

The Center for Business Innovation

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Presents

The Third Annual Healthcare Outsourcing Congress



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*The Premier Conference & Exhibition
on Strategies for Outsourcing
Information Technology
&
Business Processes*

April 19-20, 2004
Hyatt Regency at Reston Town Center
Reston, Virginia

Featuring Speakers From These Leading Healthcare Organizations:

Agnesian HealthCare • Ascension Health • Baptist Health System • Blue Cross Blue Shield of Massachusetts
Blue Cross & Blue Shield of Rhode Island • CareFirst BlueCross BlueShield • Central Maine Health Care
Garden City Hospital • Gateway Health Plan • Health First Health Plans • Hoag Memorial Hospital Presbyterian
Ion Health • Jameson Health System • Jefferson Regional Health System • Johnson Memorial Hospital
JPS Health Network • Memorial Medical Center Neighborhood Health Plan • Northeast Georgia Health System
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ABOUT THE HEALTHCARE OUTSOURCING CONGRESS

An increasing number of hospitals, healthcare systems, health plans, insurance companies and physician groups are considering outsourcing as a way to **reduce and manage costs, increase profitability and improve efficiency, quality of care and customer satisfaction.**

The Healthcare Outsourcing Congress is the premier healthcare event that focuses exclusively on strategies for outsourcing information technology and business processes (BPO). The Congress features the “who’s who” of healthcare outsourcing, providing unparalleled networking opportunities, as well as educational sessions that delve into both strategy and implementation, with real-life examples.

350+ high-level attendees and 40+ exhibitors are expected.

The goal of this national event is to bring together innovative healthcare organizations to discuss, debate and analyze healthcare outsourcing models and strategies, and to offer attendees the foundation of knowledge necessary to make informed decisions. The conference provides detailed and practical advice that would be valuable to organizations that are considering outsourcing for the first time, as well as those that are already outsourcing. Innovative case studies, featuring leading providers and payers from across the US, have a prominent place in the program.

Learn:

- Emerging trends in healthcare outsourcing
- The value proposition of IT and business process outsourcing for healthcare organizations, including how outsourcing can be used to facilitate organizational transformation
- How to determine whether or not outsourcing is appropriate for your organization
- How to determine your organization’s core competencies
- How to develop and implement an outsourcing strategy
- How to determine which type(s) of outsourcing arrangements are most appropriate for your organization
- How to choose the best outsourcing supplier for your organization
- How to measure and monitor the progress of an outsourcing relationship
- How to partner for success with an outsourcing service provider
- How to create an effective governance process
- How to manage the organizational change that is part of outsourcing implementation
- How to develop service level agreements
- Detailed insights on renegotiations and workouts—what to do when the deal is in trouble
- How to structure outsourcing agreements to maximize value
- How revenue cycle management outsourcing can enhance your organization’s financial performance
- How to effectively use application service providers (ASPs) and remote computing options
- How to effectively use offshore outsourcing, including key considerations in selecting a service provider
- Legal aspects of offshore outsourcing, including intellectual property rights
- Strategies for assuring the security and confidentiality of data sent offshore
- Critical success factors and pitfalls to avoid for long-term outsourcing relationships
- How to use strategic sourcing to drive technology consolidation and organizational alignment

WHO SHOULD ATTEND THE HEALTHCARE OUTSOURCING CONGRESS

High-Level Executives from Hospitals, Healthcare Systems, Health Plans, Insurance Companies, Self-Insured Companies, TPAs and Large Physician Groups: CIOs, CTOs, Presidents, CEOs, CFOs, COOs, as well as Strategic Planning, Finance, Marketing, Sales and Business Development Executives and Clinicians; **Also Outsourcing Vendors, Consultants, Lawyers and the Financial Community.**

ABOUT THE CONGRESS ORGANIZER

The Center for Business Innovation (TCBI) develops and markets conferences and exhibitions in the U.S. and internationally. TCBI is an independent company, and is not part of any consulting firm, investment bank, information technology firm or any other corporate entity. The company is well-positioned to provide objective, balanced information and analysis on a wide range of topics.

TCBI currently focuses on the US healthcare market, with a strong commitment to organizing programs that offer detailed insights on clinical, technological, financial, strategic and regulatory aspects of healthcare. These programs are carefully designed to meet the information needs of executives, clinicians and scientists from hospitals, managed care organizations, physician groups, pharmaceutical/biotechnology companies, medical device companies, information technology vendors and other players in the rapidly evolving healthcare industry. For additional information, please visit www.tcbi.org.

KEYNOTE SPEAKERS

Russ Owen, President, CSC GLOBAL INFRASTRUCTURE SERVICES GROUP

Todd Furniss, President & COO, EVEREST GROUP

Jennifer K. Horowitz, Research Manager, Professional Services, HIMSS

Tony Herdener, Vice President Systems & Finance/CFO, NORTHEAST GEORGIA HEALTH SYSTEM, INC.

Richard D. Helppie, CEO, SUPERIOR CONSULTANT COMPANY

THE HEALTHCARE OUTSOURCING CONGRESS ADVISORY BOARD

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Pam Arlotto, Partner, CHRYSALIS HEALTH STRATEGIES, LLC. & Co-Author, Return on Investment: Maximizing the Value of Healthcare Information Technology (Published by HIMSS)

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If you are interested in speaking opportunities, have any questions about our events or would like to suggest a conference topic, please contact:

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THE HEALTHCARE OUTSOURCING CONGRESS AGENDA

Please visit www.tcbi.org for agenda updates

DAY ONE: MONDAY, APRIL 19, 2004

7:15 **REGISTRATION & CONTINENTAL BREAKFAST** Sponsored By: 

8:00 **CHAIRPERSONS' OPENING REMARKS**
HEALTHCARE IT OUTSOURCING: AN OVERVIEW

Other industries outsource their IT functions – is it time for healthcare to consider the same? Mark Anderson, Healthcare IT Futurist, will provide attendees with an overview of the healthcare IT outsourcing marketplace and will also share his vision of the future of technology in healthcare.

Mark R. Anderson, CPHIMS, FHIMSS, CEO, AC GROUP, INC.

SUCCESSFUL HEALTHCARE IT OUTSOURCING: NOT BY DEFAULT

- Has healthcare IT outsourcing been successful?
- What has worked (and what has not)?
- What is the organization's responsibility for outsourcing to succeed?

James M. Gabler, Research Director, GARTNER, INC.

8:45 **KEYNOTE ADDRESS: OVERCOMING HEALTHCARE'S CHALLENGES THROUGH OUTSOURCING**

The healthcare industry faces significant challenges! This powerful session, featuring Todd Furniss, President & COO, Everest Group, will address those business challenges, emerging trends in healthcare outsourcing and strategic solutions that attack those challenges. In addition, he will discuss how healthcare organizations can establish an enterprise sourcing strategy utilizing business process outsourcing and the offshore industry to expand the value of outsourcing. Mr. Furniss will illustrate his points with case study examples in unique offerings such as revenue cycle management and clinical transformation.

Todd Furniss oversees operations and ensures the highest level of service to Everest Group clients. He is responsible for Everest's service delivery in the United States and its expansion into Asia. Mr. Furniss heads an executive team of consultants who serve primarily Fortune 500 clients worldwide. With his background in corporate law, operations, strategy and acquisitions, he is routinely sought after for comment and insights by equity analysts and business journalists. During his 14-year career in management and value-oriented business solutions consulting, Mr. Furniss has conceived, implemented and managed a wide range of corporate business development strategies, including approaches to key growth markets, acquisitions and business alliances, relationship development and technical solution development. Before joining Everest in 2001, Mr. Furniss served most recently as director, corporate business development, for EDS, where he was responsible for developing and executing all growth strategies in the Asia-Pacific region. Mr. Furniss received a BA in political science from Old Dominion University and a JD from George Mason University School of Law.

Todd Furniss, President & COO, EVEREST GROUP

9:15 **KEYNOTE ADDRESS: MANAGING THROUGH THE LIFE CYCLE OF OUTSOURCING CONTRACTS—INCLUDING MULTI-YEAR AND MULTI-FACILITY GROWTH**

There is no question that outsourcing can be a very valuable decision for a healthcare organization to make. But, when do you outsource, and how long do you continue? A decision to outsource is not a one-time event. A successful outsourcing relationship will be continually reviewed during the life cycle of the contract term based on the needs of the organization - for expansion, contraction, termination or renewal. Hear from a health system executive who has outsourced its IT systems, helpdesk, LAN and wide area network functions for many years and through numerous changes, including expansions and acquisitions.

Tony Herdener is Vice President Systems & Finance/CFO of Northeast Georgia Health System, a not-for-profit healthcare provider that serves over 20 counties in Georgia. Mr. Herdener has a wealth of experience in healthcare financial management, including previous positions as Vice President/CFO at Saint Joseph Health System (Atlanta, GA) and Vice President, Finance at Catholic Health East (formerly Eastern Mercy Health System, Newton, MA). He was also budget director for St. Joseph's Hospital (Tacoma, WA), following three years of experience with Ernst & Young. Mr. Herdener is a CPA and also holds an MBA degree.

**Tony Herdener, Vice President Systems & Finance/CFO, NORTHEAST GEORGIA HEALTH SYSTEM, INC.
Introduction: Duncan James, Group President Strategic Services, MCKESSON CORPORATION**

9:45 **KEYNOTE ADDRESS: THE IT OUTSOURCING LEVERAGE MODEL – A STRATEGIC ADVANTAGE FOR THE COMMUNITY HEALTHCARE ORGANIZATION**

In his presentation, Mr. Helppie will address the multiple leverage points a healthcare organization can potentially obtain through outsourcing, and how each contributes to the broader strategic, financial, operational and mission-critical objectives of the organization.

Richard D. Helppie is Founder and Chief Executive Officer of Superior Consultant Company (NASDAQ: SUPC), the nation's first publicly-owned firm dedicated to healthcare outsourcing and management and information technology consulting. For more than 20 years, Mr. Helppie has worked with all types of healthcare industry participants including providers, suppliers, vendors, pharmaceutical companies, payers, and consumer organizations. He has earned the respect of healthcare leaders and CEOs of major vendors nationwide that shape and influence the healthcare information technology industry. Under Mr. Helppie's leadership, Superior Consultant has consistently led the market with innovative solutions for the healthcare industry, bringing best practices to bear and ensuring measurable ROI for its client population. Named one of "Health Care IT's Most Influential" by ADVANCE for Health Information Executives and Michigan's "Healthcare Entrepreneur of the Year," Mr. Helppie both defines and keeps pace with emerging technology, industry needs and regulatory actions. He is also a valuable contributor to the accumulated body of knowledge regarding issues that concern healthcare providers through his many published articles and speaking engagements.

