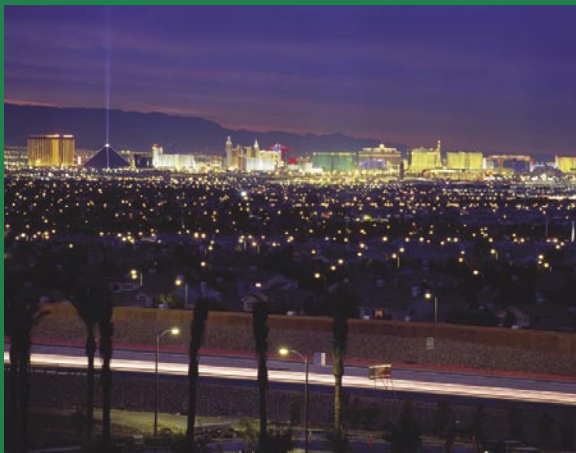


The Center for Business Innovation

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The Fourth Annual Healthcare Outsourcing Congress



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

March 21-22, 2005

**Green Valley Ranch Resort & Spa
Las Vegas, Nevada**

Learn how strategic sourcing can:

- Improve the quality of care
- Reduce and control costs
- Increase efficiency
- Free up capital for investment
- Maximize reimbursement
- Increase profitability
- Mitigate risk
- Provide specialized expertise
- Alleviate workforce shortages
- Accelerate implementation of new technologies
- Facilitate regulatory compliance
- Improve revenue cycle management
- Enhance customer satisfaction
- Help you gain a competitive advantage

SUPPORTING ORGANIZATIONS



SUPPORTING PUBLICATIONS



ABOUT THE HEALTHCARE OUTSOURCING CONGRESS

Healthcare providers and payers face increasing competition, a complex regulatory / reimbursement environment and the need to be on the cutting edge of technological innovation. At the same time, healthcare organizations are striving to find ways to improve the quality of care while reducing cost and improving the bottom line. An increasing number of healthcare organizations are looking to outsourcing as a means to achieve their goals.

The Healthcare Outsourcing Congress is the premier conference & exhibition that focuses exclusively on strategies for outsourcing information technology and business processes at hospitals, integrated delivery networks, health plans, health insurance companies, and physician groups. Our 2005 Congress builds on the strength of our three previous events, which attracted hundreds of high-level attendees from the US and abroad. 300+ high-level attendees are expected.

The goal of this nationally recognized event is to bring together innovative healthcare organizations and outsourcing thought leaders to discuss, debate and analyze healthcare outsourcing models and strategies. The conference provides detailed and practical information to both organizations considering outsourcing for the first time as well as those with more outsourcing experience. The program will feature innovative case studies featuring leading providers and payers from across the US.

Learn:

- **The value proposition of IT and business process outsourcing for healthcare organizations, including how outsourcing can be used to facilitate organizational transformation**
- **Emerging trends in healthcare outsourcing**
- **How to determine whether or not outsourcing is appropriate for your organization**
- **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 choose the most appropriate outsourcing advisor 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 an outsourcing implementation**
- **How to develop service level agreements**
- **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 blended onshore/offshore approaches**
- **Critical success factors and pitfalls to avoid for long-term outsourcing relationships**
- **How to use strategic sourcing to drive technology consolidation and organizational alignment**
- **How to improve patient outcomes through the use of sourcing**
- **How to alleviate risk through outsourcing certification**
- **How sourcing can facilitate consumer-driven healthcare initiatives**
- **How outsourcing can streamline claims processing and reduce costs**

FEATURING SPEAKERS FROM THESE LEADING HEALTHCARE ORGANIZATIONS

**Agnesian HealthCare • Bay Medical Center • Blanchard Valley Health Association • Carnegie Mellon University
CareFirst BlueCross BlueShield • FirstCarolinaCare • Garden City Hospital • Humana, Inc. • New Start, Inc.
North Shore-Long Island Jewish Health System • Southwest Washington Medical Center
Stellaris Health Network • UPMC Health Plan • University of Pittsburgh Medical Center
Wellpoint Health Networks, Inc. • William Beaumont Hospital**

WHO SHOULD ATTEND THE HEALTHCARE OUTSOURCING CONGRESS

High-Level Executives from Hospitals, Integrated Delivery Networks, Health Plans, Health 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.**

CHAIRPERSONS

Mark R. Anderson, CPHIMS, FHIMSS, CEO & Healthcare IT Futurist, AC GROUP, INC.
James M. Gabler, Research Director, GARTNER, INC.
Jay Srini, Vice President, Emerging Technologies, UNIVERSITY OF PITTSBURGH MEDICAL CENTER
Mitch Work, President & CEO, THE WORK GROUP

KEYNOTE SPEAKERS

Sangita Reddy, Managing Director, APOLLO HEALTH STREET LTD.
Mel Van Howe, Co-Founder & Principal, THE COPPERWOOD GROUP
Todd Hintze, Healthcare Principal, EVEREST GROUP
Tom Gooding, Vice President, Outsourcing Services, FIRST CONSULTING GROUP
Marsden Kucera, Vice President - IT Strategic Consultancy, HUMANA, INC.
Kerry Craig, CIO, SOUTHWEST WASHINGTON MEDICAL CENTER
Arthur A. Nizza, DSW, President & CEO, STELLARIS HEALTH NETWORK

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

Satish Kavirajan, Managing Director, TCBI:

Phone: 310-265-2570 • Fax: 310-265-2963 • Email: sk@tcbi.org

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.

