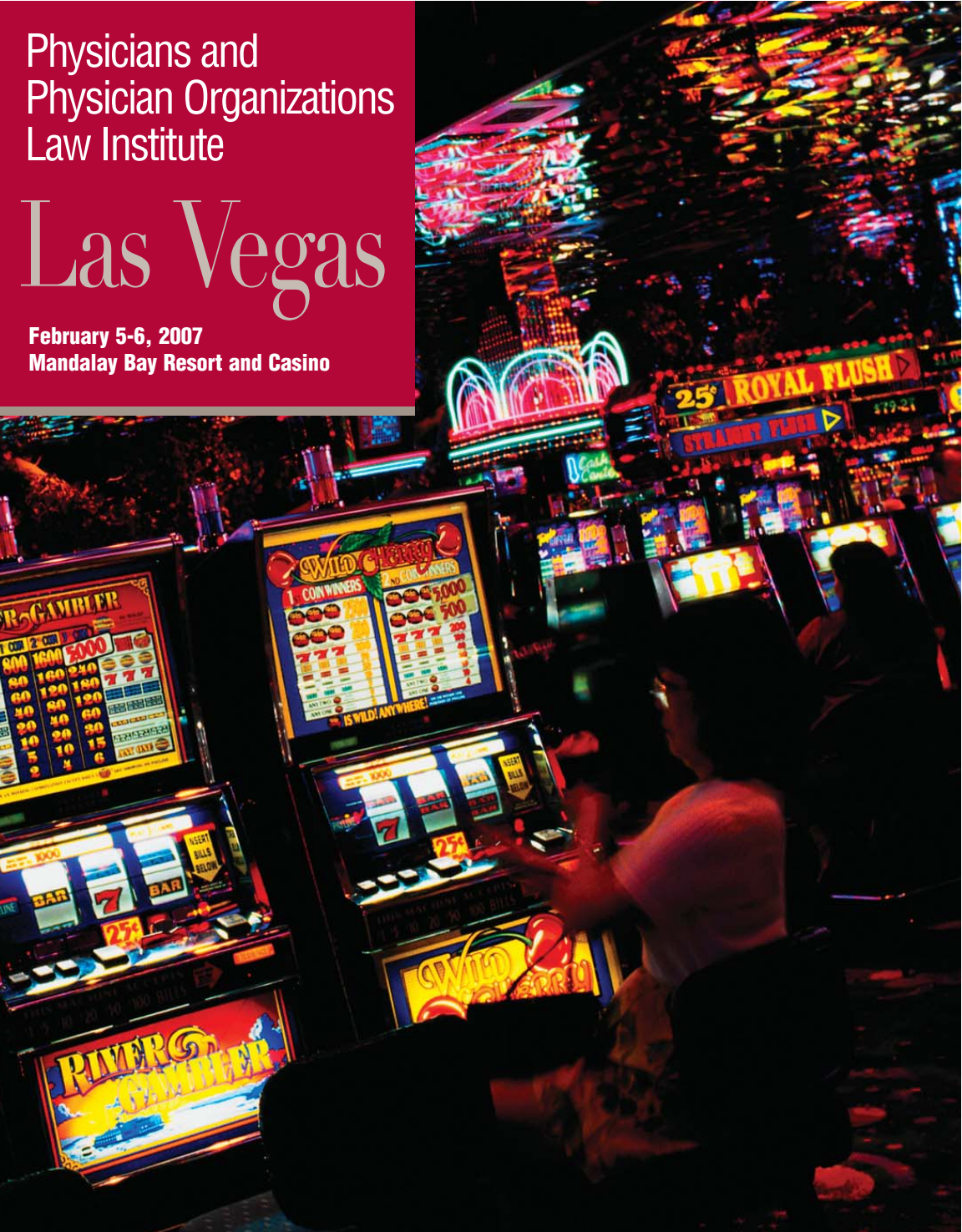


Physicians and
Physician Organizations
Law Institute

Las Vegas

February 5-6, 2007
Mandalay Bay Resort and Casino



Planning Committee:
Charlene L. McGinty, Esq. – Program Chair
Almeta E. Cooper, Esq.
Michael F. Schaff, Esq.



*Horne LLP has provided sponsorship
in support of this program.*

Program Agenda

Monday, February 5, 2007

7:00 am–5:40 pm

Registration and Information

7:15–8:15 am

Representing Physicians Primer

Almeta E. Cooper

Charlene L. McGinty

Michael F. Schaff

- Who is your client?
- Who can employ a physician?
- Basic issues in physician employment contracts
- Becoming a shareholder in a medical practice
- Retirement/sale
- Post-termination restrictions

GENERAL SESSION

8:30–8:45

Welcome and Introduction

Elisabeth Belmont

AHLA President-Elect

Charlene L. McGinty

Physicians Program Chair

8:45–9:30 am

Keynote Address

Christopher J. Christie

CONCURRENT SESSIONS

9:45–10:45 am

A. Physician: Protect Thyself! It's Time for Providers to Know How to Stay Out of Trouble (not repeated)

Lawrence D. Frenkel

Alan S. Goldberg

- Who is investigating whom and why?
- What are governments and other payors looking for?
- Why are physicians attractive targets?
- Civil, criminal, or both
- Peer review, licensure, credentialing, data banks
- When to settle and when to be on your mettle
- How to stay out of trouble