Richard D. Helppie, CEO, SUPERIOR CONSULTANT COMPANY

10:15 **EXHIBITOR SHOWCASE & REFRESHMENTS** Sponsored By: 

10:45 **OUTSOURCING FEASIBILITY ANALYSIS—IS OUTSOURCING RIGHT FOR YOUR ORGANIZATION?**

- Feasibility analysis in the context of the overall outsourcing process
- Aligning outsourcing objectives with your business strategy
- Good versus bad reasons to outsource
- Assessing current performance - how and why
- Deciding what to outsource
- Different types of outsourcing to consider
- Economic analysis
- The final decision - "make versus buy"

Moderator:

James E. Fisher, Senior Manager, PRICEWATERHOUSECOOPERS

Panelists:

Mel Van Howe, Principal, THE COPPERWOOD GROUP

Pete Mounts, Vice President, Outsourcing Sales, ECLIPSYS CORPORATION

11:30 **KEYNOTE ADDRESS: PERSPECTIVES ON HEALTHCARE OUTSOURCING FROM THE HIMSS ANNUAL LEADERSHIP SURVEY**

The presentation will:

- Provide a summary of the areas in which healthcare organizations are outsourcing presently, and where they plan to outsource in the future
- Identify how vendors perceive their revenues changing in the next year as a result in shifts in outsourcing utilization by their clients
- Place outsourcing use at healthcare organizations in the context of several demographic variables, including organizational size and location of the country
- Provide data on staffing and budget changes for the next twelve months
- Share results of surveys of CEOs of vendor organizations, with a particular focus on ASP/outsourcing vendors, including:
 - The business issues that will have the most impact on healthcare in the next two years, their clients' top IT priorities and barriers to implementing technology at their clients' healthcare organizations
 - Identification of trends in outsourcing as they have appeared in the last several years of HIMSS data

Jennifer Horowitz is the Research Manager, Professional Services at the Healthcare Information and Management Systems Society (HIMSS). In this role she develops, initiates and executes HIMSS' research initiatives, including the HIMSS Annual Leadership Survey, which has a long-standing tradition of identifying barriers, priorities and expenditure levels in the healthcare information technology marketplace.

Prior to HIMSS, Ms. Horowitz worked for Sheldon I. Dorenfest and Associates, Ltd., a consulting firm in Chicago, IL, for four years. During her tenure, she was involved in many aspects of the Dorenfest IHDS+ Database, including data collection, validation and analysis.

**Jennifer K. Horowitz, MA, CPHIMS, Research Manager, Professional Services,
HEALTHCARE INFORMATION AND MANAGEMENT SYSTEMS SOCIETY (HIMSS)**

12:00 **EXHIBITOR SHOWCASE & LUNCHEON Sponsored By: MCKESSON**

Empowering Healthcare

1:15 **KEYNOTE ADDRESS: HEALTHCARE BUSINESS TRANSFORMATION IN TURBULENT TIMES**

Healthcare industry executives have established IT outsourcing as a key strategy to improve the customer experience, manage costs and develop services in an increasingly competitive market. Faced with escalating service demands and tighter political scrutiny, healthcare executives are looking for IT services firms that can understand and support their business needs. Successful outsourcing partnerships enable the flexibility and responsiveness that the healthcare industry needs. Mr. Owen will share best practices and lessons learned regarding: the selection of the right service provider, contract negotiations that address adaptable IT and business requirements, establishing a collaborative partnership, including aligned client/vendor goals and governance and relationship management.

Mr. Owen is president of CSC's Global Infrastructure Services group. This organization is responsible for the global technology infrastructure which supports CSC's outsourcing client base and CSC's internal operations. Previously, Mr. Owen was president of the Chemical Group and account executive for the DuPont account. Mr. Owen has also held positions as vice president, account executive for CNA Insurance, and vice president, account executive for Lockheed Martin Tactical Aircraft Systems (LMTAS), responsible for full IT outsourcing for these clients.

Prior to that he was vice president of operations for the UK Division, and vice president and director of the British Aerospace account. Mr. Owen played a key role in winning the British Aerospace outsourcing contract and establishing CSC's outsourcing capability in Europe.

Russ Owen, President, CSC GLOBAL INFRASTRUCTURE SERVICES GROUP

1:45 **PANEL DISCUSSION: CHOOSING WHAT TO OUTSOURCE AND SELECTING THE BEST SERVICE PROVIDER**

Selecting the best service provider depends upon their expertise in meeting YOUR needs. Is it an ASP, RCO, RHO, MSP, BPO or TPA? While the differences between these suppliers may appear subtle, their services and abilities vary widely. This panel discussion will offer detailed insights on the dynamics of engaging in a complex, integrated relationship including:

- Defining clear business objectives
- Choosing what to outsource, including gap analysis
- Understanding differences between service providers
- Evaluating proposed cost savings
- Establishing a selection process, including how to avoid common pitfalls
- Evaluating scope of services provided
- Determining vendor ability to meet your needs
- Assigning accountability
- Managing expectations

- Negotiating service level agreements and commitments
- Understanding tactical policies and procedures
- Defining systems management expectations and responsibilities
- Establishing reporting requirements
- Problem management provisions, including priority and level-setting provisions
- Calculating return on investment

Moderator:

Dean Harvey, Partner, VINSON & ELKINS LLP

Panelists:

David Iwinski, Jr., CEO, ACUSIS

Frank Marano, Director, IT Contracts & Strategic Relations, CAREFIRST BLUECROSS BLUESHIELD

Pam Arlotto, Partner, CHRYSALIS HEALTH STRATEGIES, LLC, Co-Author, Return on Investment: Maximizing the Value of Healthcare Information Technology (Published by HIMSS)

Richard W. Osborne, Senior Vice President, EPAM SYSTEMS, INC.

2:45 **OUTSOURCING FOR MIDRANGE FACILITIES: WHERE'S THE BEEF?**

Over the past several years, much of the IT outsourcing industry and trade press focus has been on the “big deals”. And while these deals garner a lot of attention and recognition, a parallel movement is underway towards IT outsourcing in mid and smaller size facilities.

This presentation will review:

- What are the drivers that are leading mid and smaller size healthcare organizations to consider IT outsourcing?
- What are the key buying patterns?
- What works and what doesn't? How is this different from the larger “deals”?
- The key benefits an outsourcer can bring to these organizations
- The economics and economic pitfalls

Using real life case examples from INFOHEALTH Management Corp. experiences, this presentation will provide a comprehensive look at the healthcare IT mid-market segment and identify the key issues anyone considering outsourcing will need to take into consideration.

Roy Walters, Vice President, INFOHEALTH MANAGEMENT CORP.

Ed Rice, CIO, JPS HEALTH NETWORK

Gale Pileggi, CFO, JPS HEALTH NETWORK

3:15 **EXHIBITOR SHOWCASE & REFRESHMENTS** Sponsored By: 

CONCURRENT SESSIONS: TRACKS A, B , C & D

TRACK A

IT OUTSOURCING FOR HOSPITALS, HEALTHCARE SYSTEMS & PHYSICIAN GROUPS

3:45A **PANEL DISCUSSION: THE FUNDAMENTALS OF IT OUTSOURCING FOR THE HEALTHCARE PROVIDER**

- Sourcing drivers, core/non-activities, potential work packages, service delivery options and risks of outsourcing
- Supplier selection
- Potential service providers, service specifications and SLAs
- Understanding supplier economics
- Critical success factors
- Initial contracting
- Transition management
- Governance
- Data and system security, disaster recovery
- Regulatory compliance
- On-going supplier management: outsourcing staffing considerations, reporting SLA management and problem management, contract renewal and negotiation strategies

Moderator:

Richard Grehalva, Corporate Senior Vice President – Outsourcing, SUPERIOR CONSULTANT COMPANY

Panelists:

Bill Fenske, COO, ST. AGNES HOSPITAL, AGNESIAN HEALTHCARE

Vicki Tauscher, Managing Director, ALIGN INC.

Sharon R. Klein, STRADLING YOCCA CARLSON & RAUTH

4:50A **CASE STUDY: OUTSOURCING INFORMATION MANAGEMENT AND UTILIZING REMOTE HOSTING SERVICES**

St. Clair Hospital is a 319-bed, general, acute care facility serving 300,000 residents in 20 communities in the Pittsburgh area. Seven years ago, St. Clair made the decision to outsource information management services with Eclipsys Corporation. More recently, St. Clair extended the agreement and added remote hosting services. This presentation will discuss how both decisions were made and cover the following topics:

- Why and how outsourcing has been a success at St. Clair
- The transition process

- Financial analysis
- Aspects of the original agreement that were adjusted along the way
- The combined benefit of outsourcing, remote processing and product lines
- Personnel advantages, skill set mix, temporary and one-time needs
- Outsourcing emphasis on DR competence and ISO certification
- Blending visions and strategic imperatives
- Approach to project management; who manages and why?
- Achieving a unified presence within the organization

Richard Schaeffer, Vice President/CIO, ST. CLAIR HOSPITAL

5:25A **CASE STUDY: MOVING FROM IT MANAGEMENT TO LEADERSHIP**

This case study will feature Jefferson Regional Medical Center, a 392-bed community hospital in Pittsburgh, PA. Jefferson Regional made a transformational shift in the way it managed its IT department and the technology deployed to end-users. The presentation will cover:

- How an IT outsourcing partnership can advance a health system’s strategic initiatives and drive large-scale change
- What the outsourcing transition process entails, and how to help ensure that the necessary cultural shifts occur smoothly
- How organizational transformation can occur when relationships are based on the shared values of quality, service and integrity

Jan Jennings, President Emeritus, JEFFERSON REGIONAL HEALTH SYSTEM

Alan Gold, Vice President of Managed Services, SIEMENS MEDICAL SOLUTIONS HEALTH SERVICES

6:00 **DAY ONE CONCLUDES; EXHIBITOR SHOWCASE &**

NETWORKING COCKTAIL RECEPTION  **Sponsored By:**  **SHPS**
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TRACK B

IT / BUSINESS PROCESS OUTSOURCING FOR HEALTH PLANS, INSURANCE COMPANIES & TPAs

3:45B **PANEL DISCUSSION: IT AND BUSINESS PROCESS OUTSOURCING FOR PAYERS—AN OVERVIEW**

- Core competencies: how do executives make this determination for their company and market?
- Commodity assessment: what technical and business functions can be viewed as commodities?
- IT and BP alignment: how do you approach this goal for business units and for the enterprise?
- Modernization: how do you address future state goals using funding and resources gained from ITO and BPO?
- Can your ITO/BPO provider play a role in modernization planning and execution?
- Are there case studies of successful large-scale ITO/BPO for health plans?

Moderator:

Richard M. Pico, PhD, MD, CEO DIAMOND Solutions, Chief Medical and Technology Officer

PEROT SYSTEMS HEALTHCARE

Panelists:

Craig Combs, Senior Vice President, Sales and Business Development, AMISYS SYNERTECH INC.

David Zink, CIO, BLUE CROSS & BLUE SHIELD OF RHODE ISLAND

Hunter Griffin, Director of Sales and Marketing, CIMRONE

Kirk Monsees, IT Director, HEALTH FIRST HEALTH PLANS

Eric Brown, Vice President, FORRESTER RESEARCH

4:50B **CASE STUDY: OUTSOURCING FOR AN MCO**

ION Health, Inc. (ION) is a newly formed managed care organization serving the Medicaid population. Antares is providing claims processing and administration services to ION as well as acting as an ASP for its mission-critical applications. This case study will detail how health administration outsourcing provided a start-up organization with the necessary resources to build an instant MCO. Antares provided ION Health, Inc. with access to new hardware, industry-leading software, IT expertise and administration services at an incremental rate and in a fraction of the time it would have taken for ION to do so internally.

Todd Sabath, National Sales Director, ANTARES MANAGEMENT SOLUTIONS



Jeff Newbauer, Co-Founder, ION HEALTH, INC.

5:25B **CASE STUDY: OUTSOURCING FOR LARGE HEALTH PLANS**

The case study features Health Partners’ decision to outsource claims processing and the information technology associated with the administration of claims; the implementation project; and the current partnership status. Health Partners, Inc., a health plan based in Philadelphia, has over 200,000 members.