THE HEALTHCARE OUTSOURCING CONGRESS AGENDA

DAY ONE: MONDAY, MARCH 21, 2005

7:15 **REGISTRATION / CONTINENTAL BREAKFAST / EXHIBITOR SHOWCASE**

8:00 **CHAIRPERSONS' OPENING REMARKS**

HEALTHCARE IT OUTSOURCING--AN OVERVIEW

Healthcare IT outsourcing is growing 30%-40% annually due to the dynamic integration, development, connectivity, application, and training demands placed on IT, driven by the formation of stronger integrated delivery networks (IDNs) and larger health plans. Executives, frustrated by the rapid IT changes required to survive increased managed care competition, are turning to outsourcing vendors. Traditional IT outsourcing (OS) vendors continue to offer the same IT replacement services (assuming support and maintenance of existing user applications, hardware, and staff), but are emerging with "a la carte" service, applications, and hardware proposals. To reduce risk, users must tailor service level agreements (SLAs) to ensure that OS vendors meet expectations. SLAs are contract terms and conditions specifying outsourcing vendor responsibilities via a series of events, milestones, and monitors. This conference will cover outsourcing trends and issues and will provide attendees with a clear vision of the future of healthcare IT outsourcing.

Mark R. Anderson, CPHIMS, FHIMSS, CEO & Healthcare IT Futurist, AC GROUP, INC.

IT'S ABOUT BUSINESS VALUE!!

Too often we debate outsourcing versus insourcing, but achieving business value is the bottom line. Outsourcing, whether total or selective, can have cost-quality advantages which must not be ignored. Regardless of being a buyer or a vendor, our focus should be on the use of IT services, not on the provision of those services; business value results from usage, not provision.

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

8:45 **KEYNOTE ADDRESS: REALIZING SAVINGS FOR STRATEGIC REINVESTMENT THROUGH OUTSOURCING**

This presentation will show how a properly structured sourcing arrangement can produce significant benefits beyond those initially anticipated and demonstrate that strategic IT sourcing enables providers to reallocate their internal resources to high-impact activities. Presenters will cover specific ways strategic IT sourcing can create a more efficient cost model that can fund investment in much-needed technologies and applications to:

- Revitalize IT resources
- Orchestrate a successful financial rebound
- Sharpen focus on applications and processes that can best drive patient outcome improvements

The presenters will also offer a case study outlining how Stellaris Health Network leveraged IT outsourcing to expand clinical capabilities. Based in Armonk, NY, Stellaris Health Network is the corporate parent of Lawrence Hospital Center, Northern Westchester Hospital, Phelps Memorial Hospital Center and White Plains Hospital Center. In addition to the network of hospitals, Stellaris provides ambulance and transportation services and municipal paramedic services to nearly one third of Westchester County, New York through Westchester Emergency Medical Services. Stellaris Health Network is one of the largest area employers, with over 5,000 employees and approximately 1,000 voluntary physicians on staff. With nearly half a billion dollars in combined revenue and 1,100 in-patient beds, Stellaris Hospitals account for over a third of the acute care bed capacity in Westchester County.

Tom Gooding is vice president at First Consulting Group in the outsourcing practice. In this role he contributes hands-on experience in aligning IT strategy and business strategy in order to restructure underperforming organizations and improve performance. He utilizes a number of different technologies in support of business objectives including E-commerce, web enabling, Internet/Intranet, mainframe and client/server. Demonstrating leadership in strategic outsourcing implementations, he developed a "comprehensive" information systems outsourcing approach for one healthcare client that produced savings of \$40 million over a ten-year period. Mr. Gooding has an MBA from the Wharton School of the University of Pennsylvania and BA from Duke University.

Dr. Nizza was appointed President and Chief Executive Officer in July 2001, and serves as the Chair of the Operating Committee of the Network. Prior to coming to Stellaris Health, Dr. Nizza was a Vice President at Health Quest/Mid-Hudson Health, a four hospital system in the mid-Hudson Valley and CIO of HealthServe Information Technologies, a for-profit technology group formed to service the needs of healthcare organizations and their affiliates in the Hudson Valley Region (1999-2001). Prior to that, Dr. Nizza was a corporate Vice President at Mount Sinai - NYU Health (1997-1999), and before that, a Vice President at Mount Sinai Medical Center / School of Medicine (1989-1999). Dr. Nizza served as a 2001 Board of Examiners of the Malcolm Baldrige National Quality Award. He holds a Bachelor of Arts (summa cum laude, 1985) from Long Island University and a Masters (1987) and Doctorate from Adelphi University (1993).

Tom Gooding, Vice President, Outsourcing Services, FIRST CONSULTING GROUP
Arthur A. Nizza, DSW, President & CEO, STELLARIS HEALTH NETWORK

9:15 **KEYNOTE ADDRESS: OUTSOURCING “RISK / REWARD” MODEL FOR CLINICAL SYSTEMS IMPLEMENTATION**

The Future of Capital Spending, HFMA's third *Financing the Future* report (March, 2004), identified digital radiology, computerized physician order entry (CPOE), and major IT system investment as the three highest priority items for capital spending. Unfortunately many hospitals have not been able to successfully implement these types of technologies in the past. IT outsourcing provides an alternative approach to implementing this new technology that may dramatically improve the odds for success. This keynote address will cover these topics:

- The traditional IT outsourcing value proposition was primarily about cost reduction and has evolved to include access to capabilities at the same or improved cost
- A profile of Southwest Washington Medical Center, a 325-bed hospital in the Pacific Northwest. SWMC viewed its strategic IT outsourcing partnership as an initiative to successfully mitigate the risk of a failed clinical information systems (CIS) transformation
- SWMC will share the unique “risk/reward” framework that was put into place at SWMC for successful CIS implementation and clinician adoption

Mel Van Howe formed The Copperwood Group to help healthcare organizations maximize outsourcing value. With fifteen plus years executive experience in healthcare outsourcing and twenty years in healthcare IT, Mel has significant experience with multiple outsourcing models and outsourcers. Mr. Van Howe has participated on numerous outsourcing transactions as both a buyer's advisor and an outsourcer. At The Copperwood Group, he has led outsourcing activities for several hospitals with services including: full procurement, contract renegotiation, service level redesign and modifying pricing and charges models. Recently, he designed a truly innovative “risk / reward” payment model for successful clinical systems implementation and adoption.