B. Utilizing Non-Physician Providers: Maximize Production and Minimize Risk

Gerald E. DeLoss

- Using NPPs in your practice – overview and description

- NPPs and billing – maximize productivity
- NPPs and billing “incident to” – maximize reimbursement
- NPPs and scheduling – maximize physician flexibility and availability
- NPPs oversight and supervision – minimize risk

C. The New Dating Game: Physician-Hospital Collaborative Relationships in 2007

David A. De Simone

Lisa M. Gingerich

- Matchmaking 101: Collaborative relationships - call coverage, joint venture, recruitment assistance, time share/turn key/clinic arrangements, gainsharing
- Rules of engagement: New developments in the regulatory landscape impacting collaborative relationships
- Marriage? Children? Own or rent?: Key questions to ask your partner in physician-hospital transactions
- Romantic harmony or war of the roses: Lessons learned

11:00 am–12:00 noon

D. Retail Medicine – New Opportunities and New Challenges for Physicians and Physician Organizations (not repeated)

Ryan S. Johnson

- Examples of retail medicine
- Corporate practice/fee splitting issues
- Advertising issues
- Professional and facility licensing issues
- Anti-kickback and self-referral issues

E. Legal Ethics: Spilling the Beans – Protecting Yourself and the Attorney-Client Privilege during an Investigation

Philip L. Pomerance

Lisa D. Taylor

- A review of the attorney-client privilege with a look to healthcare organizations
- Do you (or your client) really have a choice?
- Cooperation without capitulation
- Federal sentencing guidelines - trading privilege for leniency?

Program Agenda

F. Paths and Pitfalls: What's Really the Deal with the "Messenger Model?"

Arthur N. Lerner

- What can physician networks negotiate with health plans?
- How the "messenger model" really can work
- The eight pitfalls of "blown" messenger models
- Whether the FTC and Department of Justice are making law or just enforcing it
- Finding a "win-win" solution and avoiding antitrust problems

12:00 noon–1:30 pm

Lunch on your own or attend the Physician Organizations and Health Information and Technology Practice Groups Joint Lunch (additional fee; limited attendance; pre-registration required; see page 15)

The Potential for Legal Liability in Adoption of EHR and HIE: Vendor and Provider Perspectives

Joanne E. Joiner

Polsinelli Shalton Welte Suelthaus,

Kansas City, MO

Gerald "Jud" E. DeLoss

Krahmer & Nielsen PA, Fairmont, MN

CONCURRENT SESSIONS

1:40–2:40 pm

G. ADR – Medical Practice Separation Agreements

(not repeated)

Jane Reister Conard

Lisa Diehl Vandecaveye

- ADR rules
- ADR for patient care ethics conflicts
- ADR for adverse events
- ADR for peer review and medical staff issues
- ADR for contract issues

H. Compliance and Valuation Issues in Hospital-Physician Relationships

David T. Lewis

Steve Rice

- Process for assessing fair market value of physician compensation and joint venture interests
- Data used in fair market value assessment

- How different structures and arrangements are valued – physician employment, professional services agreements, joint ventures
- Outliers — how are they handled
- Issues in joint ventures involving existing hospital service lines, joint ventures between for profits and non-profits and under arrangement joint ventures

J. Champagne on a Beer Budget: Strategies for Ensuring Compliance, Assessing Voluntary Disclosure and Conducting Internal Investigations without Spending a Fortune

David Laigaie

Todd A. Rodriguez

- Developing cost effective compliance programs
- Training on the cheap
- Outsourcing compliance reporting and monitoring
- Self-assessing voluntary disclosure versus carrier repayment
- Conducting investigations that solve existing problems without creating new ones

2:55–3:55 pm

K. Imaging Joint Ventures – Why They are Proliferating (not repeated)

Paul R. DeMuro

- Increasing interest in imaging joint ventures, the parties and why so many ventures are possible
- What the parties bring to a joint venture and certain structural considerations and popular joint venture structures
- Regulatory considerations, such as Medicare and Medicaid anti-kickback, Stark self-referral, antitrust, tax-exemption, etc.
- Preferred structures for joint ventures and restructuring considerations
- Recommendations for new joint ventures in this increasing hostile regulatory climate
- Overall OIG guidelines applied to imaging joint ventures

L. Credentialing Nightmares (advanced)

Almeta E. Cooper

Terri-Lynne B. Smiles

- JCAHO Medical Staff Standards
- Substantive vs procedural due process



Program Agenda

- Medical staff vs hospital perspective
- Bizarre credentialing requirements

C. The New Dating Game: Physician-Hospital Collaborative Relationships in 2007 (repeat)

4:10–5:10 pm

M. Successfully Defending Third Party Payor Audits *Andrew B. Wachler*

- The new Medicare appeals process, including the early presentation of evidence requirement
- Past successful appeal strategies for third party payor audits and how they can be utilized in the new process
- Successful proactive compliance strategies to assist providers in avoiding third party payor audits
- Defense strategies for third party payor audits

