meeting Reservations Center at 1-800-521-4041, or visit www.united.com and receive a 5% discount off the lowest applicable fares. After filling in your travel information, click on “More Search Options” and enter the promotion code. Our Promotion/Meeting ID Code is 564JU. The Hertz CV Code is 02R30006.

CONFERENCE SCHEDULE

SUNDAY, MAY 3, 2009

12:00 to 5:15 p.m. – CONFERENCE REGISTRATION

3:00 to 4:30 p.m. – CONCURRENT SESSIONS


FOR TRUSTEES – The Changing Role Of The Board In The Midst Of A Changing Hospital – John Horty, LLB, John Tiscornia, CPA, Richard YaDeau, MD

FOR EXECUTIVES – The World In 2012 – Leland Kaiser, PhD and Leanne Kaiser Carlson, MSHA

5:30 to 6:30 p.m. – OPENING GENERAL SESSION

What’s New – Linda Haddad, JD, Richard Hoerl, PhD, Della Lin, MD, Leanne Kaiser Carlson, MSHA

6:30 to 7:30 p.m. – CONFERENCE RECEPTION

MONDAY, MAY 4, 2009

6:30 to 8:00 a.m. – CONTINENTAL BREAKFAST

8:00 a.m. to 12:00 p.m. – GENERAL SESSION

The Road Less Traveled – John Horty, LLB

A Vision For The Future – John Kitzhaber, MD

Health Care In A Year Of Federal Change – Stuart Altman, PhD

Analyzing National And Local Problems And Opportunities – John Horty, LLB

Panel Discussion – John Kitzhaber, MD, Stuart Altman, PhD, John Horty, LLB
10:00 to 10:20 a.m. – BREAK

The Genetic Connection In The Community Hospital – Richard YaDeau, MD
Medical Staff Members As Employees – Now What? – Linda Haddad, JD
Breaking Boundaries – Leanne Kaiser Carlson, MSHA
The New Community Platform Of Care – Joseph Scherger, MD

TUESDAY, MAY 5, 2009

6:30 to 8:00 a.m. – CONTINENTAL BREAKFAST

8:00 to 11:50 a.m. – GENERAL SESSION

Redesigning Care Delivery – Gary Kaplan, MD
S.O.S.: Defining Patient Safety – Della Lin, MD
The Changing Physician World: How It Affects Hospitals – Richard Hoerl, PhD

9:40 to 10:00 a.m. – BREAK

Precautionary Suspension: A Tool To Protect Patients – Charlotte Jefferies, JD
How Culture Impacts The Bottom Line – John Tiscornia, CPA
Emerging Issues & Emerging Solutions

11:50 a.m. to 1:15 p.m. – LUNCHEON INTERMISSION (On own)
1:15 to 2:15 p.m. – INTERACTIVE CONCURRENT SESSIONS – Period One

The Health Care Delivery System: The Need For Payment Reform – Stuart Altman, PhD

Credentialing Dilemmas – Part One: Age, Health, Behavior – Linda Haddad, JD

Board Chair Session (Invitational) – John Horty, LLB

Reinventing Yourself – Leland Kaiser, PhD

Governance Practices: Setting The Tone At The Top For Efficient And Less Costly Health Care – John Tiscornia, CPA

Super Longevity And The Medical Staff “Prime Time” Physicians And Their Role In Medical Practice – Richard YaDeau, MD

2:25 to 3:25 p.m. – INTERACTIVE CONCURRENT SESSIONS – Period Two

Credentialing Dilemmas – Part Two: Low/No Volume Providers, Hospitalists, New Technology, Selective Privileging And The Call Issue – Linda Haddad, JD

Ground Rules And Tools For Crucial Conversations – Richard Hoerl, PhD

Systems Of Safety: Lost In Transition During Handoffs Of Care – Della Lin, MD

The Future Of Medical Office Practice – Joseph Scherger, MD

3:35 to 4:35 p.m. – INTERACTIVE CONCURRENT SESSIONS – Period Three


Making Health Information Technology Succeed In The Medical Office – Joseph Scherger, MD