Kerry Craig has over 16 years information systems experience with the past 5 years in healthcare IT leadership positions. He has been CIO at Southwest Washington Medical Center for the last 12 months. Prior to this position, he worked as Director of Information Systems and Manager of Technical Services for SWMC. Mr. Craig is responsible for all of SMWC's information systems as well as health information services (medical records) and transcription. He is the executive leader of a seven year, \$74.4 million outsourcing partnership. In this capacity, Mr. Craig is charged with aligning the organization's technology deployment strategy with its continuing business strategies. Much of this will be accomplished through the implementation of a new clinical information system purchased from McKesson. Under his leadership, the organization will transition to the new system within the next two years, expanding physician information system access to the patient's bedside throughout the organization.

Mel Van Howe, Co-Founder and Principal, THE COPPERWOOD GROUP
Kerry Craig, CIO, SOUTHWEST WASHINGTON MEDICAL CENTER

9:45 **KEYNOTE ADDRESS: OUTSOURCING FOR OUTCOMES**

The use of outsourcing as a strategic tool in the healthcare industry is not new. Yet, compared to other industries, healthcare organizations frequently fail to capture outsourcing's full value. It seems that once you get past the seductive banner of cost savings, outsourcing is a complicated and risky endeavor. Too much is at stake for you to move forward with sourcing efforts before you understand how to fully capture outsourcing's value. This powerful session, featuring Todd Hintze, Healthcare Principal, Everest Group, will highlight the key methods that successful healthcare organizations have used to identify and capture targeted outcomes. Mr. Hintze will illustrate his points with unique case study examples including solutions development, supplier evaluation and negotiations, and contracting.

Todd Hintze is responsible for Everest's Healthcare Industry service delivery in the United States and abroad. Mr. Hintze heads an executive team of consultants who serve primarily Fortune 500 clients worldwide. With his background in healthcare, operations, strategy and information technology, he is routinely sought after to assist organization create and execute sustaining transformational change. During his 14-year career in strategic management consulting, Mr. Hintze has conceived, implemented and managed a wide range of corporate business development strategies, including approaches to key growth markets, post merger integration, business alliances, relationship structures and technical solution development. Before joining Everest in 2001, Mr. Hintze served Fortune 500 clients at Booz Allen & Hamilton.

Todd Hintze, Healthcare Principal, EVEREST GROUP

10:15 **REFRESHMENTS / EXHIBITOR SHOWCASE**

10:45 **KEYNOTE ADDRESS: HEALTHCARE OUTSOURCING TO AN OFFSHORE COMPANY--A BIG LEAP OF FAITH**

It no longer is a big question as to whether outsourcing is beneficial to the organization; the big questions are: where and whom to outsource to, and how much value can an organization derive and sustain from outsourcing? In a world where global resources are best deployed to derive maximum value, offshoring has a significant advantage over near shoring. It's important to understand the benefits of offshoring and weigh them against the risks. It's important to mitigate both business and legal risks. In order to mitigate the business risks, we need to invest wisely in people, process and technology. In the case example with Humana, we intend to bring to light how a large US healthcare payer and Apollo have created an offshoring plan aimed to maximize value creation while mitigating business risks.

Ms. Sangita Reddy is the Managing Director of Apollo Health Street. Under Ms. Reddy's guidance, Apollo has become a leading offshore services firm and services some of the largest US payers and providers. Ms. Reddy

has been a pioneer in advocating the benefits of the global delivery model and has helped clients in overcoming the unique challenges of working with an offshore vendor. For more than 20 years, she has worked with providers and payers and has helped them optimize costs and improve service delivery. She has earned the respect of international healthcare leaders and has influenced the development of the healthcare information technology industry. In addition to her leadership role at Apollo Health Street, Ms. Reddy is also the Executive Director of the Apollo Hospitals Group, the third largest for-profit hospital group in the world. The Apollo Hospitals group manages upwards of 35 hospitals, 40 clinics and 100 pharmacies; it has 16,000 staff, with close to 4,000 physicians. Ms. Reddy also leads the largest Third Party Administrator in the Indian market, which services over 5 million members through its network of 2,700 hospitals.

As Vice President- IT Strategic Consultancy at Humana, Ms. Kucera is responsible for working with various business and IT channels to strategically access technical and operational initiatives. Her team also includes Humana's Operational Project Management Office, Project Prioritization Resources and Global Sourcing. Ms. Kucera began her association with Humana over eighteen years ago, where she maintained various sales leadership positions in Chicago, Philadelphia and the Washington D.C. area. She relocated to Humana's corporate headquarters seven years ago to manage a major reengineering effort, and establish the company's IT Strategic Consultancy.

Sangita Reddy, Managing Director, APOLLO HEALTH STREET INC.
Marsden Kucera, Vice President - IT Strategic Consultancy, HUMANA, INC.

11:15 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:

Charles M. Jones, PE, CPA, CONSULTANT (Formerly, Senior Vice President & CIO, BAPTIST HEALTH SYSTEM)

Panelists:

G. Scott Mingee, Vice President – Health Plan Sales, ACS, INC.

Bill Fenske, COO, AGNESIAN HEALTHCARE

Roy Walters, Regional Vice President, INFOHEALTH Management Corp.



12:00 **LUNCHEON** Sponsored By: **A C S**

CONCURRENT SESSIONS: TRACKS A, B & C

TRACK A

IT OUTSOURCING FOR FOR HOSPITALS, INTEGRATED DELIVERY NETWORKS & PHYSICIAN GROUPS

1:15A PANEL DISCUSSION: THE SENIOR EXECUTIVE PERSPECTIVE ON OUTSOURCING

With a high percentage of senior executives dissatisfied with the results of their IT spending, they are beginning to turn over IT operations to outsourcing vendors for software development, application delivery, application support, and application maintenance. Additionally, these executives desire to reduce IT long-term spending trends by sharing some of the risks with selected healthcare IT outsourcing vendors. This session will provide the attendees with insight from a select group of senior executives who have elected to outsource all or portion of their IT organization. The session will include discussions on:

- When should an organization consider outsourcing?
- What are the benefits of outsourcing from the senior executive point of view?

- What are the risks?
- How can the senior executive maintain control over the outsourcing vendor?
- What happens to the prior IT staff?