4:10–5:40 pm Extended Sessions

N. Vendor and Pharmaceutical Gift Giving, Marketing and Compliance (not repeated)

John R. Washlick
Sidney Summers Welch

- Industry practices
- Potential legal implications
- Legislative developments and related trends
- Industry-proposed policies
- Compliance considerations

O. Stark – What Works and What Won't!

David E. Matyas
Cynthia Ransburg-Brown

- What are the pitfalls when a group of physicians attempts to qualify as a “group practice”?
- What are some of the practical issues that arise under the in-office ancillary services exception?
- How can a joint venture be structured without violating the Stark Law?
- What types of physician recruitment arrangements are problematic?
- What is the intersection between the Stark and Anti-Kickback Statutes on these major issues?

5:10–6:30 pm

Reception sponsored by Horne LLP
(attendees, speakers and registered spouses and guests are welcome to attend)

Tuesday, February 6, 2007

7:00 am–5:50 pm

Registration and Information

7:00–8:00 am

Continental Breakfast sponsored by Horne LLP
(attendees, speakers and registered spouses and guest welcome)

GENERAL SESSION

8:00–8:10 am

Welcome and Introduction

Elisabeth Belmont
AHLA President-Elect
Gail P. Heagen
Hospitals Program Chair

8:10–9:25 am

Top Legal Developments for Hospitals and Physicians

Beth Schermer
Jack S. Schroder, Jr.

CONCURRENT SESSIONS

9:55–11:25 am Extended Sessions

P. Non-Competes: Enforceable or Not?

(not repeated)

Joey D. Havens
Roy W. Breitenbach

- Federal and state laws banning or regulating restrictive covenants
- The reasonableness test for enforcing restrictive covenants
- Defenses to physician restrictive covenant enforcement actions
- Litigating physician restrictive covenant actions
- Public interest can be served with non-competes

Q. Electronic Health Records Systems: From Vendor Contract Negotiation to Provider Practice Integration

Bernadette M. Broccolo

- Anticipating the myriad legal compliance needs when designing system features and functions and negotiating the vendor contracts
- Communicating with physicians and other key constituencies whose support and participation is critical to the roll-out's success

Program Agenda

- Developing a business model that reconciles competing regulatory restrictions such as Stark, tax-exemption, anti-kickback, including the new Stark and anti-kickback EHR exception and Safe Harbor
- Creating the organizational and administrative infrastructure to support the operation, growth and development of the integrated health record network through entity formation and contractual relationships
- Structuring and negotiating the key terms of the contractual relationships with participants, including pricing, data ownership and “exit strategies”

R. Aligning Interests, Sharing Risks: The What, Why and How of Cutting Edge Clinical Joint Ventures

H. Guy Collier

Gail P. Heagen

- Structural characteristics of cutting-edge JV models – block lease, center of excellence, under arrangements
- Key legal and regulatory issues in each — corporate, fraud and abuse, self-referral, tax, securities
- Distinct advantages and disadvantages of each model
- Ongoing, post-implementation regulatory concerns

O. Stark – What Works and What Won’t! (repeat)

11:40 am–12:40 pm

S. ER Diversion at the Hospital (not repeated)

Michelle A. Williams

- What is diversion-state and federal definitions
- What the statutes fail to identify
- Is diversion limited to ambulances/refusal of transfer requests
- Diversion and EMTALA/the TAG/the CMS Parking Memo

T. Assessing Security Rule Compliance in the Physician Office Practice (not repeated)

Robert R. Harrison

- Policy goals of the Security Rule; intersections with the Privacy Rule

- The structure of the Rule; understanding intent as a basis for compliance
- Understanding required and addressable implementation specifications
- Approaches to compliance assessment in the office practice
- Development of Security Rule office policies

U. Physician Recruitment: New Approaches to Compliance (advanced)

Debbi M. Johnstone

- Understanding the laws applicable to physician recruitment, with an emphasis on issues raised by the Stark law
- Structuring the salary and permissible expense components of an income guarantee arrangement
- Issues when contracting with a group versus with individual physicians
- Alternatives to the traditional income guarantee arrangements (office expense sharing arrangements, practice support loans, coverage agreements)

B. Utilizing Non-Physician Providers: Maximize Production and Minimize Risk (repeat)

12:40–1:50 pm

Lunch on your own or attend the Hospitals and Health Systems and Antitrust Practice Groups Joint Lunch (additional fee; limited attendance; pre-registration required; see page 15)

Healthcare Antitrust Update: What’s New for Hospitals

Arthur N. Lerner

Crowell & Moring, Washington, DC

CONCURRENT SESSIONS

1:50–2:50 pm

V. ASC and Hospitals: Designer Deals and Emerging Trends, “Under Arrangements” and Beyond (not repeated)

Ira J. Coleman

- Review of hospital/physician ASC joint ventures
- The new tri-party arrangements with outside management companies