George Frawley, Vice President Claims, HF/MANAGEMENT SERVICES

6:00 **DAY ONE CONCLUDES; EXHIBITOR SHOWCASE &**

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TRACK C

BUSINESS PROCESS OUTSOURCING FOR HOSPITALS, HEALTHCARE SYSTEMS
& PHYSICIAN GROUPS (PART ONE)

- 3:45C **PANEL DISCUSSION: BPO FOR PROVIDERS**
Special Focus on Revenue Cycle Management
- Differences between BPO and IT outsourcing
 - Which processes should be considered for outsourcing?
 - Why would you want to outsource a business process?
 - Is BPO right for your organization?
 - Is there value to offshore outsourcing?
 - What actually is involved in the transformation of a hospital's revenue-management practices?
 - How do "transformed" hospitals leverage processes, technologies, relationships and business structures to improve their financial performance?
 - What specific parts of revenue cycle management are best outsourced?
 - How do you integrate revenue cycle management with technology?
 - How do you integrate revenue cycle management with other business processes?
- Moderator:
Mark R. Anderson, CPHIMS, FHIMSS, CEO, AC GROUP, INC.
- Panelists:
Devendra Saharia, President, AJUBA INTERNATIONAL INC.
Elizabeth Guyton, Vice President, CAP GEMINI ERNST & YOUNG HEALTH
James M. Gabler, Research Director, GARTNER, INC.
Thomas White, President & CEO, JAMESON HEALTH SYSTEM
Phil Rivera, CFO, MEMORIAL MEDICAL CENTER
- 4:50C **CASE STUDY: BUSINESS PROCESS OUTSOURCING TO AUTOMATE PROCESS AND UNCOVER REVENUE**
 Business process outsourcing is fast becoming an opportunity for healthcare organizations to combat regulatory and industry issues, while improving their financial performance and efficiency. Reaching out to the community is what many hospitals are all about. But if a hospital's charter is to provide care to its indigent population, it's just a piece of paper without an adequate and steady supply of funds to operate. Learn how a McKesson revenue cycle outsourcing customer utilizes business process outsourcing to automate manual processes and uncover more revenue from outpatient services. Having a vendor focus on billing and collections processes has also given the CFO peace of mind to center his team's time on other services.
To Be Announced, MCKESSON CORPORATION
Richard Werkowski, CFO, JOHNSON MEMORIAL HOSPITAL
- 5:25C **CASE STUDY: REDUCING COSTS FOR CODING, BILLING, COLLECTIONS, DATA ENTRY & PATIENT COMMUNICATIONS THROUGH GLOBAL OUTSOURCING**
 How do you reduce costs and improve process for a physician's group, medical facility or 3rd party payer? What is the role of technology? What labor alternatives exist? What solutions exist and can they apply to your business? These are some of the issues facing many groups providing healthcare-related services. TMS, a consulting firm for technology and outsourcing solutions, will share a successful case study. Proven methodologies, proven process, proven results.
Daniel Ferrara, President, TOUCHPOINT MANAGEMENT SOLUTIONS
Touchpoint Management Solutions Client Co-Presenter To Be Announced
- 6:00 **DAY ONE CONCLUDES; EXHIBITOR SHOWCASE & NETWORKING COCKTAIL RECEPTION**  **Sponsored By:**  **SHPS**
 www.shps.net

TRACK D

BUSINESS PROCESS OUTSOURCING FOR HOSPITALS, HEALTHCARE SYSTEMS
& PHYSICIAN GROUPS (PART TWO)

- 3:45D **CASE STUDY: PHARMACY OUTSOURCING**
To Be Announced, MCKESSON MEDICATION MANAGEMENT
- 4:15D **CASE STUDY: OUTSOURCING THE STERILE PROCESSING DEPARTMENT**
 Purpose: To determine the operational and cultural readiness, including the economic feasibility, of a hospital system's ability to successfully implement an outsourced sterile processing model.
Kevin J. Schimelfenig, Vice President, STERILTEK, INC., A Subsidiary of STERIS CORPORATION
- 4:50D **CASE STUDY: OUTSOURCING TEMPORARY LABOR STAFFING & MANAGEMENT**
 Learn how Hoag Hospital, named one of the nation's top medical facilities by *Money Magazine*, achieved process improvements and savings in excess of \$3 million dollars by outsourcing its temporary staffing vendor activities. Explore ways to:
 • Achieve significant savings on premium labor (nursing, allied health, admin., etc.) by analyzing the entire staffing program

- Access meaningful data so management teams can make strategic decisions about their staffing utilization
- Develop a master contingent staffing plan to centralize order flow, billing and vendor relationships
- Save administration time and reduce time-to-fill by speeding up the candidate selection process and increasing recruiting resources

Hoag Memorial Hospital Presbyterian is a 409-bed, not-for-profit, acute care hospital located in Newport Beach, Calif.
Leanne Oatman, National Director of Medical Staffing, COMFORCE HEALTHCARE SUPPORT SERVICES
Dori Holnageol, Director of Radiation & Oncology, HOAG MEMORIAL HOSPITAL PRESBYTERIAN

5:25D **CASE STUDY: BPO FOR EMPLOYER SELF-SERVICE WEB ENROLLMENT**



This is a review of a successful outsourcing effort that provided a business processing solution for a client in the area of employer self-service web enrollment. The solution enabled the client to retain customers in a key market, by rapidly delivering new capabilities. Together, the client and SHPS delivered a market-ready solution within 6 months, which currently supports online enrollment transactions for over 200,000 enrolled employees, and continues to grow at a rate of 10,000 employees per month.

The keys to success for this effort were:

- Clear definition of goals and objectives
- Significant upfront planning and diligence by both parties to establish the quality of fit
- Dedicated cross-functional project teams in both organizations during project execution
- Ability to leverage the existing capabilities of an outsource provider to bring the solution to market quickly
- Development of strong management relationships that allowed post-contract changes to take place that benefited both parties

John Shade, Vice President Business Development, SHPS INC.
SHPS Client Co-Presenter To Be Announced

6:00 **DAY ONE CONCLUDES; EXHIBITOR SHOWCASE &**

NETWORKING COCKTAIL RECEPTION  **Sponsored By:**  **SHPS**
www.shps.net

DAY TWO: TUESDAY, APRIL 20, 2004

7:30 **EXHIBITOR SHOWCASE & CONTINENTAL BREAKFAST** **Sponsored By:** 

8:00 **CHAIRPERSONS' OPENING REMARKS**

David W. Sloan, Partner, JONES DAY
Mitch Work, President & CEO, THE WORK GROUP

CONCURRENT SESSIONS: TRACKS A & B

Please note that on day two, both Track A & Track B have sessions relevant to provider and payer organizations. Please refer to session titles and descriptions to determine whether or not a particular session is appropriate for you.

TRACK A

8:15A **PANEL DISCUSSION: WHAT HAPPENS AFTER THE HONEYMOON IS OVER?**

A look at longer-term outsourcing deals, including critical success factors and lessons learned. Senior executives from hospitals and healthcare systems will participate.

Topics to be covered include:

- Governance
- Common pitfalls in the management of an outsourcing relationship and how to avoid them
- Strategies for obtaining, measuring, and maximizing the expected benefits of an outsourcing relationship

Moderator:

Todd Hintze, Senior Engagement Director, EVEREST GROUP

Panelists:

Charles Jones, Senior Vice President & CIO, BAPTIST HEALTH SYSTEM

Gary Ley, President & CEO, GARDEN CITY HOSPITAL

Thomas White, President & CEO, JAMESON HEALTH SYSTEM

David W. Sloan, Partner, JONES DAY


9:15A **CASE STUDY: TRANSFORMATIONAL OUTSOURCING - ASCENSION HEALTH**

This case study will feature Ascension Health, the nation's largest Catholic and largest nonprofit health system. As part of Ascension Health's strategic "Call to Action," information technology has been identified as an area of leverage to fulfill this objective. The presentation will cover:

- How an outsourcing partnership is advancing the transformation plans
- What is involved in an information technology transformation agenda and the drivers for success
- How outsourcing can drive technology consolidation and organizational alignment

Wilma Newton, Vice President, Information Technology, ASCENSION HEALTH

James M. Doyle, Vice President, CSC AMERICAS BUSINESS DEVELOPMENT

- 9:45 **EXHIBITOR SHOWCASE & REFRESHMENTS** Sponsored By: 
- 10:00A **CASE STUDY: OUTSOURCING IMAGING, PRINT/MAIL FUNCTIONALITY AND CLAIMS INFRASTRUCTURE**
 Join OAO HealthCare Solutions, Inc. to hear a compelling discussion and case study regarding business issues that demand a strategic outsourcing solution. Highlights of this presentation include uncovering the hidden costs and inefficiencies in your current environment and determining which outsourcing solution is right for managing your company's imaging, print/mail functionality, and claims infrastructure. Further consideration will be given to lessons learned in deploying successful business process re-engineering and realization of ROI. A retrospective analysis of client case studies will also provide excellent education on avoiding the pitfalls leading to business breakdown.
Karen Morris, Vice President of Operations, BARRINGER / BRANCH & ASSOCIATES, LLC (BBA)
Cathy Evers, Director of Business Outsourcing, OAO HEALTHCARE SOLUTIONS, INC.
- 10:30A **CASE STUDY: ACHIEVING CLINICAL TRANSFORMATION THROUGH IT OUTSOURCING**
 The presenters will discuss the elements in an IT outsourcing partnership that contribute to the clinical transformation objectives of an organization. Topics covered will include:
- Governance and planning – a roadmap for success
 - Tactical planning and execution
 - Leveraging the capabilities of the outsourcing provider organization
 - Peer-to-peer planning, development and implementation – the consortium approach
- To support this discussion, specific examples of clinical initiatives, results achieved and future planning will be provided.
Laird Covey, COO, CENTRAL MAINE HEALTH CARE
Richard D. Helppie, CEO, SUPERIOR CONSULTANT COMPANY
- 11:00A **CASE STUDY: GAINING OPERATIONAL ADVANTAGE THROUGH TRANSCRIPTION OUTSOURCING**
 A large hospital encountered ongoing problems with hospital employed transcription resources; it faced resource, utilization, performance, physician satisfaction and cost challenges. The presentation will describe how outsourcing medical transcription to Healthscribe improved the traditional transcription metrics of quality and turnaround while also improving physician satisfaction and contributing to better cash flow.
To Be Announced, HEALTHSCRIBE INC.
Healthscribe Client Co-Presenter To Be Announced
- 11:30A **CASE STUDY: IS CAPABILITY UPGRADE AND ADVANCED CLINICALS DRIVE AN OUTSOURCING DECISION**
 A mid-size regional medical center and four-time recipient of the 100 Top Hospitals award committed to upgrade its information systems capability and to implement advanced clinical applications. Executive management established ambitious timeframes for completing these IS initiatives.
 In order to meet its aggressive goals and timelines, hospital management believed that outsourcing afforded the regional medical center the best opportunity to move quickly to upgrade its technology and clinical systems. This session will focus on how the regional medical center was able to quickly mobilize to select an outsourcer with the ability to upgrade its overall IS capability and achieve its vision for advanced clinical systems.
Hal Fontinelle, Principal, THE COPPERWOOD GROUP
Joseph Kortum, President & CEO, SOUTHWEST MEDICAL CENTER
- 12:00A **STRUCTURING OUTSOURCING AGREEMENTS TO CREATE VALUE**
 The outsourcing service provider has sold your company on the value of outsourcing and you have been tasked with documenting and negotiating the deal. How do you structure the outsourcing agreement so that the value proposition is actually attained? What are the key provisions? This session will discuss the fundamentals.
Todd Furniss, President & COO, EVEREST GROUP
Kevin D. Lyles, Partner, JONES DAY
- 12:40A **RENEGOTIATIONS AND WORKOUTS: WHAT TO DO WHEN THE DEAL IS IN TROUBLE**
 More than 50% of outsourcing relationships fail, and even more become troubled, due to issues of misunderstanding scope, quality of service or pricing; changes in direction; unexpected market or financial events; technology shifts; or poor management by the customer or the provider (or both). Although the contract determines the ultimate rights of the parties, the process of addressing these events is critically important. This session will explore best strategic and tactical practices in mending, redefining or replacing troubled outsourcing relationships.
Julian S. Millstein, Partner, BROWN RAYSMAN MILLSTEIN FELDER & STEINER LLP
- 1:15 **CONGRESS CONCLUDES; LUNCHEON FOR ATTENDEES OF OPTIONAL POST-CONGRESS WORKSHOP & FOCUS GROUPS**

TRACK B

- 8:15B **PANEL DISCUSSION: OFFSHORE OUTSOURCING**
 Recently, there has been much discussion and debate about healthcare offshore outsourcing; yet more and more organizations are contracting with offshore vendors for a wide variety of projects. This panel discussion will examine some of the current issues regarding offshore outsourcing. Case studies will also be presented based on recent projects conducted by IT vendors from around the world. Specific questions to be addressed in this session include:
- What are the current trends in healthcare offshore outsourcing?
 - What are the effective models and approaches to managing an offshore project?