Moderator:

Mark R. Anderson, CPHIMS, FHIMSS, CEO & Healthcare IT Futurist, AC GROUP, INC.

Panelists:

Dan Morgan, CFO, BAY MEDICAL CENTER

John Bookmyer, Executive Vice President and COO, BLANCHARD VALLEY HEALTH ASSOCIATION

William Kose, M.D., Senior Vice President of Medical Affairs, BLANCHARD VALLEY HEALTH ASSOCIATION

Gary Ley, President and CEO, GARDEN CITY HOSPITAL

2:30A IT OUTSOURCING SERVICE PROVIDERS' FORUM

A unique opportunity to compare outsourcing models from several leading healthcare outsourcing firms. Each panelist is given a 5-7 minute opportunity to do a "stump speech" that describes and differentiates their service model and value proposition from others in the market. From this information, the moderator will then direct specific questions at individual panelists, and will give other panelists opportunities for comment and rebuttal.

Moderator:

Mel Van Howe, Co-Founder & Principal, THE COPPERWOOD GROUP

Panelists:

Richard Helppie, Managing Director, ACS HEALTHCARE SOLUTIONS

James Giordano, President & CEO, CARETECH SOLUTIONS, INC.

Pete Mounts, Vice President, Outsourcing Sales, ECLIPSYS CORPORATION

Guy Nesbitt, Health Delivery Outsourcing Vice President, FIRST CONSULTING GROUP

3:15 REFRESHMENTS / EXHIBITOR SHOWCASE

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

Although each outsourcing situation is somewhat unique, there are a number of commonalities in the selection and operation of all outsourcing engagements. This panel will discuss those items that must be addressed as well as the tradeoffs that enhance or inhibit a successful engagement. Those items include:

- 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:

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

Panelists:

George Huntzinger, Executive Vice President, Outsourcing Delivery, ACS HEALTHCARE SOLUTIONS

Art Russo, MD, Consultant, CGI-AMS (formerly, CEO, UMASS MEMORIAL HEALTH SYSTEM)

Kathy Fowler, Vice President, Sales, ECLIPSYS CORPORATION

Bob Smith, Vice President, FCG Outsourcing Services, FIRST CONSULTING GROUP

Jay Srini, Vice President, Emerging Technologies, UNIVERSITY OF PITTSBURGH MEDICAL CENTER

4:50A CASE STUDY: FRESH START WITH NEW OUTSOURCING RELATIONSHIP

In what Russ Rudish, Executive Vice President of Professional Services at Eclipsys Corporation described as "one of the most significant deals in our history," North Shore-Long Island Jewish Health System has entrusted the IT operations of all NSLIJ-owned hospitals to Eclipsys. North Shore-Long Island Jewish is one of the largest integrated health networks in the Northeast, with nearly 5,700 beds and 35,000 employees. This case study will cover the decision process, the anticipated outcomes and a progress report directly from the provider.

Pete Mounts, Vice President, Outsourcing Sales, ECLIPSYS CORPORATION

Richard P. McGrail, Vice President and CIO, NORTH SHORE-LONG ISLAND JEWISH HEALTH SYSTEM

5:25A ALLEVIATING RISK THROUGH OUTSOURCING CERTIFICATION

Organizations are increasingly delegating IT-intensive business activities to external service providers to take advantage of new growth in the global telecommunications infrastructure. The business processes being outsourced range from routine and non-critical tasks, to strategic processes that directly impact revenues. Managing and meeting client expectations is a major challenge in these engagements and multiple points of failure exist. As the number of outsourcing service providers grows from hundreds to thousands, it has become a real challenge for buying organizations to differentiate between seasoned experts and those organizations which are relatively new and still developing their skills and processes. Additionally, buying organizations are in need of an industry-recognized-and-

developed program that will ensure best practices.

Carnegie Mellon University's Services Qualification Center (ITsqc) Research Consortium is a multidisciplinary group of researchers, practitioners, and organizations that addresses the needs of IT-enabled service providers and their clients and they have developed the eSourcing Capability Model for Service Providers (eSCM-SP) v2 to help alleviate the risk with outsourcing. It helps IT-enabled sourcing service providers appraise and improve their ability to provide high quality sourcing services, and it gives them a way to differentiate themselves from the competition. Prospective clients can evaluate service providers based on their eSCM-SP level of certification and Practice Satisfaction Profile.

Jeff Perdue, Associate Director, IT Services Qualification Center (ITsqc), CARNEGIE MELLON UNIVERSITY
Jay Srin, Vice President, Emerging Technologies, UNIVERSITY OF PITTSBURGH MEDICAL CENTER

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

NETWORKING COCKTAIL RECEPTION



Sponsored By:



TRACK B

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

1:15B **PANEL DISCUSSION: IT AND BUSINESS PROCESS OUTSOURCING FOR PAYERS—AN OVERVIEW**

- Defining the role of ITO and BPO in:
 - Core competencies
 - Mergers and acquisitions
 - New business opportunities
 - Business efficiency
- IT and business process alignment: Using ITO and BPO to achieve enterprise and business unit goals
- CDH: Will financial service transactions change the ITO/BPO focus of health plans?
- Case studies of successful (large-scale) health plan ITO/BPO engagements

Moderator:

Janice Young, Vice President & Research Area Director, GARTNER, INC.

Panelists:

G. Scott Mingee, Vice President – Health Plan Sales, ACS, INC.

Rachel Wagner-Hutchison, Direct Marketing Supervisor, CAREFIRST BLUECROSS BLUESHIELD

Sharon Thompson, Managing Director / Business Process Outsourcing, CSC HEALTH PLAN SOLUTIONS

Barry J. Riegelhaupt, PhD, Director-Healthcare Global Industry Practice, EDS

2:15B **PANEL DISCUSSION: BUSINESS PROCESS OUTSOURCING (BPO) FOR PAYERS—WHAT DOES THE FUTURE HOLD?**

- A discussion of types of BPO, including outsourcing CRM and claims processing
- Key considerations for assessing a BPO company, including:
 - Decision to use an offshore BPO service provider
 - Important vendor selection criteria
 - Critical success factors for BPO
- A look at how BPO for health plans and insurance companies is expected to evolve over the next three to five years

Moderator:

Bob O'Meara, National Consumer Directed Health Care Leader, BEARINGPOINT

Panelists:

Sharon Thompson, Managing Director / Business Process Outsourcing, CSC HEALTH PLAN SOLUTIONS

Suzanne J. Blumenthal, Director-Healthcare Global Industry Practice, EDS

Ishan Singh, President, eMR North America, EMR TECHNOLOGY VENTURES PVT. LTD.