Board Responsibility For Strategic Planning In The Changing Environment – John Tiscornia, CPA
WEDNESDAY, MAY 6, 2009

6:30 to 8:00 a.m. – CONTINENTAL BREAKFAST

8:00 to 9:45 a.m. – GENERAL SESSION

Managing In An Extreme Environment – Leland Kaiser, PhD

The End Of Joint Ventures As We Know Them – Dan Mulholland, JD

Federal Requirements Of Hospital Board Oversight – Jim Kopf

Best Practices Panel

9:45 to 10:00 a.m. – BREAK

10:00 to 11:00 a.m. – INTERACTIVE CONCURRENT SESSIONS – Period One

Philanthropy And Your Two Futures – Leanne Kaiser Carlson, MSHA

Investor Owned Hospitals: Beat ‘Em Or Join ‘Em? – Linda Haddad, JD

Leadership Skills For Physicians And Hospitals – Part One – Richard Hoerl, PhD

“Hey Mikey!”: Getting Initiatives Implemented And Avoiding Death By Initiative – Della Lin, MD


11:10 a.m. to 12:10 p.m. – INTERACTIVE CONCURRENT SESSIONS – Period Two

Inventing How We Age – Leanne Kaiser Carlson, MSHA

Leadership Skills For Physicians And Hospitals – Part Two – Richard Hoerl, PhD

Requesting And Disclosing Information: What You Can/Can’t Say After Kadlec – Charlotte Jefferies, JD
THURSDAY, MAY 7, 2009

6:30 to 8:00 a.m. – CONTINENTAL BREAKFAST

8:00 to 9:00 a.m. – INTERACTIVE CONCURRENT SESSIONS – Period One

The Whole Enchilada – Leland Kaiser, PhD


Electrolegalcution – How Technology Can Ruin You! – Dan Mulholland, JD

Inside The Mind Of The Consumer – Steve Rivkin

9:10 to 10:10 a.m. – INTERACTIVE CONCURRENT SESSIONS – Period Two

Trouble Spots In Medical Staff Bylaws, Rules And Regulations – Charlotte Jefferies, JD

Blowing The Whistle On Whistleblowers – Protect Yourself From The Enemy Within – Dan Mulholland, JD

Where Is Medical Research Taking Us? The Exponential Change Of Medical Science: The Last Twelve Months In Review – Richard YaDeau, MD

10:15 to 11:00 a.m. – CLOSING SESSION

Where Do We Go From Here? – How Do We Get There? – John Kitzhaber, MD and Leland Kaiser, PhD
Only at the Estes Park Institute, you’ll find nationally renowned Fellows to guide your hospital team through the fast-paced, content-rich program. They’re physicians, educators, legal experts, authors, executives, and entrepreneurs.

Each Fellow brings more than just world-class credentials and news from the industry’s front lines. They bring well-rounded, real-world experience.
THE ESTES PARK INSTITUTE 
FELLOWS

Our Fellows are not just motivating speakers. They are professionals engaged in continuous learning within the health care field, the rest of society, and from each other. Their knowledge enables hospitals to deliver a higher standard of care — not only during the conference, but also afterward through an enhanced EstesPark.org. As health care changes rapidly, look to the Fellows of the Estes Park Institute as your guides.

Stuart Altman, PhD
Stuart Altman is the Sol C. Chaikin Professor of National Health Policy at the Florence Heller Graduate School for Social Policy, Brandeis University. Previously, he served on the National Bipartisan Commission on the Future of Medicare. He is a member of the Institute of Medicine of the National Academy of Sciences, and serves on the Board of Trustees of the Tufts-New England Medical Center.