- How can you conduct meaningful due diligence on a potential offshore IT partner?
- What functions should and shouldn't be outsourced?
- How important are the geopolitical considerations in offshore outsourcing? How have they changed in 2004?
- What types of HCOs are using offshore outsourcing?
- What are the legal considerations for offshore outsourcing? How can intellectual property rights be protected when outsourcing offshore?
- What strategies can be used to assure the security and confidentiality of data sent offshore? How can you assure HIPAA compliance?
- Overview of the HIT industry and HIT offshore outsourcing in China
- Where will the healthcare offshore market be in 3 years? In 5 years? Why?

Moderator:

Mitch Work, President & CEO, THE WORK GROUP

Panelists:

Rocky Shi, PhD, General Secretary, CHITA (CHINA HEALTHCARE INFORMATION TECHNOLOGY ASSOCIATION)

Richard W. Osborne, Senior Vice President, EPAM SYSTEMS, INC.

Anand Pathak, Partner, JONES DAY

Anand Sudarshan, CEO, NETKRAFT

Daniel Ferrara, CEO, TOUCHPOINT MANAGEMENT SOLUTIONS

Netkraft Client Panelist To Be Announced

Touchpoint Management Solutions Client Panelist To Be Announced

9:00B **PANEL DISCUSSION: OFFSHORE OUTSOURCING (CONTINUED)**

9:45 **EXHIBITOR SHOWCASE & REFRESHMENTS** Sponsored By: 

10:00B **CASE STUDY: IMPLEMENTING A GLOBAL OUTSOURCING STRATEGY AT METLIFE, INC**

For years MetLife, Inc. has recognized the advantages of outsourcing non-core processes. However, until recently, these benefits were limited due to a strictly onshore solution. After careful consideration, MetLife, with outsourcing partner ACS, Inc., has deployed a global strategy to help further reduce costs, minimize geo-political risk, and increase flexibility by accessing a wider range of workforces and taking advantage of time zone differences. This case study will explore MetLife's decision to go offshore, their outsourcing solution, and their relationship with outsourcing partner ACS.

Lonnie Dixon, Senior Account Manager, ACS INC.

ACS Inc. Client Co-Presenter To Be Announced

10:30B **CASE STUDY: MANAGED MEDICAID OUTSOURCING AT GATEWAY HEALTH PLAN**

Business process outsourcing has been a catalyst for operational efficiency and growth at Gateway Health Plan, a Medicaid HMO supporting 240,000-plus members. Learn how Gateway has leveraged outsourcing to focus on core competencies and geographic expansion, while achieving an administrative cost ratio that is consistently less than 8 percent.

Margaret Worek, Vice President of Operations and Health Management Information Systems, GATEWAY HEALTH PLAN

11:00B **CASE STUDY: BLUE CROSS BLUE SHIELD OF MASSACHUSETTS**

Managing an IT organization in an outsourced environment presents challenges as well as opportunities. Learn how BCBSMA optimizes the value of outsourcing. BCBSMA will share experiences and discuss the structure and practices that they have in place to ensure that optimal performance and value is delivered by EDS.

Ed Esposito, Vice President, IT Development, BLUE CROSS BLUE SHIELD OF MASSACHUSETTS

Joe Fraser, Delivery Executive, EDS

11:30B **CASE STUDY: TRUSTMARK INSURANCE COMPANY**

Driving operational efficiencies and focusing on the core business at Trustmark has created opportunities for outsourcing components of the claim flow to outside vendors. Hear how a multi-step process of applying new processes and technology to claim pre-adjudication and utilizing multiple vendors for paper claims acquisition processing has delivered results to Trustmark. Specific discussion points will include process improvements, vendor management and ROI results.

John Carradine, Executive Vice President & CFO, HEALTHAXIS

Cindy Swartz, Vice President, TRUSTMARK INSURANCE COMPANY

12:00B **CASE STUDY: OUTSOURCING FOR MID-SIZED HEALTH PLANS--THE OFFSHORE ADVANTAGE**

A mid-sized health maintenance organization (HMO) with over 120,000 members and with a provider network of over 1,600 primary care doctors, 100+ hospitals, and 8,000 specialists looked for a solution to reduce costs, decrease turnaround time for processing of paper health claims and also provide a higher level of quality and accuracy. They found their strategic advantage in offshore outsourcing. This case study details the method followed, issues involved and the benefits accrued from offshore outsourcing.

Fran Hinckley, CIO, NEIGHBORHOOD HEALTH PLAN

Richard J. Orlando, President & CEO, SAZTEC INTERNATIONAL

12:30B **PANEL DISCUSSION: BUSINESS PROCESS OUTSOURCING FOR PAYERS-WHAT DOES THE FUTURE HOLD?**

- What are the key considerations in assessing a BPO company?
 - A discussion of different types of BPO, including outsourcing CRM, claims processing and other back office functions
- Should you use an offshore company? If so, what are some important selection criteria?

- Critical success factors for BPO
- How will BPO for health plans and insurance companies evolve over the next three to five years?

Moderator:

Sharon Thompson, Managing Director of BPO, CSC'S HEALTH PLAN SOLUTIONS DIVISION

Panelists:

Tim Elwell, Director, Strategic Alliances and Business Development, PSO, IBM GLOBAL SERVICES

Eric Brown, Vice President, FORRESTER RESEARCH

James F. Souders, Vice President, Business Development, GTESS CORPORATION

Raju Venkatraman, CEO, SHERPA BUSINESS SOLUTIONS

Ravi Shah, Assistant Vice President, TELA SOURCING

Bruce Pollock, Director Information Technology, WEST CORPORATION

1:15 **CONGRESS CONCLUDES; LUNCHEON FOR ATTENDEES OF OPTIONAL POST-CONGRESS WORKSHOP & FOCUS GROUPS**

OPTIONAL POST-CONGRESS WORKSHOP ONE:

A PRIMER ON CONTRACTING, PRICING & NEGOTIATION FOR OUTSOURCING CUSTOMERS / POTENTIAL CUSTOMERS

WORKSHOP HOURS: 2:15 TO 5:45 PM, APRIL 20

Our instructors, among the most experienced negotiators of outsourcing agreements, will lead attendees in an intensive workshop which will cover the building blocks of contracting for outsourcing services in 2004, with detailed instruction on:

- Negotiation strategies and tactics
- Service description
- Service levels and enforcement mechanisms
- Pricing structures
- Risk assessment and mitigation
- Relationship management
- Change management

The workshop will feature important practical tips on negotiating best results for a healthcare outsourcing agreement, which will provide flexibility, results and a successful mutually beneficial relationship. The Brown Raysman firm represents both customers and providers, and delivers a balanced view on what to expect from your negotiation. The presenters will engage in illustrative negotiations of key contractual provisions and schedules to drive home the realities of the process. Learn which strategies work and which do not. Because the presentation will be interactive, you will have the opportunity to get answers to the specific questions you need answered to do your deal right.

Instructors:

Kenneth A. Adler, Partner, BROWN RAYSMAN MILLSTEIN FELDER & STEINER LLP

Kenneth A. Adler concentrates on outsourcing and complex transactions relating to e-commerce, emerging technologies, telecommunications and computer law, and counseling clients on intellectual property matters. His practice includes drafting and negotiating virtually all types of domestic and international outsourcing agreements including information technology, business process and human resource outsourcing, as well as agreements relating to the development, supply, licensing, marketing and distribution of e-commerce, computer and telecommunications products and services. Mr. Adler writes regularly on outsourcing, e-commerce, intellectual property and technology-related issues. He is a contributor to the monthly newsletter *e-commerce Law & Strategy* and is co-author of the treatise *Intellectual Property Licensing: Forms and Analysis*. Mr. Adler is a member of the Computer Law Association, LISTNet (the Long Island Software and Technology Network), the Long Island Forum for Technology, the Association of the Bar of the City of New York, and the Nassau County Bar Association. He holds a BS, *cum laude* from Union College and a JD from The George Washington University Law School.

Julian S. Millstein, Partner, BROWN RAYSMAN MILLSTEIN FELDER & STEINER LLP

A founding partner of Brown Raysman Millstein Felder & Steiner LLP, Julian Millstein practices out of the New York office. Mr. Millstein concentrates on negotiating and litigating complex outsourcing and computer-related, e-commerce and intellectual property matters. Before entering the practice of law, he had an extensive career as a computer programmer, systems analyst and information technology consultant. Mr. Millstein writes extensively on outsourcing issues. He is co-author of the book *Doing Business on the Internet: Forms and Analysis*. Mr. Millstein co-chairs the firm's outsourcing practice and is a nationally recognized leader on outsourcing. He is Adjunct Professor of Law at Fordham University and past chair of the New York State Bar Association's Committee on Internet & Technology. He holds a BA from Brandeis University and a JD from Fordham University.

OPTIONAL POST-CONGRESS WORKSHOP TWO:

GROWTH STRATEGIES FOR SUCCESS FOR OUTSOURCING VENDORS AND CONSULTANTS

WORKSHOP HOURS: 2:15 TO 5:45 PM, APRIL 20

Healthcare executives today want more than just products. They are demanding proof of value, 21st century technology, and a strong, knowledgeable implementation team designed to ensure an effective installation. To thrive in this competitive marketplace, every vendor must understand the various sales cycle factors, must know how to articulate compelling evidence of value, return on investment and performance, and must know how to WIN against their competition. This focused workshop will help you understand how to sell products and services more effectively in the competitive healthcare marketplace.

Specifics will include:

- Understanding leading healthcare trends impacting growth and positioning
- Creating a “unique” value proposition in the outsourcing marketplace
- Creating a sales model based on market positioning
- Understanding the “C” Level, their goals and objectives, and the affect on sales
- Launching a new or innovative offering in the marketplace
- Third party validated ROI and incorporating it into the sales process
- Understanding various channels: other vendors, GPOs, IDNs, etc.
- Understanding your current customers and learning how to “add” value

Instructors:

Mark R. Anderson, CPHIMS, FHIMSS, CEO, AC GROUP, INC.

Mark Anderson is one of the nation’s premier healthcare IT research futurists. He is one of the leading national speakers on healthcare and has spoken at over 300 conferences and meetings since 2000. He has spent the last 30+ years focusing on healthcare – not just technology questions, but strategic, policy, and organizational considerations. Mr. Anderson tracks industry trends, conducts member surveys and case studies, assesses best practices, and performs benchmarking studies. He also assists vendors in their business strategies, market and customer strategies, competitive analysis, and product profiling.