Edward W. McCallister, CIO, UPMC HEALTH PLAN

Bruce Pollock, Director, Information Technology, WEST CORPORATION

3:15 **REFRESHMENTS / EXHIBITOR SHOWCASE**

3:45B **CASE STUDY: A STRATEGIC BPO PARTNERSHIP**

FirstCarolinaCare has experienced significant growth and highly effective levels of service to customers, members and providers as a result of their successful strategic BPO partnership. Their expansion goals were achieved, not by increasing staff, but by outsourcing sophisticated claims administration, call center, and software applications. The outsourcing enabled FirstCarolinaCare to focus on their core competencies, control administrative costs (more effectively than competitors), further develop and improve the overall quality of their products and services, and increase overall customer, member, and provider satisfaction. In this session, we will use first-hand examples from the CSC and FirstCarolinaCare partnership to highlight keys to successful BPO implementation around: vendor selection, technology enablers, tools and methods for measuring success. A wholly owned subsidiary of FirstHealth of the Carolinas, FirstCarolinaCare Inc. is a managed healthbenefit plan for communities located in the FirstHealth service area.

Craig Humphrey, Director of Operations, FIRSTCAROLINACARE

4:15B **CASE STUDY: OUTSOURCING AT HUMANA**

The case study would broadly cover the outsourcing process adopted by Humana and the levels of success it has achieved. This would be covered from idea conception to current stage of execution where several processes have been outsourced.

- Rationale for outsourcing
- Internal sell for outsourcing
- RFP process adopted with key learnings
- Contracting and negotiations with the chosen vendor
- Pilot stage & ramp-up stages of the outsourcing and the processes adopted

Humana Inc., headquartered in Louisville, Kentucky, is one of the nation's largest publicly traded health benefits companies, with approximately 7 million medical members located primarily in 15 states and Puerto Rico. Humana offers coordinated health insurance coverage and related services --through traditional and Internet-based plans -- to employer groups, government-sponsored plans and individuals.

Divya Sehgal, COO and Unit Head BPO, APOLLO HEALTH STREET INC.
Phil Hehir, MBA, CPA, Director, Strategic Consulting, HUMANA, INC.

4:50B CASE STUDY: BUILDING A LONG-TERM COMPETITIVE ADVANTAGE THROUGH AN INNOVATIVE CONSUMER DIRECTED SALES AND MARKETING SOLUTION IN A LARGE HEALTH CARE INSURANCE COMPANY

This case study will present an Internet solution developed for CareFirst BlueCross BlueShield, a \$7.5 billion annual premium health insurer serving Maryland, Delaware, District of Columbia and Northern Virginia by EPAM Systems, a leading offshore IT company with offices in the USA, Russia and eastern Europe.

Operating in a highly competitive market, CareFirst was challenged to rapidly transform its IT infrastructure to accomplish the following goals:

- Provide an exceptional customer experience specifically focused on sales, marketing and enrollment processes
- Create long-term competitive advantage by investing in unified web-based strategic initiatives
- Implement a flexible IT strategy that can easily respond to new products, regulations, and member demands through user configurable web-based solutions

This case study will focus on EPAM's SMARTS solution implemented at CareFirst which has provided a comprehensive CRM system for individual sales. SMARTS and its web-based "dashboard" serve as the centralized hub in managing all sales and marketing functions for CareFirst. Developed and implemented in less than one year, SMARTS enabled CareFirst to increase its sales and marketing efficiency while reducing administrative error rates, technical maintenance costs, and costs associated with external data processing, printing and mailing. These benefits will be quantified in this presentation. EPAM Systems was recently named as one of the 2005 Top Ten Offshore Specialty Application Leaders by CMP Media, LLC.

Rachel Wagner-Hutchison, Direct Marketing Supervisor, CAREFIRST BLUECROSS BLUESHIELD
Dave Scott, Executive Vice President, EPAM SYSTEMS

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

This case study features Health Partners, Inc. decision to outsource claims processing and the information technology associated with the administration of claims; the implementation project; current partnership status; and the differences between outsourcing for small and large health plans. Health Partners, Inc., a health plan based in Philadelphia, has approximately 200,000 members.

George Frawley, Senior Vice President Claims & MSO, HF/ MANAGEMENT SERVICES

6:00 DAY ONE CONCLUDES; EXHIBITOR SHOWCASE &

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The Outcomes Company®

TRACK C

BUSINESS PROCESS OUTSOURCING (BPO) FOR HOSPITALS, INTEGRATED DELIVERY NETWORKS & PHYSICIAN GROUPS

1:15C **NO TRACK C SESSION PLANNED AT THIS TIME**

2:15C **NO TRACK C SESSION PLANNED AT THIS TIME**

3:45C PANEL DISCUSSION: BUSINESS PROCESS OUTSOURCING (BPO) FOR PROVIDERS

This session will assess the opportunity for provider organizations to drive operational efficiencies and enhanced reimbursement through a BPO partnership. With continued capital constraints, increased Medicare/Medicaid regulations, and a continued underinvestment in information technology, how are provider organizations best leveraging relationships with business process outsourcing companies to maximize profits and improve customer satisfaction?

This session will take a look at the following sectors:

- Outsourced revenue cycle management
- The convergence of IT outsourcing with BPO services
- The convergence of software, content and web services as technology enablers of the revenue cycle process

Moderator:

Scott Tudor, Senior Principal, TRIPLETREE

Panelists:

Thomas Woods, Director of Business Development, ACS HEALTHCARE SOLUTIONS PATIENT ACCOUNT SERVICE CENTER

Hariharan Velayudhan, Vice President - Business Development, APOLLO HEALTH STREET INC.