Program Agenda

- Analysis of the popular “under arrangement” model
- Discussion of deal pressure points
- Overview of new deal trends, including conversion to specialty hospital

W. Employing Physicians without Buying Their Practices: How Hospitals are Avoiding the Mistakes of the Past (not repeated)

Peter A. Pavarini

- An explanation of why direct employment of physicians by the hospital allows the greatest flexibility in structuring a relationship which properly aligns the interests of the parties with the least amount of legal risk
- Recruitment and retention incentives that may be used by the parties to forge a long-term sustainable relationship
- Federal laws and regulations that shape the form and substance of the hospital-physician relationship
- How state laws, particularly corporate practice of medicine prohibitions, may limit the ability to use the employment model
- How to effectively handle the thorny issues of reasonable compensation, community need, and relevant service area
- How to avoid other legal traps when negotiating and drafting such recruitment agreements

E. Legal Ethics: Spilling the Beans – Protecting Yourself and the Attorney-Client Privilege during an Investigation (repeat)

L. Credentialing Nightmares (advanced) (repeat)

3:05–4:05 pm

X. Pay for Performance – Elements and Legal/Regulatory Considerations of a Hospital Sponsored P4P Program (not repeated)

William D. Darling

- Basic elements of a pay for performance program including the business case quality indicators and payment methods
- Major players and operational Pay for Performance programs
- Challenges specific to participation by physicians and hospitals in Pay for Performance programs
- Strategies to coordinate hospital and physician incentives to achieve the level of collaboration

necessary for a successful joint Pay for Performance product

- Regulatory impediments to the creation of an organizational model to implement a Pay for Performance strategy
- CMS’ Pay for Performance demonstration projects, future government and private payors initiatives

Y. Deferred Compensation for ER Call – A New Solution for an Old Problem? (not repeated)

Daniel Mulholland

- How deferred compensation for ER call works
- Structuring the personal service contract
- Determining reasonable compensation
- Coordinating contract with deferred compensation plan
- Applications beyond ER call

F. Paths and Pitfalls: What’s Really the Deal with the “Messenger Model?” (repeat)

H. Compliance and Valuation Issues in Hospital-Physician Relationships (repeat)

M. Successfully Defending Third Party Payor Audits (repeat)

4:20–5:20 pm

J. Champagne on a Beer Budget: Strategies for Ensuring Compliance, Assessing Voluntary Disclosure and Conducting Internal Investigations without Spending a Fortune (repeat)

U. Physician Recruitment: New Approaches to Compliance (advanced) (repeat)

4:20–5:50 pm Extended Sessions

Q. Electronic Health Records Systems: From Vendor Contract Negotiation to Provider Practice Integration (repeat)

R. Aligning Interests, Sharing Risks: The What, Why and How of Cutting Edge Clinical Joint Ventures (repeat)

Adjournment

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Program at a Glance—Physicians

Monday, February 5, 2007

7:00 am– 5:40 pm	Registration and Information			
7:15– 8:15 am	Representing Physicians Primer <i>Cooper, McGinty, Schaff</i>			
8:30– 9:30 am	General Session 8:30-8:45 Welcome and Introduction <i>Belmont, McGinty</i> 8:45-9:30 am Keynote Address <i>Christie</i>			
9:45– 10:45 am	A. Physician: Protect Thyself! It's Time for Providers to Know How to Stay Out of Trouble (not repeated) <i>Frenkel Goldberg</i>	B. Utilizing Non-Physician Providers: Maximize Production and Minimize Risk <i>DeLoss</i>	C. The New Dating Game: Physician-Hospital Collaborative Relationships in 2007 <i>De Simone Gingerich</i>	
11:00 am– 12:00 noon	D. Retail Medicine – New Opportunities and New Challenges for Physicians and Physician Organizations (not repeated) <i>Johnson</i>	E. Legal Ethics: Spilling the Beans – Protecting Yourself and the Attorney-Client Privilege during an Investigation <i>Pomerance Taylor</i>	F. Paths and Pitfalls: What's Really the Deal with the “Messenger Model?” <i>Lerner</i>	
12:00 noon– 1:30 pm	Lunch on your own or attend the Physicians and HIT Practice Groups Joint Lunch (additional fee; limited attendance; pre-registration required; see page 15)			
1:40– 2:40 pm	G. ADR – Medical Practice Separation Agreements (not repeated) <i>Conard Vandecaveye</i>	H. Compliance and Valuation Issues in Hospital-Physician Relationships <i>Lewis Rice</i>	J. Strategies for Ensuring Compliance, Assessing Voluntary Disclosure and Conducting Internal Investigations <i>Laigaie Rodriguez</i>	
2:55– 3:55 pm	K. Imaging Joint Ventures – Why They are Proliferating (not repeated) <i>DeMuro</i>	L. Credentialing Nightmares (advanced) <i>Cooper Smiles</i>	C. The New Dating Game: Physician-Hospital Collaborative Relationships in 2007 (repeat) <i>De Simone Gingerich</i>	
4:10– 5:10 pm	M. Successfully Defending Third Party Payor Audits <i>Wachler</i>	4:10– 5:40 pm extended session	N. Vendor and Pharmaceutical Gift Giving, Marketing and Compliance (not repeated) <i>Washlick Welch</i>	O. Stark – What Works and What Won't! <i>Matyas Ransburg-Brown</i>
5:10- 6:30 pm	Reception sponsored by Horne LLP (attendees, speakers and registered spouses and guests are welcome to attend)			