Pam Arlotto, Partner, CHRYSALIS HEALTH STRATEGIES, LLC.

Pam Arlotto has a twenty-three year track record in healthcare. She works with healthcare solutions providers to develop breakthrough strategies for serving the healthcare industry. She has advised numerous companies in this field, ranging from start-ups, to emerging firms, to giants of the industry as they hone their message, tailor their offering to the buyer’s specific needs, interpret value messages in language that healthcare buyers can understand, and provide direction in product development to meet the unique needs of the healthcare marketplace. She is a past president of HIMSS, a Board Member of the Dupree Center of Entrepreneurship at Georgia Tech, and a Board Member of the Technology Association of Georgia. She co-authored the book, Return on Investment: Maximizing the Value of Healthcare Information Technology, published by HIMSS.

Mitch Work, President & CEO, THE WORK GROUP.

Mitch Work has over 25 years experience in healthcare as a researcher, educator, and executive for provider and supplier organizations. He is the founder and president of The Work Group, Inc., a healthcare consulting company delivering strategic marketing, sales, and public relations services to healthcare IT companies and provider organizations. Over the past 18 years, he has been involved in healthcare information technology consulting, assisting HIT companies and providers to be more successful. Recently, he has focused on new technologies including bar coding, wireless technology, offshore outsourcing and creative Internet applications for HIT. He also assists companies to launch HIT and establish healthcare vertical businesses. He has conducted ROI studies to demonstrate financial and clinical benefits from HIT.

OPTIONAL FOCUS GROUPS

(SEPARATE FROM OPTIONAL WORKSHOPS)

**TWO FOCUS GROUPS, EACH 90 MINUTES IN DURATION, ARE CURRENTLY PLANNED.
FOCUS GROUPS WILL BE HELD SIMULTANEOUSLY BETWEEN 2:15 AND 3:45 PM ON APRIL 20.**

Format: A vendor can obtain exclusive feedback on current and future product and service offerings from potential customers (5-6 customers per focus group). The focus groups are not part of any sponsorship package, and therefore must be purchased separately. TCBI will create a focus group customized to meet your company’s needs, recruiting focus group members that meet the specifications (job title, etc.) of the vendor. *We are also seeking outsourcing customers/potential customers to participate in the focus groups (financial compensation and/or a complimentary pass to the event) will be provided.*

SPONSORSHIP & EXHIBITION OPPORTUNITIES

Sponsorship & Exhibition are an effective means of promoting your products and services to key decision-makers at hospitals, healthcare systems, health plans, insurance companies and physician groups. Sponsorship also enables companies to sell products and services to hundreds of outsourcing vendors and consultants from the US and abroad. Key benefits include: exhibit space, advance listing of attendees, passes for staff and clients/potential clients, and exposure on TCBI’s website and other promotional media.

**For additional information, please contact
Mary Pooler, Senior Manager, TCBI, Ph: 310-265-2573, Email: mp@tcbi.org**

THE CENTER FOR BUSINESS INNOVATION WOULD LIKE TO THANK THE FOLLOWING SPONSORS FOR THEIR GENEROUS SUPPORT OF THE THIRD ANNUAL HEALTHCARE OUTSOURCING CONGRESS

Platinum Sponsors

McKESSON

Empowering Healthcare

McKesson Corporation is the leading provider of supply, information and care management products and services designed to reduce costs and improve quality across healthcare. McKesson solutions empower healthcare professionals with the tools they need to deliver care more effectively and efficiently. Founded in 1833, with annual revenues of more than \$50 billion, McKesson ranks as the 20th largest industrial company in the United States. For more than three decades, McKesson has been a leader in Outsourcing, helping customers make the most of their business while they focus on patient care. McKesson provides IT Outsourcing, Revenue Cycle Outsourcing, and Pharmacy Management.

IT Outsourcing

IT Outsourcing offers you access to McKesson's industry-leading capabilities, best practices and resources while reducing risk and improving the operational performance of IT investments. The benefits of an IT Outsourcing partnership include:

- Improve transaction response times, network performance, desktop customer satisfaction, and system availability, reliability & security
- Upgrade existing systems with new technologies or transition to a new generation of technology
- Stabilize fluctuating service levels
- Protect and leverage existing IT investments while gaining financial predictability
- Shift cost of capital, technology obsolescence and implementation risks to McKesson
- Eliminate IT employee recruiting and retention concerns

McKesson offers a full range of flexible services to meet your needs, from operating your entire IT department to managing just a portion of it on-site or remotely. McKesson provides the following services:

Infrastructure Services

- Data Center Operations and Management
- Desktop Management and End-User Support
- Network Management
- Help Desk

Application Services

- Project Management
- System Implementation, Modification and Support
- IT Training and Support

IT Consulting Services

- Strategic IT Planning
- Hardware and Software Acquisition
- Disaster Recovery Planning
- Third-Party System Management

Revenue Cycle Outsourcing

A steady predictable cash flow is critical to today's healthcare organization, yet claim denials, delayed accounts receivable and other financial variables create lags in the performance and efficiency of an organization's revenue cycle function. To help customers with these issues, McKesson partners with healthcare organizations to outsource all or any piece of the revenue cycle process. McKesson takes outsourcing a step further by guaranteeing cost reductions and improved cash performance as a by-product of outsourcing the revenue cycle processes and the information systems necessary to run it. The benefits of a Revenue Cycle Outsourcing partnership include:

- Improved A/R & financial performance
- Controlled operating costs
- Expert users of McKesson and non-McKesson systems
- Optimum revenue cycle work flow & operational processes
- Improved provider and patient satisfaction
- Business office performing at industry best practices levels

Pharmacy Management

McKesson Medication Management is the fastest growing provider of pharmacy management services in the United States. We provide complete pharmacy management services and solutions for health systems and other healthcare providers. The benefits of a Pharmacy Outsourcing partnership include:

- Lower costs
- Operational efficiencies
- Increased employee satisfaction
- Enhanced patient health and safety

McKesson's state-of-the-art pharmacy management approach allows pharmacists to do what they do best - serve as a critical resource in delivering high quality, safe patient care. Hospital administrators also benefit by spending less time worrying about pharmacy functions and more time streamlining operations and maximizing returns elsewhere in the organization. By applying the principles of operational excellence and quality assurance to the hospital pharmacy, we help customers increase operational efficiency. In the process, customers realize cost savings while improving patient safety.

Contact Information: McKesson, 5995 Windward Parkway, Alpharetta, Georgia 30005
Barbara White, Product Director, Ph: 404-338-6000, Email: barbara.white@McKesson.com, Website: www.McKesson.com

Platinum Sponsors



SHPS is a national outsourcing firm recognized for its leadership in the human resource/benefits administration and health care management industries. SHPS is prepared to meet the growing demand for integrated, people-centric, and technology-based employee health and benefits services. With experienced people and the technological capacity to handle large and complex benefits administration and medical management challenges, SHPS' products and services are custom-designed to help health plans, carriers, employers and public-sector enterprises manage the administrative, clinical, and financial aspects of employee benefits delivery. SHPS' Carrier Solutions focuses solely on the needs of Carriers and Health Plans. By coupling our experience with carriers, and by our comprehensive service capabilities, we bring solutions that help carriers with both market and operational challenges.

SHPS' business lines include:

SHPS Human Resource Solutions – comprehensive health and welfare benefits administration for enhanced data integrity and transmission, increased access, and broader service offerings.

SHPS Healthcare Services – integrated medical management and cost containment services for improving health outcomes and controlling the cost of health care.

SHPS Business Support Services – fully integrated front-end and back-end fulfillment and support services for streamlining internal processes.

SHPS Enterprise Solutions – creates large-scale consultative and enterprise solutions for HR/Health BPO opportunities to advance customers in their strategic business needs.

VALUE PROPOSITION

Diverse Product Portfolio – SHPS' product portfolio remains the most comprehensive in its competitive landscape. With this diverse range of services SHPS Carrier Solutions is positioned to bring the full suite of SHPS technology and service capabilities to the health plan marketplace. Utilizing a consultative solutions-oriented approach, we are able to focus on the needs of our carrier partners and match the SHPS assets where appropriate. SHPS carrier partners leverage our experience and expertise for:

- Private Label Services delivery for new and enhanced product offerings and market advancement
- Technology infrastructure and systems for operational cost reduction
- Business process outsourcing for enhanced outcomes and greater controls
- Retrospective Activity Management for cost containment and recovery
- Fulfilling and shipping of critical member communications for increased member and client satisfaction

SHPS Enables Consumers – employees and members – to have greater participation in, and control over, their health and welfare benefits. Through its extensive people and technology infrastructure, including self-service functionality, SHPS supports single-source delivery of the transactional, clinical, and informational processes related to employee benefits and health. The bottom line value to SHPS' customers is reduced administrative and health care costs, streamlined business processes, broader service offerings, and improved health for active and retired employees and their dependents.

SHPS LEADS THE MARKET

Experience – SHPS has a combined 30 years experience in the industries it serves. Coupled with extensive industry knowledge is a tenured management team with expertise in various sectors including healthcare, third-party administration, consulting, and information technology.

Technology Infrastructure – SHPS has invested the capital and resources in developing proprietary and integrated systems that offer the marketplace scalable, flexible, and real-time performance for maximum service delivery.

Elite Customer Base – SHPS serves many of the nation's leading U.S. companies including 90 Fortune 500 Companies, federal government agencies, and health plans. SHPS has partnered with leading employee benefits vendors and is considered a preferred vendor for select services.

Quality, Service Approach – Operating from 7 primary hubs and multiple satellite service centers, SHPS offers all of its customers and their employees' the same level of quality service through seamless systems connectivity and performance-based guarantees.

Respected Health Care Credentials – SHPS' core medical management service offerings have earned accreditation from URAC/American Accreditation HealthCare Commission, one of the nation's most respected health care accrediting organizations.

Organic Growth Potential – Serving nearly 700 customers with more than 80% as single product offerings, the opportunity for add-on and cross-sell business is innate through SHPS' broad range of products and services.

Contact Info: SHPS, Inc., 11405 Bluegrass Parkway, Louisville, KY 40299, Website: www.shps.net
Steve Brandt, Sales Director, Carrier Solutions, Ph: 781-826-7115, E-Mail: steve.brandt@shps.net

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ACS, a Fortune 500 company with more than 40,000 people supporting client operations in nearly 100 countries, provides business process and information technology outsourcing solutions to world-class commercial and government clients. The company's Class A common stock trades on the New York Stock Exchange under the symbol "ACS". ACS makes technology work. Visit ACS on the Internet at www.acs-inc.com.

As one of the world's leading BPO and IT outsourcing providers, ACS enables more than 800 commercial and government healthcare clients to meet the evolving business and technology demands of this complex industry. We serve a range of world-class healthcare clients in several industries including hospital and delivery systems, payer and financing organizations, life sciences organizations, government agencies, and consumers. By combining a unique set of industry expertise, capabilities, technologies, and management disciplines, we deliver improved quality and operational efficiency while lowering costs for our clients.

ACS leads the market in delivering operational excellence. Through a combination of our proprietary workflow systems, world-class technology, innovative staffing, delivery, and compensation models, and process engineering skills, ACS is able to deliver substantial cost savings and productivity gains to our clients, as well as tailor our solutions to meet our clients specific requirements.

Contact Information: For more information on our full suite of healthcare solutions, please contact Scott Mingee at 317-614-2075 or scott.mingee@acs-inc.com.

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Cap Gemini Ernst & Young U.S. LLC's health practice (CGE&Y Health) is the leading health consultancy in the United States, serving one-third of the nation's hospitals and many of the largest managed care organizations. We help propel health organizations past the visionary stage through solution design, into implementation, to bottom line results -- helping grow the business, gain market share, become more efficient, or reallocate capital to priority areas.