Stuart Miller, Vice President, Business Process Outsourcing Sales, ECLIPSYS CORPORATION

J. Ross Docksey, Partner, SONNENSCHN NATH & ROSENTHAL LLP

4:50C CASE STUDY: BLENDED ON / OFF SHORE OUTSOURCING APPROACH TO RE-DEVELOP A TECHNOLOGY MANAGEMENT DATABASE FOR A LARGE IDN

This case study features the University of Pittsburgh Medical Center's (UPMC) decision to outsource the re-development effort of its technology management database, Integrated Technology Solutions (ITS). UPMC developed the current ASP version of the ITS database in 2000 through the use of an internal development team. The database houses critical information for well over 100,000 pieces of medical equipment. This "cradle to grave" asset management tool is responsible to meet/exceed all regulatory requirements while also tracking repairs, preventive maintenance and associated costs to manage medical equipment assets for our 32 client hospitals, and 500+ physician offices and clinics. Furthermore, the ITS database has been sold to clients in several states that are taking advantage of the ASP model to maintain equipment records while keeping their support overhead to a minimum. In this session we will review real-time examples intended to highlight the salient points required for a successful outcome, i.e.; develop an in-depth RFP specifying processes and end results, insure UPMC mitigates risk associated with a blended approach, deal with limited funding versus certain desirables, assess and measure quantifiable/qualitative data, and conclude with vendor selection, outcome being both cost-effective and timely.

George M. Vunovic, Vice President, UNIVERSITY OF PITTSBURGH MEDICAL CENTER

5:25C CREATING EXCELLENT CONSTRUCTION PROGRAM MANAGEMENT TEAMS

To make effective facility development and design decisions, healthcare executives need to create the right Construction Program Management team. Sometimes, it is best to outsource the construction program management function to an expert who acts as the owner's representative, coordinating the architect and contractor to manage a project's scope, quality, schedule, and budget. At other times, a construction program management expert can provide consulting to help maximize the performance of the healthcare organization's in-house facility planning department.

The presenters will discuss several key strategies used by multi-disciplinary teams to ensure the successful completion of two large hospital expansion projects. The projects were completed on time and within budget, while ensuring that the facilities would enhance the comfort of patients and visitors as well as the productivity of caregivers and operations staff.

Audience members will be provided with a criteria checklist for hiring and working with a firm to get the most from a construction program management contract or consulting agreement. Audience members will learn how to evaluate potential construction program management firms to uncover their teamwork abilities, their budget and decision-making tools, and their understanding of the special facility needs of healthcare provider organizations.

Jeffrey A. Larson, PE, Vice President of Facilities Development, OPTIM

Tom Brisse, Senior Associate Hospital Director, WILLIAM BEAUMONT HOSPITALS

6:00 DAY ONE CONCLUDES; EXHIBITOR SHOWCASE &

NETWORKING COCKTAIL RECEPTION



Sponsored By:



DAY TWO: TUESDAY, MARCH 22, 2005

7:30 CONTINENTAL BREAKFAST Sponsored By:  EDS / EXHIBITOR SHOWCASE

8:00A SPECIAL FORUM FOR HEALTHCARE OUTSOURCING PROVIDER CUSTOMERS / POTENTIAL CUSTOMERS ONLY

This session is open only to outsourcing customers / potential customers who are full-time employees of health insurance companies and health plans. This session will enable outsourcing customers / potential customers to interact with each other, share ideas and concerns, exchange contact info, etc.

Moderator:

Bill Fenske, COO, AGNESIAN HEALTHCARE

8:00B SPECIAL FORUM FOR HEALTHCARE OUTSOURCING PAYER CUSTOMERS / POTENTIAL CUSTOMERS ONLY

This session is open only to outsourcing customers / potential customers who are full-time employees of hospitals, integrated delivery networks and physician groups. This session will enable outsourcing customers / potential customers to interact with each other, share ideas and concerns, exchange contact info, etc. Mr. Zeiss will begin the session with a presentation on crafting an RFP that provides a predictable, enforceable outsourcing agreement. He will discuss key areas of the process, including goals and timing, key document contents, negotiation strategies, and dealing with consultants and counsel. Risk mitigation strategies will be modeled and discussed. The presentation will highlight:

- Goal Setting and Level Setting
- Negotiation Strategies
- Building an Effective Team with your Consultants and Counsel
- Service Level Agreements
- Risk Mitigation Strategies

Moderator:

Gary M. Zeiss, Esq., Senior Counsel, WELLPOINT HEALTH NETWORKS INC.

- 9:00 **CHAIRPERSONS' OPENING REMARKS**
Mitch Work, President & CEO, THE WORK GROUP
Jay Srini, Vice President, Emerging Technologies, UNIVERSITY OF PITTSBURGH MEDICAL CENTER

CONCURRENT SESSIONS: TRACKS A & B

Please note that on day two, both Track A and Track B have sessions relevant to both 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

9:15A **CASE STUDY: THE ROLE OF TECHNOLOGY IN THE TREATMENT OF MULTI-DIAGNOSED INDIVIDUALS (TRAUMATIC BRAIN INJURY, ADDICTION, PSYCHIATRIC DISORDERS)**

New Start Inc. is a company that specializes in personalized treatment of multi-diagnosed individuals (traumatic brain injury/addiction/psychiatric disorders) and their families. These treatments have several stages involving the coordination of efforts from doctors, psychiatrists, physical therapists, counselors and other specialists. As the president of New Start, Dr. Frankel faces the unique challenge of managing these programs. Operating from various locations, administering these programs adds a new dimension to the challenge. KBTS has partnered with New Start in developing a comprehensive software solution to document, manage and track all the program management components. This case study covers the application of information technology in the process of rehabilitation.

Andy Chiranjeevi, President, KBTS TECHNOLOGIES, INC.
Roman Frankel, PhD, President/Executive Director, NEW START, INC.