Leanne Kaiser Carlson, MSHA
Leanne Kaiser Carlson is a futurist who senses what is possible and advises CEOs, boards, providers, philanthropists, and foundations. She is a founder of the Kaiser Institute, a place of exploration and strategy building for the future. Ms. Kaiser Carlson also is a writer, hospital board member, teacher, and member of the VHA Foundation Board, which funds innovations in health care.

Linda Haddad, JD
Linda Haddad is a senior partner in the Pittsburgh law firm of Horty, Springer & Mattern. She serves on the faculty the American College of Physician Executives, and has presented in programs conducted by the American Health Lawyers Association, medical societies, and hospital associations. Ms. Haddad is listed in The Best Lawyers in America and Pennsylvania Super Lawyers.

Richard Hoerl, PhD, MPA
Richard Hoerl has performed organizational development work in the areas of strategic planning, physician/hospital relations, conflict resolution, organizational assessment, and medical group development. Known for his facilitation skills and his practical approach, Dr. Hoerl also served as a health care administrator for ten years.

John Horty, LLB
John Horty is chairman of the Estes Park Institute and the managing partner of the Pittsburgh law firm of Horty, Springer & Mattern. He is the president and editor of HortySpringer Publications, and has received the Award of Honor of the American Hospital Association. Mr. Horty also is an Honorary Fellow of the American College of Health Care Executives.

Charlotte Jefferies, JD
Charlotte Jefferies is a senior partner with the Pittsburgh law firm of Horty, Springer & Mattern and a research editor for HortySpringer Publications. She has worked as a health planner, and as a law clerk for the U.S. District Court and the western Pennsylvania district of the U.S. Attorney’s office. Ms. Jefferies is a member of the Advisory Board of the Study of Women’s Health Across the Nation.
Leland Kaiser, PhD
Leland Kaiser is a health care futurist, an executive coach, and an organizational consultant. A pioneer in emerging areas of health care, Dr. Kaiser is founder and president of Kaiser Consulting, a health care consulting firm. He also is co-founder of the Kaiser Institute, a postgraduate educational program that provides advanced training in integrative medicine, intuition and philanthropy.

Hon. John Kitzhaber, MD
John Kitzhaber, president of the Estes Park Institute, is a former emergency physician, legislator and two-term Governor of Oregon. He is the past president of the Oregon State Senate, where he authored and implemented the groundbreaking Oregon Health Plan. His public service was marked by innovative leadership in environmental stewardship and a wide variety of health care issues.

James Kopf
James Kopf is president of Health Care Oversight, a company concentrating on issues confronting both the public and private sectors of health care. Mr. Kopf’s experience includes 26 years as a federal law enforcement officer with the Federal Bureau of Investigation and the Office of Inspector General of the Department of Health and Human Services. He also coauthored the current standards for health care fraud investigations.

David M. Lawrence, MD
David Lawrence retired in May 2002 as Chairman and CEO of Kaiser Foundation Health Plan and Kaiser Foundation Hospitals. Dr. Lawrence currently serves on the Boards of Agilent Technologies, Raffles Medical Group of Singapore, McKesson Corporation, and the RAND Health Advisory board, among others. He also serves in advisory roles to the biotechnology industry.

Della Lin, MD
Della Lin, a practicing anesthesiologist, serves as executive director of continuing medical education at the Queen’s Medical Center in Honolulu. She works with organizations and hospitals in their MEC, credentialing committee, physician leadership retreats; and in external peer review activities, disruptive physician interventions, and integrating patient safety and quality initiatives.

Dan Mulholland, JD
Dan Mulholland is a senior partner in the Pittsburgh law firm of Horty, Springer & Mattern, P.C. Named in 1997 by the National Law Journal as one of 40 health care attorneys who have “made their mark” and listed in The Best Lawyers in America, he regularly advises clients on hospital medical staff, corporate tax fraud and abuse, and compliance matters.