Program at a Glance—Physicians

Tuesday, February 6, 2007

7:00 am– 5:50 pm	Registration and Information				
7:00– 8:00 am	Continental Breakfast sponsored by Horne LLP (attendees, speakers and registered spouses and guest welcome)				
8:00– 9:25 am	General Session 8:00–8:10 am Welcome and Introduction <i>Belmont, Heagen</i> 8:10–9:25 am Top Legal Developments for Hospitals and Physicians <i>Schermer, Schroder</i>				
9:55– 11:25 am extended sessions	P. Non-Competes: Enforceable or Not? (not repeated) <i>Havens Breitenbach</i>	Q. EHR Systems: From Vendor Contract Negotiation to Provider Practice Integration <i>Broccoli</i>	R. Aligning Interests, Sharing Risks: The What, Why and How of Cutting Edge Clinical Joint Ventures <i>Collier Heagen</i>	O. Stark – What Works and What Won't! (repeat) <i>Matyas Ransburg-Brown</i>	
11:40 am– 12:40 pm	S. ER Diversion at the Hospital (not repeated) <i>Williams</i>	T. Assessing Security Rule Compliance in the Physician Office Practice (not repeated) <i>Harrison</i>	U. Physician Recruitment: New Approaches to Compliance (advanced) <i>Johnstone</i>	B. Utilizing Non- Physician Providers: Maximize Production and Minimize Risk (repeat) <i>DeLoss</i>	
12:40– 1:50 pm	Lunch on your own or attend HHS and Antitrust Practice Groups Joint Lunch (additional fee; limited attendance; pre-registration required; see page 15)				
1:50– 2:50 pm	V. ASC and Hospitals: Designer Deals and Emerging Trends, “Under Arrangements” and Beyond (not repeated) <i>Coleman</i>	W. Employing Physicians without Buying Their Practices: How Hospitals are Avoiding the Mistakes of the Past (not repeated) <i>Pavarini</i>	E. Legal Ethics: Spilling the Beans – Protecting Yourself and the Attorney-Client Privilege during an Investigation (repeat) <i>Pomerance Taylor</i>	L. Credentialing Nightmares (advanced) (repeat) <i>Cooper Smiles</i>	
3:05– 4:05 pm	X. Elements and Legal/ Regulatory Considerations of a Hospital Sponsored P4P Program (not repeated) <i>Darling</i>	Y. Deferred Compensation for ER Call – A New Solution for an old Problem? (not repeated) <i>Mulholland</i>	F. Paths and Pitfalls: What's Really the Deal with the “Messenger Model?” (repeat) <i>Lerner</i>	H. Compliance and Valuation Issues in Hospital- Physician Relationships (repeat) <i>Lewis Rice</i>	M. Successfully Defending Third Party Payor Audits (repeat) <i>Wachler</i>

Program at a Glance—Physicians

Tuesday, February 6, 2007 (Continued)

4:20–5:20pm	J. Strategies for Ensuring Compliance, Assessing Voluntary Disclosure and Conducting Internal Investigations (repeat) <i>Laigae Rodriguez</i>	U. Physician Recruitment: New Approaches to Compliance (advanced) (repeat) <i>Johnstone</i>	4:20–5:50 pm extended sessions	Q. E H R Systems: From Vendor Contract Negotiation to Provider Practice Integration (repeat) <i>Broccolo</i>	R. Aligning Interests, Sharing Risks: The What, Why and How of Cutting Edge Clinical Joint Ventures (repeat) <i>Collier Heagen</i>
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Program at a Glance—Hospitals

Tuesday, February 6, 2007

7:00 am–5:50 pm	Registration and Information				
8:00–9:25 am	General Session 8:00–8:10 am Welcome and Introduction <i>Belmont, Heagen</i> 8:10–9:25 am Top Legal Developments for Hospitals and Physicians <i>Schermer, Schroder</i>				
9:55–11:25 am extended sessions	A. EHR Systems: From Vendor Contract Negotiation to Provider Practice Integration <i>Broccolo</i>	B. Aligning Interests, Sharing Risks: The What, Why, and How of Cutting Edge Clinical Joint Ventures <i>Collier Heagen</i>	C. JCAHO Accreditation: A Changing Landscape for Hospital Lawyers <i>Bressler Micklos</i>	D. Quality of Care, Outcomes and Failure of Care <i>Sheehan Wagonhurst</i>	
11:40 am–12:40 pm	E. Beyond Compliance: Corporate Governance and Risk Minimization (not repeated) <i>Levine</i>	F. Physician Recruitment: New Approaches to Compliance (advanced) <i>Johnstone</i>	G. ER Diversion at the Hospital <i>Williams</i>	H. Fraud, Abuse and False Claims Act: Recent Government Enforcement Focus <i>Eiland</i>	
12:40–1:50 pm	Lunch on your own or attend the HHS and Antitrust Practice Groups Joint Lunch (additional fee; limited attendance; pre-registration required; see page 15)				