9:45 **REFRESHMENTS Sponsored By:**  **EDS / EXHIBITOR SHOWCASE**

10:00A **CASE STUDY: GETTING TACTICAL—LEVERAGING AN OUTSOURCING PARTNERSHIP AND CONSORTIUM IN THE IMPLEMENTATION OF A PHYSICIAN WEB PORTAL**

The rubber hits the road in an outsourcing partnership when a healthcare provider obtains the cost-effective ability to execute specific tactical programs designed to achieve strategic clinical and business objectives. This case study provides an example – the implementation of a physician web-portal at Bay Medical Center in Panama City Florida – which was designed to improve the secure accessibility of patient data, increase physician-user satisfaction and enhance quality of patient care, and obtained in a leveraged access model available through membership in an outsourcing client-partnership consortium.

Jim Griffith, Senior Vice President, Outsourcing Delivery, ACS HEALTHCARE SOLUTIONS
Dan Morgan, CFO, BAY MEDICAL CENTER

10:30A **CASE STUDY: THE EVOLUTION FROM ASP OUTSOURCING SOLUTIONS TO BECOMING A HOST SITE**

This case study features the UPMC Health Plan's transition from a full third party outsourced arrangement to a hosting partner within the UPMC data center for other payer applications. This case study will identify the business decision process leading to the transition, along with outlining some of the opportunities for collaborative information sharing and cost allocation opportunities among payers. Additionally, there are opportunities to provide an IT revenue stream to an area of the company that has traditionally been an area of expense. In addition to the hosting aspect, the discussion will address:

- Decision process and business drivers
- Software development opportunities
- Application delivery and maintenance
- Financial model/cost sharing
- Associated risks and they are addressed.

UPMC Health Plan, a health care benefits company, serves some 445,000 members with its commercial, Medicare Advantage and Medicaid insurance products. Employees of more than 6500 employer clients are members of the Health Plan. Some 6,700 physicians at 80 hospitals throughout 27 counties of western Pennsylvania serve members. UPMC Health Plan partners with doctors and hospitals in making decisions about patients' health care and is a subsidiary of the University of Pittsburgh Medical Center.

Edward W. McCallister, CIO, UPMC HEALTH PLAN

11:00A IT OUTSOURCING ADVISOR FORUM

Independent, professional advisors knowledgeable about the healthcare provider landscape, and experienced in the consideration, investigation, due-diligence, selection, contracting and transition phases of the outsourcing process are valuable participants in the decision and determination to outsource. They play an increasingly vital role in ensuring that the resulting outsourcing partnership is a productive one for all participants. In this session, attendees will gain a firm sense of the wide range of services offered by these firms, and will obtain a thorough understanding of how such services are differentiated and addressed by each of the panel-participant firms.

Moderator:

Don E. Salata, MBA, Business Development Director, ACS HEALTHCARE SOLUTIONS

Panelists:

Mel Van Howe, Co-Founder & Principal, THE COPPERWOOD GROUP

Todd Hintze, Healthcare Principal, EVEREST GROUP

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

David Miller, Director, PRICEWATERHOUSECOOPERS

12:00A PERFORMANCE DECREMENTS: THE BETTER SERVICE LEVELS MOUSETRAP

Why have Buyers and Suppliers of outsourced information technology and business processes come to the conclusion that service level agreement (“SLA”) credits are “adequate compensation” to a Buyer for its Supplier’s failure to satisfy one or more performance standards in the provision of such services under an outsourcing agreement? When it comes to constructing a methodology to ensure your outsourcing supplier’s performance against meaningful service level specifications, we’ve built a better mousetrap. Unlike the traditional SLA, the Performance Decrements model:

- Emphasizes long-term supplier performance at higher levels than the buyer experienced prior to the outsourcing of the technology services;
- Replaces the receipt of nickel-and-dime service level credits with immediate and continuing executive-level attention to material or persistent service lapses;
- Adjusts and correlates the pricing of charges and fees for the supplier’s services with the actual levels and quality of the services provided;
- Provides the buyer with an objective and irrefutable right to modify or terminate the services arrangement if the supplier fails to meet these performance standards

Bruce Leshine, Partner, LEVINE, BLASZAK, BLOCK & BOOTHBY, LLP

12:30A PROVEN STRATEGIES IN NEGOTIATING YOUR OUTSOURCING CONTRACT

Outsourcing information technology applications and services has become an important option for health care institutions in providing new solutions to clinical and business operations. However, outsourcing transactions can be some of the most complex types of technology arrangements that can be structured with a technology provider.

In this presentation, attendees will learn what “best practices” negotiation strategies are being used by the larger health care systems in acquiring outsource solutions. Included in the presentation will be coverage of the following topics:

- How health care systems leverage their bargaining position during the RFP preparation phase
- The use of contract templates and contract responses during the RFP evaluation phase
- How buyers use the down select process to obtain key terms and conditions in your business negotiations
- Conducting “dual track” negotiations – the advantages and disadvantages
- Creating the format, rules and procedures for conducting the negotiations
- Lessons learned from various dual negotiation experiences

Marc David Lawlor, Associate, DLA PIPER RUDNICK GRAY CARY US LLP

1:15 CONGRESS CONCLUDES; LUNCHEON FOR ATTENDEES OF OPTIONAL POST-CONGRESS WORKSHOPS

TRACK B

9:15B CASE STUDY: CLAIM FORM PROCESSING – MORE THAN JUST PAPER TO EDI CONVERSION

Insurer’s Administration Corporation (IAC), a third-party administrator of health plan benefits, was in need of a HIPAA-compliant processing solution that would reduce the cost of handling and storing paper, and managing the workflow of claims to and from their Preferred Provider Organization (PPO) networks. IAC’s client base includes fully insured individuals and small groups, international businesses, self-funded groups and hourly contractors. The administration of benefits for these groups produces large amounts of paper claims requiring manual processing, routing and storage.

IAC chose Health eConnex (HeC) to manage the processing and data capture of all of their medical insurance claim forms, and to provide electronic connectivity to IAC’s PPOs. The HeC process drastically reduces manual processing and routing of claims and provides savings of over \$1 million annually.