Our solutions are comprehensive, innovative, and sustainable in order to help provide consumers the highest quality of care. Health organizations benefit from our:

Client collaborations with a wide variety of health organizations.

Unparalleled experience of over 800 consultants -- many of whom are experienced clinicians -- who are dedicated and trained in the health market.

Technology depth with full resources in place to run and evolve an IT and Business Processes.

Range of health-specific solutions addressing the full scope of operational and technology issues, including:

- ROI-related services (including Revenue Cycle services, Supply Chain services and Clinical Transformation.
- Business Strategy, Transformations and Turnaround services.
- Business Process Outsourcing services including Finance & Accounting and Supply Chain
- IT Outsourcing Services including Infrastructure and Applications Management
- Clinical System Implementations (with services to address quality concerns)

CGE&Y has already established a successful track record in outsourcing services.

Continuum Health Partners in New York has documented a \$150 million savings in two years as a direct result of adopting CGE&Y's outsourcing approach.

North General, a strong community hospital in Harlem, NY, has collaborated with CGE&Y to modernize its information systems and manage its ongoing IT functions.

Indiana-based Clarian Health Partners, a \$1.8 billion healthcare provider, has engaged CGE&Y to outsource its technology functions, including infrastructure and applications management. Clarian expects to generate \$30 to \$70 million in economic benefits over the next three years.

Contact Information: John Maynard, Vice President, Cap Gemini Ernst & Young, Sears Tower
233 South Wacker Drive, 14th Floor, Chicago, IL 60606

Ph: 312-395-8224, Email: john.maynard@cgey.com, Website: www.us.cgey.com/health.



CSC. Healthcare industry executives have established IT outsourcing as a key strategy to improve the customer experience, manage costs and develop services in an increasingly competitive market. Faced with escalating service demands, and tighter political scrutiny, healthcare executives are looking for IT services firms that can understand and support their business needs. Successful outsourcing partnerships enable the flexibility and responsiveness that the healthcare industry needs.

Computer Sciences Corporation combines deep healthcare and IT knowledge with strategic and operational capabilities. Our services are designed to help healthcare organizations reduce costs, streamline administrative processes, empower consumers, improve quality of care and increase speed to market.

Founded in 1959, CSC is one of the world's leading information technology (IT) services companies. CSC's mission is to provide customers in industry and government with solutions crafted to meet their specific challenges and enable them to profit from the advanced use of technology.

With more than 92,000 employees, CSC provides innovative solutions for customers around the world by applying leading technologies and CSC's own advanced capabilities. These include design and integration; IT and business process outsourcing; applications systems software development; Web and application hosting; and management consulting. Headquartered in El Segundo, Calif., CSC reported revenue of \$13 billion for the 12 months ended Oct. 3, 2003. For more information, visit the company's website at www.csc.com.

Contact Information: Computer Sciences Corporation, 2100 East Grand Avenue, El Segundo, California 90245

Ph: 310-615-0311, Email: generalinformation@csc.com



EDS is a leading healthcare IT services provider, ranked No. 2 in worldwide healthcare revenues by *Healthcare Informatics*, with over 40 years of dedication to the healthcare industry. EDS employs more than 6,000 healthcare professionals and over 400 clinicians that focus on the challenges and opportunities facing the healthcare industry. EDS provides a broad range of IT outsourcing, consulting, critical technology, and business process services to Payer, Provider, Government Health and Life Sciences organizations around the world. EDS' two complementary, subsidiary businesses are A.T. Kearney, one of the world's leading high-value management consultancies, and UGS PLM Solutions, a leader in product data management, collaboration and product design software. With 2002 revenue of \$21.5 billion, EDS is ranked 80th on the Fortune 500. The company's stock is traded on the New York (NYSE: EDS) and London stock exchanges. Learn more at www.eds.com.

Contact Information: Paul Barsch, EDS, Ph: 760-599-4171, Email: paul.barsch@eds.com



MBS Outsourcing. In a time of constrained IT budgets and increasing demand services, outsourcing enables healthcare companies to reduce costs while simultaneously improving the efficiency and level of service delivered. Small wonder that outsourcing is gaining attention, but can it work for your company?

Absolutely. Outsourcing can reduce costs, improve efficiencies, enable revenue growth, and provide differentiation. But outsourcing is even more than that -- outsourcing your non-core activities will dramatically increase customer service, which is no longer a choice, but a mandate. It will also enable your company to become more agile, and most importantly, will enhance shareholder return. At MBS Outsourcing we look at your business needs and your technical drivers, and propose outsourcing solutions that fit your unique business needs. As a trusted outsource provider for the past 10 years, we have fine-tuned our delivery services to provide solutions that fit your unique business needs. But most importantly we know how to improve where you are today and provide the valuable return on investment you are looking for.

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AC Group, Inc. (ACG), formed in 1996, is an information technology advisory and research service dedicated to healthcare. Since 1972, ACG advisors have been helping IT professionals make better strategic and tactical decisions. For our healthcare vendor clients, ACG provides independent advisory and consultative services designed to assist vendors in their Business Strategies, Market and Customer Strategies, Competitive Analysis, and Product Profiling.

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Acusis. Headquartered in Pittsburgh, PA, Acusis provides cost-effective, accurate outsourced medical transcription services to clinics, hospitals and large physician practices throughout the United States. AcuSuite®, the Company's software solution, uses a secure method to manage the entire transcription process from voice capture to the delivery of electronic reports. Partnering and working with world class companies for technology excellence affords Acusis cutting-edge systems security for data encryption, virtual private network safeguards, multiple firewall layers, intrusion detection systems and disaster recovery redundancies.

Through careful attention to quality control audits and the development of quality assurance teams, Acusis provides flexible interface solutions for customers, and delivers 98 percent accuracy within a tailored turnaround of 24-hours or less. In addition, the Company employs best practice techniques in other areas to ensure external customer support and satisfaction and internal operations excellence.

With a global team of more than 500 associates throughout the U.S. and India, Acusis provides world-class quality, service and highly competitive prices.

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Antares Management Solutions has a dual focus: business process outsourcing for the insurance industry and information technology outsourcing and consulting for small to mid-sized organizations in various industries.

Business process services include:

• Claims processing • Call center • Premium billing & collections • Commissions processing • Enrollment, eligibility & membership services • Financial administration & banking services • Benefit & policy administration

Antares' IT services include:

• Data center • Hardware & software support • Help desk • Network management & communication • Disaster recovery

The company's mission is to deliver an immediate business impact by providing the infrastructure and solutions that ensure clients a continued, competitive advantage. By leaving the day-to-day IT and business process functions to the expert staff at Antares, clients are free to focus on their own corporate strategies and initiatives.

Antares watches out for its customers as if looking out for its own business operations and ensures that its clients receive the care and attention they deserve. In fact, satisfied customers are Antares' biggest source of referrals. Antares is ready with a stellar line-up of quality IT resources and business process solutions to help companies chart a course for growth and success.

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EPAM Systems is a leading provider of software development, outsourcing services, e-business, enterprise relationship management, and content management services. EPAM delivers low-cost, high-quality software solutions globally using an onshore/offshore model. Headquartered in Lawrenceville, NJ, EPAM has development centers in Moscow, Russia and Minsk, Belarus. EPAM has established a successful Health & Insurance group, providing web-enabled solutions and maintenance services to BlueCross BlueShield plans and commercial insurers. EPAM's industry expertise, linked with our onshore/offshore sourcing and sophisticated information and communications infrastructure allows us to partner with our clients in creating sustainable IT solutions that "yield more for less". Check out the EPAM systems website at www.epam.com.

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LASON is a leading provider of BPO solutions and integrated data and document management services. LASON's focus is to drive operational excellence through business process improvement and LEAN/Six Sigma initiatives. Our US, Canada, Mexico, India and China presence allow us to deliver tailored local solutions and services. LASON commits to provide you:

- Security and accuracy
- Access to on and off shore infrastructure
- Tier 1 technology at all facilities
- Guarantee cost savings
- Quality performance and delivery times as part of service level agreement
- Continuous improvement

LASON serves a range of clients in several industries including healthcare, finance, banking, and publishing. And all of our processes are compliant with government regulations—HIPAA, Sarbaines-Oxley and Graham Leach Bliley. LASON offers the finest integration solutions possible, including:

- Claims adjudication
- Mail-room operations
- Medical administration/billing
- Data entry
- Back-office accounting
- Online document/data storage
- Printing/Mailing of EOB, EOP

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- EMR

LASON leads the way in fully integrated solution sets and project management. Your LASON benefits:

- Digitize and index your records in less than 48 hours
- Capture data with accuracy rates exceeding 99.5%
- Reduce claims adjudication and fulfillment costs by up to 35%
- Store and retrieve information quickly and securely
- Complete backup/disaster recovery protection
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Contact Information: LASON System Inc. Website: www.lason.com, Ph: 800-497-9527



Perot Systems Healthcare is one of the largest providers of full-service consulting, business process and technology-based solutions for the healthcare industry. More than 5,000 global associates provide integrated, comprehensive technical and business solution services for both the for-profit and not-for profit segments of the marketplace. Perot Systems Healthcare customers include four of the top 20 U.S. health systems, more than 300 healthcare providers, thousands of caregivers, 200 health insurance organizations and a variety of leading biopharmaceutical and healthcare supply chain companies.

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Siemens Medical Solutions of Siemens AG (NYSE:SI) with headquarters in Malvern, Pennsylvania and Erlangen, Germany, is one of the largest suppliers to the healthcare industry in the world. The company is known for bringing together innovative medical technologies, healthcare information systems, management consulting, outsourcing (both IT and revenue cycle) and support services, to help customers achieve tangible, sustainable, clinical and financial outcomes. From imaging systems for diagnosis, to therapy equipment for treatment, to patient monitors, to hearing instruments and beyond, Siemens innovations contribute to the health and well-being of people across the globe, while improving operational efficiencies and optimizing workflow in hospitals, clinics, home health agencies, and doctors' offices.

Siemens offers solutions that are custom-tailored to the medical and business requirements of healthcare providers, resulting in improved quality for healthcare at reduced costs. Proven outcomes include increased patient throughput, more efficient processes via implementation of high-performance software and database architectures, reduced medication errors through the use of digital patient records, and finally, significantly improved satisfaction from physicians, nursing staff, and patients. To achieve these objectives, Siemens offers integrated solutions--a combination of innovative medical engineering, modern IT, service and maintenance packages, as well as outsourcing and consulting services that focus on improving process optimization and quality care.

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Spheris. Through cutting-edge technology, Spheris serves over 200,000 physicians at more than 250 health systems, medical centers and clinics in the United States and Canada. Spheris has over 3,500 employees of which 3,100 are medical transcriptionists serving clients over secure, integrated networks using Web-enabled voice and text applications. Spheris Customer Care Representatives provide real-time support 24 hours a day through an advanced, proprietary monitoring system.

Spheris is a private company headquartered in Franklin, Tenn., with major operations in St. Petersburg, Fla.

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Superior Consultant Company, Inc. Continually at the forefront of healthcare information technology innovation since our establishment in 1984, Superior Consultant Company provides outsourcing, information technology and management consulting services and solutions to the healthcare industry. The depth of our outsourcing and business process improvement services differentiate us from all other organizations servicing the healthcare industry.