Program at a Glance—Hospitals

Tuesday, February 6, 2007 (Continued)

1:50– 2:50 pm	J. Legal Ethics: Spilling the Beans – Protecting Yourself and the Attorney-Client Privilege During an Investigation (not repeated) <i>Pomerance Taylor</i>		K. Managed Care Contracting: Practice Tips and Traps for the Unwary <i>Sexton</i>		L. Emerging Economic and Quality Liabilities <i>Peters</i>		M. Employing Physicians without Buying Their Practices: How Hospitals are Avoiding the Mistakes of the Past <i>Pavarini</i>	
3:05– 4:05 pm	N. Compliance and Valuation Issues in Hospital-Physician Relationships (not repeated) <i>Lewis Rice</i>		O. Elements and Legal/Regulatory Considerations of a Hospital Sponsored P4P Program (not repeated) <i>Darling</i>		P. Handling Potential Whistleblowers and Responding to Government Investigations <i>Witten</i>		Q. Deferred Compensation for ER Call – A New Solution for an Old Problem? <i>Mulholland</i>	
4:20– 5:20pm	R. Healthcare Blogging and Web 2.0: Understanding the Basics and Exploring its Impact on the Healthcare Industry (not repeated) <i>Coffield</i>	S. 20 Practical Provisions You Should have in Your Medical Staff Bylaws <i>Adelman</i>	F. Physician Recruitment: New Approaches to Compliance (advanced) (repeat) <i>Johnstone</i>	4:20– 5:50 pm extended sessions	A. EHR Systems: From Vendor Contract Negotiation to Provider Practice Integration (repeat) <i>Broccolo</i>	B. Aligning Interests, Sharing Risks: The What, Why and How of Cutting Edge Clinical Joint Ventures (repeat) <i>Collier Heagen</i>		
5:20– 6:45 pm	Reception sponsored by Horne LLP (attendees, faculty, and registered spouses and guests welcome)							

Program at a Glance—Hospitals

Wednesday, February 7, 2007

7:00 am– 3:25 pm	Registration and Information				
7:00– 8:30 am	Continental Breakfast sponsored by Horne LLP (attendees, faculty, and registered spouses and guests welcome)				
8:00– 9:30 am extended sessions	C. JCAHO Accreditation: A Changing Landscape for Hospital Lawyers (repeat) <i>Bressler Miklos</i>	D. Quality of Care, Outcomes and Failure of Care (repeat) <i>Sheehan Wagonhurst</i>	8:30- 9:30 am	T. Collaborating and Competing with Multi- Specialty Physician Groups <i>Thompson</i>	H. Fraud, Abuse and False Claims Act: Recent Government Enforcement Focus (repeat) <i>Eiland</i>
9:40– 10:40 am	U. Keeping Your Head When Others are Losing Theirs: Practical Tips in Disaster Planning for Hospitals (not repeated) <i>Goldstone Markey</i>	V. Tax-Exempt Hospitals: The Scrutiny Continues <i>Ashford Mudron</i>	L. Emerging Economic and Quality Liabilities (repeat) <i>Peters</i>		S. 20 Practical Provisions You Should have in Your Medical Staff Bylaws (repeat) <i>Adelman</i>
10:50– 11:50 am	W. Legal Ethics: Counseling the Nonprofit Board (not repeated) <i>Hyatt</i>	X. The 5 W's of Research Compliance Plans and Activities (not repeated) <i>Hollenbeck</i>	Y. Clinical Integration: Designing and Implementing a Legally Compliant, Market- Focused Program <i>Babbo</i>		K. Managed Care Contracting: Practice Tips and Traps for the Unwary (repeat) <i>Sexton</i>
11:50 am– 1:05 pm	Lunch on your own or attend the Healthcare Liability and Litigation and Medical Staff, Credentialing and Peer Review Practice Groups Joint Lunch (additional fee; limited attendance; pre-registration required; see page 15)				
1:15– 2:15 pm	M. Employing Physicians without Buying Their Practices: How Hospitals are Avoiding the Mistakes of the Past (repeat) <i>Pavarini</i>	Q. Deferred Compensation for ER Call – A New Solution for an Old Problem? (repeat) <i>Mulholland</i>	P. Handling Potential Whistleblowers and Responding to Government Investigations (repeat) <i>Witten</i>		V. Tax-Exempt Hospitals: The Scrutiny Continues (repeat) <i>Ashford Mudron</i>
2:25– 3:25 pm	G. ER Diversion at the Hospital (repeat) <i>Williams</i>	T. Collaborating and Competing with Multi-Specialty Physician Groups (repeat) <i>Thompson</i>		Y. Clinical Integration: Designing and Implementing a Legally Compliant, Market- Focused Program (repeat) <i>Babbo</i>	