Steve Rivkin
Steve Rivkin is the founder of Rivkin & Associates, a marketing and communications consultancy. He has worked with more than 100 hospitals and health care groups on marketing, communications and crisis management. Mr. Rivkin is a former journalist, and has coauthored five books on topics ranging from marketing strategy to collecting, borrowing and adapting new ideas.

John Tiscornia, MBA, CPA
John Tiscornia is a principal in Wellspring Partners, and a former director of Arthur Andersen’s national health care practice. He is a clinical professor in the Graduate School of Public Health and Community Medicine at the University of Washington. Mr. Tiscornia’s experience ranges from managed care organizations to strategic and financial planning.

Richard YaDeau, MD
Richard YaDeau was trained at the Mayo Clinic and practiced surgical oncology in St. Paul, MN, where he also served as president and then chairman of the Foundation for Health Care Evaluation. He has served as chief of Bethesda Lutheran Hospital’s medical staff; taught at the University of Minnesota School of Nursing; and was instrumental in establishing the second hospice in the United States. Dr. YaDeau is an authority on the application of new technology and medical discoveries in health care.
The Estes Park Institute conference experience is for your entire hospital’s leadership team: trustees, executives and medical staff leaders.

**HOW TO REGISTER:**

**Online:** [www.EstesPark.org](http://www.EstesPark.org)

**Phone:** 800-727-8225

**Fax:** enclosed registration form

Conference registration includes: (1) admittance into one Estes Park Institute conference for one registrant; (2) complimentary admittance for each paid registrant’s spouse or one local community leader; (3) access to all conference presentations and materials; and (4) ACCME, ACHE, and/or NAMSS continuing education credits. Tuition fee does not include hotel or travel. Space may be reserved now and registrant names submitted at a later date.

After completing your registration, we will provide confirmation and hotel reservation form.

**ACCREDITATION**

ACCME. The Estes Park Institute is accredited by the Accreditation Council for Continuing Medical Education (ACCME) to sponsor continuing medical education for physicians. The Estes Park Institute designates this conference for approximately 18 hours of Category I credit of the Physician Recognition Award of the A.M.A.

ACHE. The Estes Park Institute is authorized to award approximately 18 hours of preapproved Category II (non-ACHE) continuing education credit for this program toward advancement or recertification in the American College of Healthcare Executives. Participants in this program wishing to have the continuing education hours applied toward Category II credit should document their attendance when applying for advancement or recertification in ACHE.

NAMSS. This program has been approved by the National Association of Medical Staff Services for approximately 18 hours of continuing education units. Medical staff services and credentialing professionals are responsible for verifying attendance at continuing education activities relative to their recertification. For your convenience, we will provide a certificate as proof of attendance.
THE ESTES PARK INSTITUTE
REGISTRATION

Register any of the following ways:
1. Online: EstesPark.org
2. Call: 800-727-8225
3. Fax this Form to: 724-548-1383
4. Mail this Form to:
   Estes Park Institute, P.O. Box 400,
   Englewood, Colorado 80151

Select conference:

- **SAN DIEGO, CA**
  Hotel del Coronado
  November 9 – 13, 2008

- **MAUI, HI**
  Grand Wailea Resort
  February 22 – 27, 2009

- **NAPLES, FL**
  The Ritz-Carlton, Naples
  December 7 – 11, 2008

- **LA QUINTA (Palm Springs), CA**
  La Quinta Resort & Club
  March 29 – April 2, 2009

- **SCOTTSDALE, AZ**
  Fairmont Scottsdale Resort
  January 18 – 22, 2009

- **GRANDE LAKES (Orlando), FL**
  The Ritz-Carlton, Grande Lakes
  May 3 – 7, 2009

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Upon registration, you will be sent the final conference schedule and accommodation information.

Method of Payment:  
- Bill hospital/health system
- Payment enclosed (payable to: Estes Park Institute)
- Bill our credit card

Tuition: $1,695 per person

Name on Card
Signature
Expiration Date

Registrant Names (if known at this time. Attach separate sheet with additional names.)

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