We have:

- Qualified staff that knows healthcare, knows IT applications, and understands the regulatory, financial, and administrative environment
- A world-class processing center to enable our clients to achieve better performance, lower costs and consortium purchasing efficiencies
- A history of successful outsourcing relationships

Superior is unique in its offering of a full spectrum of healthcare-dedicated outsourcing services under one roof. We provide expertise tailored to meet your specific objectives, culture, and strategic focus, including:

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The Copperwood Group works with hospital executives and board members to improve their operating results by optimizing the performance of their information systems function. Our services fall into one of three broad categories:

- Sourcing Advisory Services • Information Systems Performance • Education / Workshops

Our experience leading and participating in healthcare outsourcing contracts has shown that the most successful outsourcing relationships have Four Rights as their underpinnings:

- Right Motives • Right Expectations • Right Supplier • Right Agreement

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We lead our clients through a structured, disciplined process to make sure that the Four Rights are in place.

We know that experienced, knowledgeable and objective sourcing advisors working on behalf of buyers of outsourcing work to the advantage of both the buyer and supplier. The Copperwood Group can lead all activities related to the procurement, negotiation, finalization, transition and ongoing management of the outsourcing agreement between our client and the chosen outsource Supplier.

Our six stage framework for evaluating and implementing full and partial information systems outsourcing solutions includes:

• Education • Evaluation • Design • Fulfillment • Transition • Outsourcing governance

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Unisys, together with its strategic partners, has developed a unique Healthcare Solution Portfolio for both Payor and Provider organizations. Our approach allows you to align your business vision with IT to optimize and integrate business processes across the enterprise. Our portfolio includes the ES7000 family of Servers- the broadest, most capable line of Windows-based Intel servers in the industry- which can support both security solutions and business process outsourcing.

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West Corporation provides outsourced solutions to the managed healthcare industry that increase operational efficiencies, member satisfaction and enhance the customer service experience for both members and providers. Our experience and expertise allow us to create customized solutions that reduce overall cost while increasing call quality and call routing efficiencies.

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Founded in 1986 and headquartered in Omaha, Nebraska, West has a team of approximately 23,000 employees based in North America, Europe and Asia.

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Ajuba (www.ajubanet.net) is a premier provider of Revenue Cycle Management services to US Healthcare Providers on an offshore basis. While client management and business development is handled out of our Michigan office, services are performed in our state-of-the-art facility in Chennai, India. Our value proposition includes: Ability to staff large projects very quickly, enhanced business office productivity due to higher skilled and motivated workforce, and lower costs; higher cash flows.

Our service offerings include: front-end data entry/eligibility verification, medical coding, billing, A/R management, pre-collection/ collection, and credit balance resolution.

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aligne. A team of technology leaders who combine unsurpassed experience with innovative strategies to help organizations deliver business value through technology. This IT technology management firm of 40 experienced practitioners is based in Wayne, Pennsylvania, with locations in Detroit, Chicago, Austin, Providence, and Raleigh. aligne assists our clients with their IT challenges via the following service offerings: OptisourcingSM – IT Outsourcing analysis and facilitation; IT Strategy – alignment of IT assets with a company's business objectives; Program Management; IT Governance; and IT Contract Management – sourcing strategy review and negotiation.

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Amisys Synertech Inc. Amisys Synertech Inc. advances health plan business through its industry-leading products and services. The company delivers comprehensive, mission-critical information management software products and Web capabilities that meet the needs of nearly every healthcare payer model. Amisys Synertech also provides leading business process outsourcing and application hosting for health plans, supporting a multimillion-member base through its claims processing and consumer-directed services. Amisys Synertech has offices in Rockville, Md., Harrisburg, Pa., Bloomington, Minn., Dubuque, Iowa and Alpharetta, Ga.

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Brown Raysman Millstein Felder & Steiner LLP is a leader in the areas of outsourcing, technology and intellectual property law with offices in New York, California, Connecticut, and New Jersey. The firm's Health Law Practice Group represents health care service providers, manufacturers and suppliers, management and information technology companies, investment banks and other financial institutions, and HMOs and other insurance vehicles, in a broad array of legal services including state and federal regulatory matters, corporate and financial, healthcare information technology, outsourcing, HIPAA and privacy, employment and tax related matters. On behalf of leading health care providers and insurers, the firm has negotiated many of the most successful outsourcing deals in the sector.

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For more information visit www.caretechsolutions.com or contact us at 877-700-8324.

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cimrONE is a fully integrated, real-time claims administration solution.

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Data Dimensions provides to health benefit administration companies technology enhanced solutions to reduce their administrative costs, and to improve their customer service and profitability. These HIPAA-compliant Business Process Outsourcing (BPO) services include a range of outsourced claim flow solutions beginning with full front-end services, such as imaging and data capture, through ASP-based claims and administration systems that streamline claims processing. Additional services include forms processing, physical records storage, records purging and auditing, accounts payable processing and facilities management.

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Eclipsys is The Outcomes Company, founded with a mission of better healthcare through knowledge. Eclipsys' Outsourcing Solutions Group delivers solutions to healthcare providers:

- Transformational Services: Eclipsys will take over your IT shop, manage your budget, people, and processes.
- Operational Services: Full IT Outsourcing: Full operational responsibility from the CIO on down with service levels tied to business goals.
 - * Infrastructure services: Key functional areas like help desk, desktop/printer maintenance, database/network administrators.
 - * Remote services: Move legacy applications to our Technology Solutions Center.
- Business Services: Patient Accounting, Registration, and Health Information Management Departments. We manage your revenue cycle.

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GTESS offers outsourced services to managed care organizations, benefit administrators and network providers, resulting in increased automation in claims processing at significantly lower costs. The Company's offering includes mailroom services, data quality improvement for paper and electronic claims, paper data conversion, repricing facilitation between payers and managed care organizations, eligibility/provider verification and management, EDI between payers and managed care companies, as well as document management services. GTESS utilizes a fully automated technology platform that includes market-leading workflow automation, advanced EDI through technology integration with hundreds of entities, advanced data-capture and data-management technologies and automated pre-processing of claims.

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Healthaxis provides to health benefit administration companies technology-enhanced solutions to reduce their administrative costs, enhance their customer service and improve their profitability. These HIPAA-compliant Business Process Outsourcing (BPO) services include a range of outsourced claim flow solutions beginning with full front-end services, such as imaging and data capture, through ASP-based claims and administration systems that streamline claims processing. For information on Healthaxis products and services, call (800) 519-0679 or visit www.healthaxis.com. (NASDAQ: HAXS)

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Contact Information: Steven Russell, Chief Marketing Officer, Ph: 703-480-3000 x 3036
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Hexaware Technologies, headquartered in New Jersey, is a global software services company and leading applications outsourcing partner for several fortune 1000 organizations. Hexaware has global development centers which are CMM Level 5 and ISO 9001 certified. Hexaware offers Applications Development, Integration, PeopleSoft, e-business, and BPO services to Healthcare clients, both payors and providers, with a dedicated Healthcare practice. Our quality certification and best practices coupled with our onsite/offshore project delivery model provide domain knowledge and technical expertise.

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HF/Management Services (HFMS) is a dynamic Management Services Organization (MSO) that provides top-notch information technology and administrative outsourcing services to managed care organizations, health plans and provider groups. As an experienced Business Process Outsourcer (BPO), HFMS has built a solid reputation for providing superior customer service. Our Information Technology suite of products supports a multi-million-membership base and HFMS employs hundreds of highly trained staff including consultants, business analysts, information technology professionals and processors.

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IBM Global Services is the world's largest information technology services and consulting provider. Approximately 180,000 professionals serve customers in over 160 countries, providing the entire spectrum of customers' e-business needs - from the business transformation and industry expertise to hosting, infrastructure, technology design and training services. IBM Global Services delivers integrated, flexible and resilient processes - across companies and through business partners -- that enable healthcare customers to maximize the opportunities of an on-demand business environment. Through our robust set of tools, methods and evaluative processes we can provide your healthcare organization better data sharing, IT performance, system integration, application management, and consolidation by outsourcing your Information technology.

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INFOHEALTH Management Corp. is a healthcare information technology management and consulting firm. Since its inception in 1997, INFOHEALTH has been selected as the strategic IT partner for healthcare organizations throughout the United States and Canada, providing both IT Management/Outsourcing and Consulting services.

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IGI's BPO services and IT solutions provide clients with integrated business solutions that benefit the entire organization and are coordinated across business units, related functions and geographic regions. IGI offers an integrated forms processing and document management solution that encompasses imaging, data capture, data entry, transmission, storage and retrieval, as well as a full suite of claims processing and collection services that complement a comprehensive enterprise management solution, so as to deliver benefits such as streamlined business processes, direct payer connectivity, EDI enablement and integration, pre-adjudication for faster processing etc. IGI's offshore processing centers (OPCs) provide scalable, high quality and around-the-clock services.

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Jones Day is a global law firm with more than 2,000 lawyers resident in 29 locations and ranks among the world's largest and most geographically diverse law firms. The firm provides significant legal representation for more than half of the Fortune 500 companies, as well as to a wide variety of healthcare entities, including multi-hospital health systems, managed care organizations, health plans, and physician groups. Jones Day's global presence and years of experience in IT and business process outsourcing, coupled with our knowledge of the healthcare industry, allows us to offer an integrated, one-stop approach to structuring and negotiating strategic outsourcing transactions.

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MedQuist, a member of the Philips Group of Companies, is the largest national provider of medical transcription and health information management services. The timely and accurate production of transcribed reports is necessary for patient care and for healthcare providers to receive reimbursement. Through our approximately 10,000 transcriptionists and the ability to interface with healthcare providers' computer systems of any size or scale, we provide a host of customizable dictation, transcription, speech recognition, electronic signature, document workflow management and medical coding solutions. Using proven technologies, these products and services are designed to streamline document management processes by decreasing costs and increasing productivity.

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Netkraft (www.net-kraft.com) is a leading provider of outsourced software development, systems integration and application maintenance services to the US healthcare and life sciences industry.

Netkraft has helped several healthcare provider networks and life sciences companies to develop web portals and data reporting applications. Netkraft uses a global delivery service model to provide cost effective solutions and seamless project execution. Netkraft currently has a team of 300 dedicated professionals working on multiple projects.

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OAOHS provides a full range of IT solutions and services that enable healthcare organizations, self-funded employer groups, Medicare and Medicaid plans to improve their bottom line by automating their business processes, streamlining operations and improving their workflow. We offer Internet-centric and enterprise-wide health benefit solutions that include Electronic Eligibility & Claims, Provider Contracting, Medical Management, Document Imaging and Data Warehousing.

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Océ Business Services

Océ Business Services is a total solutions provider, offering complete on-site management of outsourced reprographics, print, mail, records, and general office services. With our combination of the most advanced technology, professional personnel, cost-effective supplies, innovative systems and proven controls, OBS reduces costs, improves service and eliminates administrative headaches for clients so they can be more competitive.

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Saztec is the US subsidiary of Datamatics Limited, established in 1975 and headquartered in Mumbai, India. Datamatics is a business process outsourcing (BPO) firm specializing in converting paper health claims to customer-specified electronic formats, including the HIPAA-mandated design. Our India-based Knowledge Center Operations processes paper HCFA 1500, UB92 & ADA paper forms by scanning/ imaging the documents. Alternatively, we also accept client material with the help of a mutually compliant FTP gateway. Each claim is then manually entered with the double key & verifies process. The output data is formatted into the required EDI format and transmitted to the client for final adjudication claims processing. We have 8 years of experience in this domain.

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Sherpa, Measurable results, exceptional quality, clear innovation and superior service are hallmarks of Sherpa Business Solutions (Sherpa). Leading an organization of over 800+ results-oriented professionals, the Sherpa management team is a pioneer in the BPO space with a proven track record in scaling mailroom, data conversion, BPO and IT services to the healthcare industry. Sherpa's innovative application of human resources best practices, processes and technology sharply reduce manual intervention while leveraging the best possible talent for each work function. Sherpa provides a flexible range of solutions from augmented resources for business continuity, peaks and backlog reduction, through full services outsourcing and process reengineering.