Program Information

Dates: February 5–6, 2007
Place: Mandalay Bay Resort and Casino
 3950 Las Vegas Blvd South
 Las Vegas, NV 89119
Phone: (877) 632-7000
Fax: (702) 632-7012

Registration Fees:

Physicians Program Only

Postmarked and paid by January 8, 2007

\$720 For the first AHLA Member
 \$645 For each additional Member
 \$920 Non-Members

Postmarked and paid between January 9 and February 3, 2007*

\$820 For the first AHLA Member
 \$745 For each additional Member
 \$1020 Non-Members

Physicians and Hospitals Program

Postmarked and paid by January 8, 2007*

\$1130 For the first AHLA Member
 \$1060 For each additional Member
 \$1330 Non-Members

Postmarked and paid on or after January 9, 2007*

\$1230 For the first AHLA Member
 \$1160 For each additional Member
 \$1430 Non-Members

* Registration fees increase \$100 after this date. If you have indicated an incorrect amount due to errors in addition or not being eligible for a specific rate, AHLA will charge the correct amount to the credit card you have supplied.

Discounted Registration Fees: Government employees, in-house counsel, academicians, solo practitioners and students: please call (202) 833-0766 for special discounted registration fees.

Spouse/Guest Fee: For an additional \$30 spouses and adult guests can register to attend the reception on Monday evening and the breakfasts on Monday and Tuesday mornings. Please sign up on the registration form. *(Children are welcome to attend these events at no additional charge.)*

Continuing Education: Participants will be given continuing education forms at the program. Forms must be completed and returned to AHLA staff to receive credit. AHLA is an approved sponsor of continuing legal

education credits in most states. This seminar will be worth approximately 12.75 continuing education credits (including 1.0 ethics credit) based on a 60-minute hour and 16.8 credits (including 1.2 ethics credits) based on a 50-minute hour.

AHLA is registered with the National Association of State Boards of Accountancy (NASBA) as a sponsor of continuing professional education on the National Registry of CPE Sponsors. State boards of accountancy have final authority on the acceptance of individual courses for CPE credit. Complaints regarding registered sponsors may be addressed to the National Registry of CPE Sponsors, 150 Fourth Avenue North, Suite 700, Nashville, TN 37219-2417. Web site: www.nasba.org. This seminar will be worth approximately 16.0 CPE credits.

There are no prerequisites or advanced preparations required to register for this group live program. Sessions are intermediate unless otherwise indicated.

Hotel Reservations: Hotel accommodations are not included in the registration fee. Call the Mandalay Bay Resort and Casino (877) 632-7000. ***Please indicate that you are attending the AHLA program. Rooms at the group rate are limited and may sell out.***

Membership: Dues are \$175 for those admitted to the Bar/graduated from college within the last four years; \$295 for those admitted/ graduated more than four but less than eight years ago; and \$335 for those admitted/graduated eight or more years ago. Dues are \$150 (or \$75 for electronic benefits) for government employees and full-time academicians; and \$25 for full-time law school students to receive benefits electronically. Include the applicable membership fee with your registration form and take advantage of the program registration fee for members.

Cancellations/Substitutions: Cancellations must be received in writing ***no later than January 29, 2007***. Refunds will not be issued for cancellations received after this date. Registration fees, less a \$125 administrative fee, will be refunded approximately 3-4 weeks following the program. If you wish to send a substitute or need more information regarding refund, complaint and program cancellation policies, please call (202) 833-0752. Please note that registration fees are based on the AHLA membership status of the individual who actually attends the program.

Program Information

Special Needs: If you need any of the auxiliary aids or services identified in the Americans with Disabilities Act, please call the Member Service Center at (202) 833-0766.

Travel: Association Travel Concepts (ATC) has negotiated discounts with United, American, Enterprise and Avis Rental Car to bring you special airfares and car rental rates lower than those available to the public. Discounts apply for travel February 2-10, 2007. For tickets purchased less than 30 days prior, the discounts will be 5% to 15% off of the lowest available fares. Some restrictions may apply and a service fee may apply. ATC will also search for the lowest available fare on any airline.

ASSOCIATION TRAVEL CONCEPTS

1-800-458-9383

email: reservations@atcmeetings.com

www.atcmeetings.com

(follow the Member Travel links)

Fax: (858) 362-3153

ATC is available for reservations from 9:00 am until 7:30 pm Eastern, Monday through Friday.

AHLA PROGRAM ON CD

Contains detailed, searchable, and linked index, as well as AUDIO RECORDINGS and materials from every session

SPECIAL OFFER FOR THOSE ATTENDING:

Physicians and Physician Organizations Law Institute—CD for only \$99 (just add to, and return, your registration form on page 15)

Hospitals and Health Systems Law Institute—CD for only \$99 (just add to, and return, your registration form on page 15)

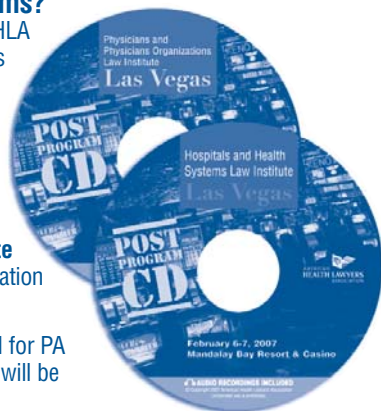
Not able to attend one or both of these programs?

We can help you be two places at once. Purchase the AHLA Program on CD for each program. Just \$199 for Members and \$259 for Non-Members

To receive the **Physicians and Physician Organizations Law Institute CD:** (indicate member or non-member price on the registration form and return to AHLA) (item #26800-11)

To receive the **Hospitals and Health Systems Law Institute CD:** (indicate member or non-member price on the registration form and return to AHLA) (item #26795-11)

Shipping and handling will be added; 6% tax will be added for PA residents; 5.75% tax will be added for DC residents). CDs will be fulfilled 4-6 weeks after the program.



Physicians and Physician Organizations and Hospitals and Health Systems Law Institutes

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To register: Remit payment and completed registration form by mail to the American Health Lawyers Association • P.O. Box 79340 • Baltimore, MD 21279-0340 or fax with credit card information to (202) 775-2482. To register by phone call (202) 833-0766. If any program is over-subscribed, only Health Lawyers members will be placed on a waiting list. On-site registrations will be accepted on a space-available basis only.

Name: _____ Member ID #: _____

First Name for Badge (if different than above): _____

Title: _____

Organization: _____

Address: _____

City: _____ State: _____ ZIP+ 4: _____

Telephone: (____) _____ Fax: (____) _____

E-Mail: _____

Spouse/Guest Name: _____

Please register me for the Physicians program only

Early Registration Fees (faxed/postmarked and paid on or before January 8, 2007):

AHLA Members: \$720 **Non-Members:** \$920

\$645 each additional AHLA member registering from same organization at same time on the same check or credit card payment

Registration Fees (faxed/postmarked and paid between January 9 and February 3, 2007):

AHLA Members: \$820 **Non-Members:** \$1020

\$745 each additional AHLA member registering from same organization at same time on the same check or credit card payment

Please register me for both the Physicians and the Hospitals programs

Early Registration Fees (faxed/postmarked and paid on or before January 8, 2007):

AHLA Members: \$1130 **Non-Members:** \$1330

\$1060 each additional AHLA member registering from same organization at same time on the same check or credit card payment

Registration Fees (faxed/postmarked and paid between January 9 and February 3, 2007):

AHLA Members: \$1230 **Non-Members:** \$1430

\$1160 each additional AHLA member registering from same organization at same time on the same check or credit card payment

PAYMENT INFORMATION

Please fill in applicable amount: (Sorry! Registrations cannot be processed unless accompanied by payment.)

\$ _____ Registration Fee

\$ _____ Physicians and HIT Practice Group Joint Lunch (\$38 for members of the Physicians/HIT PG/\$43 for non-members – Monday, February 5, 2007)

\$ _____ HHS and AT Practice Group Joint Lunch (\$38 for members of the HHS/AT PG/\$43 for non-members – Tuesday, February 6, 2007)

\$ _____ HC Liability and MSCPR Practice Group Joint Lunch (\$38 for members of the HC Liability/MSCPR PG/\$43 for non-members – Wednesday, February 7, 2007)

\$ _____ AHLA Programs on CD: Physicians and Physician Organizations Law Institute

\$ _____ AHLA Programs on CD: Hospitals and Health Systems Law Institute

\$ _____ Spouse/Guest Fee (\$30)

\$ _____ Membership Dues (Date admitted to the bar/graduated: //)

\$ _____ Total Enclosed

Check enclosed (Make checks payable to American Health Lawyers Association)

Bill my credit card:   

Number: _____ Exp. Date: /

Name of Cardholder: _____

Signature of Cardholder: _____

ZIP Code of Cardholder's Billing Address _____

Please Note: Should your credit card total be miscalculated, AHLA will charge your credit card for the correct amount. To receive a refund of the registration fee paid minus \$125, cancellation notice must be received in writing by January 29, 2007. Please see p. 13 of this brochure for AHLA's full refund policy.

Fed ID No. 23-7333380



AMERICAN
HEALTH LAWYERS
ASSOCIATION

1025 Connecticut Avenue, NW
Suite 600
Washington, DC 20036-5405

Physicians and Physician Organizations Law Institute

Las Vegas

February 5–6, 2007
Mandalay Bay Resort and Casino

Register by January 8, 2007 and save!
Register online today at
www.healthlawyers.org/programs

Presorted
First-Class Mail
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