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SterilTek provides healthcare sterilization management, including consulting and outsource contract sterilization services. They are unique because of their combined clinical, financial, and technical perspective on a sterile processing department's (SPD) ability to support surgical operations.

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Tela is a BPO services provider based in the United States and India. We focus on providing BPO services to Health Payers, Health Plans, Third Party Administrators (TPAs) and other managed care vendors who are exploring the possibility of outsourcing business processes. Our focus is on the healthcare (payer) industry in the United States

We have a very strong onshore as well as offshore management team with experience in offshore outsourcing as well as the healthcare industry. Our mission is to work with our clients in providing them with end-to-end and cost-effective solutions across the entire healthcare value chain, enabling them to draw competitive advantage in the marketplace.

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Touchpoint Management Solutions is a consulting firm with a core competency in analyzing business processes, methodologies, systems and associated labor costs. TMS will recommend viable, deployable solutions that will improve the business and save money and guarantee results!! If TMS accepts an assignment, it will guarantee a return of at least 4X the initial TMS investment back each year after solutions are deployed. TMS has developed an expertise in healthcare organizations, demonstrating vast improvements in the areas of coding, billing, collections and the generation of meaningful business intelligence.

Contact Information: Daniel Ferrara, Touchpoint Management Solutions, 51 JFK Pkwy, 1st Floor West, Short Hills, NJ 07078, Ph: 800-504-0177, Email: dferrara@touchpointmgmt.com, Website: www.touchpointmgmt.com



Vinson & Elkins LLP has one of the largest healthcare legal practices in the U.S. Our healthcare clients include both public and private entities, and range from the nation's largest hospital chains to physicians' groups to managed care organizations. Our healthcare technology practice includes experience in outsourcing information technology, telecommunications, and a variety of business processes including benefits administration, energy procurement, supply chain management and claims processing as well as other processes. Our healthcare and technology experience, combined with the firm's global reach, enable us to provide unsurpassed advice and counsel to our healthcare clients.

Contact Information: Vinson & Elkins, L.L.P. 1001 Fannin, Houston, Texas 77002, Website: www.velaw.com
Dean Harvey, Email: dharvey@velaw.com, Ph: 214-220-7815.

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Supporting Organizations

A principal mission of AAHP-HIAA is to nurture an environment in which its members can thrive by promoting innovative, evidence-based, cost-effective coverage and care. AAHP-HIAA, through its vendor affinity program, Solutions, identifies and strategically partners with the industry's most capable and leading innovators to provide the services and products that support member health plans and health insurers in areas such as Medicare/Medicaid, HIPAA, risk and re-insurance, eHealth and eBusiness solutions, claims processing, outsourcing, disaster recovery, and consumer-directed health care. In each area, AAHP-HIAA partners with Solutions providers that are best able to leverage access to AAHP-HIAA's diverse membership of more than 1,300 health care organizations to deliver a tailored AAHP-HIAA Solutions program that best supports the members' interests.

To learn more about AAHP-HIAA Solutions, visit www.aahpsolutions.org today or contact the AAHP-HIAA Business Advancement Team at 202-778-3225 or businessadvancement@aaahp.org.

HIMSS chapters regularly meet to learn from expert speakers, share knowledge, and network. To keep members posted on industry and HIMSS events, chapters publish newsletters and maintain websites. Chapters may also offer educational sessions designed to help you in your workplace. They are one of the best resources you can have for keeping abreast of local issues—right in your own backyard.

Northern California Chapter Website: www.nocalhimss.org

Southern California Chapter Website: www.himss-socal.org

The HIMSS Chapter of Southern California exists to support careers in healthcare information systems in the Southwest. HIMSS-SoCal has representation from the provider, consultant and vendor healthcare industry segments, and works to enhance communication and education among its members.

Utah Chapter: Website: www.utah-himss.org

Western Pennsylvania Chapter Website: www.wpahimss.org

Western Pennsylvania Chapter (WPHIMSS) is one of over 40 affiliated chapters of the Healthcare Information and Management Systems Society. WPHIMSS covers a geographically distributed area encompassing Northern Ohio, West Virginia and Western PA and serves its members across provider, payer consultant and vendor organizations. WPHIMSS serves to provide valuable educational and networking opportunities for its members.

Everest Group's Outsourcing Center is an extensive online community that educates people about outsourcing through thought leadership, best practices, insight and innovation in outsourcing. It features two widely read online journals, Outsourcing Journal and BPO Outsourcing Journal. Everest Group, the parent company, is renowned for its efforts in assisting clients with capturing value through outsourcing.

Contact Information: Telephone: 972-980-0013, Email: info@outsourcing-center.com
Website: www.outsourcing-center.com

Supporting Publications

Published monthly, ADVANCE for Health Information Executives, specializes in coverage of emerging technologies and issues of importance to senior-level IT executives in hospitals, networked health systems, managed care organizations and group practices.

Each issue features articles written by leading health care executives and consultants who discuss practical solutions and strategies for top-priority information systems challenges.

Visit our Website www.advanceforhie.com for daily technology and health care updates, as well as twice-monthly exclusive articles and news reports related to the Health Insurance Portability and Accountability Act of 1996.

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You may register by: Phone: 310-265-0621 Fax: 310-265-2963
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TUITION :

Standard Registration (Congress Only) \$1295
Standard Registration (Congress Plus Optional Post-Congress Workshop) \$1695
 Workshop One (Contracting, Pricing & Negotiation for Outsourcing Customers)
 Workshop Two (Strategies for Success for Outsourcing Vendors & Consultants)

The standard rate applies to all vendors, consultants and other non-customers of outsourcing products and services.

Outsourcing Customer Registration (Congress Only) \$195
Outsourcing Customer Registration (Congress Plus Optional Post-Congress Workshop) \$495
 Workshop One (Contracting, Pricing & Negotiation for Outsourcing Customers)
 Workshop Two (Strategies for Success for Outsourcing Vendors & Consultants)

The customer rate applies only to full-time employees of hospitals, healthcare systems, health plans, insurance companies and physician groups. TCBI reserves the right to determine if a registrant qualifies for this special rate. TCBI is offering a discount of \$100 off the applicable registration fee above for all members of AAHP-HIAA, and HIMSS Northern California, Southern California, Utah and Western Pennsylvania Chapters. Members of more than one of these associations cannot combine discounts—the full discount available is \$100. Proof of membership required.

TCBI is offering FREE PASSES to the Congress to the first 30 registrants who are full-time employees of hospitals, healthcare systems, health plans, insurance companies or physician groups. This promotional complimentary pass is offered on a first-come, first-served basis for a limited time only (please see terms and conditions below):

TERMS & CONDITIONS OF SPECIAL FREE PASS OFFER FOR OUTSOURCING CUSTOMERS

Up to two complimentary registrations allocated per organization; free pass recipients must book their hotel accommodations with the Hyatt Regency Reston under the “TCBI OUTSOURCING” room block at Ph: 800-233-1234 (please be sure to mention “TCBI OUTSOURCING” when registering with the hotel); recipient may send a replacement from the same organization up to the day of the event; FREE PASS RECIPIENT MUST BE A FULL-TIME EMPLOYEE OF A HOSPITAL, HEALTHCARE SYSTEM, HEALTH PLAN, INSURANCE COMPANY OR PHYSICIAN GROUP. NOTE: Vendors and consultants do not qualify. This offer is valid for a limited time only and may be terminated at the discretion of TCBI at any time. TCBI reserves the right to determine eligibility. TCBI verifies that all promotional delegate registrants are registered guests of the conference hotel prior to and during registration at the event. If you choose to cancel your reservations with the conference hotel to stay at another facility, you may be charged a registration fee of up to \$195 at the event. Optional post-conference luncheon and workshop not included with this offer.

GROUP DISCOUNTS FOR STANDARD REGISTRANTS:

If your organization sends two delegates to the Congress, the third and subsequent delegates from your organization receive \$200 off the applicable registration fee. This group discount applies only to standard registrations. Those registering as outsourcing customers do not qualify for the \$200 group discount. We recommend that you register by phone or fax if you qualify for this discount. Organizations sending three or more delegates may find sponsorship an economical alternative (please see bottom of p.13). For discounts on groups of five or more, or for additional information, please contact TCBI: Ph: 310-265-0621 Email: info@tcbi.org

PAYMENTS:

Payments must be made in U.S. dollars by Visa, Mastercard, Discover, Diners Club or American Express, company check (drawn on a U.S. bank), or by wire transfer. Please make checks payable to The Center for Business Innovation and send to: TCBI, 944 Indian Peak Rd., Suite 220, Rolling Hills Estates, CA 90274. In the memo area of the check please write the name of the registrant and the conference code C105. For information about wire transfers, please contact TCBI: Ph: 310-265-0621 Email: info@tcbi.org

HOTEL INFORMATION:

Hyatt Regency Reston Town Center, 1800 Presidents Street, Reston, Virginia 20190
To secure accommodations, attendees must make reservations directly through Hyatt Regency Reston by calling 800-233-1234 or 703-709-1234. To receive the preferred group rate, attendees must mention “TCBI OUTSOURCING” when making reservations. All reservations must be made no later than Tuesday, March 30, 2004 in order to receive the preferred group rate. Any cancellation within 72 hours of the date of arrival will be billed for one night room and tax.

CANCELLATION POLICY:

For cancellations received in writing:

Four weeks or more prior to the event	Full Refund or Credit Voucher
Between two weeks and four weeks prior to the event	\$200 Cancellation Fee or Full Credit Voucher
Two weeks or less prior to the event	No Refund; Full Credit Voucher Will Be Issued

Credit vouchers may be applied toward any future TCBI event within one calendar year. If TCBI decides to cancel any portion of this event, the organizers are not responsible for covering airfare, hotel or any other costs. Speakers, networking events and the agenda are subject to change without notice.

SUBSTITUTIONS:

Registrant substitutions may be made up to the day of the event.

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April 19-20, 2004, Hyatt Regency Reston at Reston Town Center, Virginia

Please choose one of the following options:

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The standard rate applies to all vendors, consultants and other non-customers of outsourcing products and services.

Outsourcing Customer Registration (Congress Only) \$ 195

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Workshop One (Contracting, Pricing & Negotiation for Outsourcing Customers) \$ 495

Workshop Two (Strategies for Success for Outsourcing Vendors & Consultants) \$ 495

The customer rate applies only to full-time employees of hospitals, healthcare systems, insurance companies, health plans and physician groups.

I am a member of AAHP-HIAA and/or HIMSS Northern California, Southern California, Utah or Western Pennsylvania Chapters and am entitled to a \$100 discount off the registration fees above.

Those who are members of more than one of these associations cannot combine discounts-the full discount available is \$100. Proof of membership required. TCBI reserves the right to determine if a registrant qualifies for this special rate.

I am a full-time employee of a hospital, healthcare system, health plan, insurance company or physician group and would like to be considered for the special free pass. I understand that this FREE PASS to the Congress is offered on a first-come, first-served basis to the first 30 qualified registrants. If I am offered a free pass, I will abide by the terms outlined on page 25.



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Send Completed Registration Form With Payment (if Applicable) To:

The Center for Business Innovation

944 Indian Peak Road, Suite 220

Rolling Hills Estates, CA 90274

Phone: 310-265-0621 Fax: 310-265-2963 Email: info@tcbi.org

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I accept the Cancellation Policy as stated on page 23.
(signature required to process registration):

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