Brendan Friar, Vice President, HEALTH eCONNEX

Norm Ziesman, Vice President, INSURER’S ADMINISTRATION CORPORATION

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

10:00B PANEL DISCUSSION: OFFSHORE OUTSOURCING OF HEALTHCARE IT: THE DOOR IS OPEN

The recent presidential elections engaged the country for the first time in a political debate involving the pros and cons of offshore outsourcing. With the Republican victory there now seems to be a pro offshore feeling in Washington, but

it is still a controversial subject. Our panel will present viewpoints from executives from leading offshore companies representing Asia (India, Philippines) and Eastern Europe (Russia, Hungary) providing services to healthcare providers and payers, as well as outsourcing customers. Case studies will also be cited by the panelists. Some of the issues that will be addressed include:

- What are the current trends in offshore outsourcing for healthcare payers? For healthcare providers?
- What impact, if any, will the recent political elections have on the healthcare offshore outsourcing business?
- What are the geopolitical considerations of offshore outsourcing?
- How would you compare/contrast offshore companies in Asia vs. Eastern Europe? Other offshore destinations?
- What functions should and should not be outsourced?
- How do we know offshore outsourcing works? Some case study examples
- What can a healthcare provider or payor do to ensure success in an offshore engagement?
- What are the security and confidentiality risks and how can they be addressed?
- What is the future of healthcare IT outsourcing over the next 5 years? 10 years?

Moderator:

Mitch Work, President & CEO, THE WORK GROUP

Panelists:

Rachel Wagner-Hutchison, Direct Marketing Supervisor, CAREFIRST BLUECROSS BLUESHIELD

David Scott, Executive Vice President, EPAM SYSTEMS

Andy Chiranjeevi, President, KBTS TECHNOLOGIES, INC.

James O. Williams, Editor-in-Chief, MEDICAL OUTSOURCING TODAY

Roman Frankel, PhD, President/Executive Director, NEW START, INC.

J. Ross Docksey, Partner, SONNENSCHN NATH & ROSENTHAL LLP

George M. Vunovic, Vice President, UNIVERSITY OF PITTSBURGH MEDICAL CENTER

11:30B **CONSUMER DIRECTED HEALTHCARE - IS OUTSOURCING RIGHT FOR YOUR ORGANIZATION?**

If you hope to fully capitalize on the emerging CDH market, you will soon confront the issue of whether to buy the technology and build the operational capabilities to run programs yourself, or turn the work over to a business process outsourcing (BPO) provider. The decision you make will undoubtedly have a great impact on your organization's ability to quickly meet market demands, retain existing customers, and position yourselves for optimal growth in the future. This presentation explores the decision making process to decide if outsourcing CDH is right for your organization.

Bob O'Meara, National Consumer Directed Health Care Leader, BEARINGPOINT

12:00B **CASE STUDY: 7 ESSENTIALS TO ENSURING SUCCESS IN OFFSHORE BPO OPERATIONS SERVICES**

As Healthcare Providers move into Business Process Outsourcing with offshore suppliers, the challenges of managing the suppliers to deliver quality, accuracy and compliance escalate. Janeeva presents the 7 key elements that Providers and Payers must address to ensure that their suppliers not only deliver the cost savings that can be gained but also meet the quality, compliance and business goals that are critical to the success of an offshore BPO.

James S. Diggs, Vice President of Strategy and Business Development, JANEVA

12:30B **STRAIGHT FROM THE HEALTHCARE PAYERS: WHAT DRIVES THEM TO AND KEEPS THEM FROM BPO SERVICES?**

What drives business process outsourcing? What are the key business drivers and selection criteria among healthcare payer organizations? Where is the greatest adoption of BPO in the healthcare payer market? Gartner presents two years of research from surveys of 91 total health plans detailing business process outsourcing trends, drivers and barriers.

Janice Young, Vice President & Research Area Director, GARTNER, INC.

1:15 **CONGRESS CONCLUDES; LUNCHEON FOR ATTENDEES OF OPTIONAL POST-CONGRESS WORKSHOPS**

OPTIONAL POST-CONGRESS WORKSHOP ONE:

A PRIMER ON CONTRACTING, PRICING & NEGOTIATION

WORKSHOP HOURS: 2:15 TO 5:45 PM, MARCH 22

Organizations, whether hospitals, other healthcare service delivery entities, insurers or payers outsource information technology and business process responsibilities (IT/BPO) because:

- "Outsourced" buyers have decided to concentrate on what they do best, and allow those suppliers in the information technology and business process outsourcing businesses to do what they do best for them. A shortage of technical talent is a driving force behind IT/BPO, as the tremendous demands of "healthcare commerce" will require human resources well in excess of those available to a hospital's existing internal staff;
- IT/BPO provides these buyers with increased flexibility respecting the utilization of capital and human resources. It also fosters faster development of new technologies, leading to greater speed to market of new products and services. These buyers outsource in order to meet the rapidly changing demands of providing healthcare in the new century;
- By removing non-core assets such as equipment, infrastructure and real estate from their balance sheets, these buyers

improve bottom-line financial performance through divestiture of these assets and the re-investment of these funds in their core “business”-- healthcare;

- IT/BPO results in a lower total cost for the development, management and maintenance of these information technology and business process functions. Through the transfer of assets and personnel and the greater efficiencies involved in allowing technology and functional process experts to provide these required services, many outsourced buyers are also the beneficiaries of not-insignificant cost savings.

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, with detailed instruction on:

- **Negotiation strategies and tactics**
- **Service description**
- **Service levels and enforcement mechanisms**
- **Pricing structures**
- **Risk assessment and mitigation**
- **Governance / relationship management**
- **Change management**
- **Risk / reward strategies, including innovative risk sharing arrangements between service providers and customers**

Instructors:

Mel Van Howe, Co-Founder & Principal, THE COPPERWOOD GROUP

Mel Van Howe formed The Copperwood Group to help healthcare organizations maximize outsourcing value. With fifteen plus years executive experience in healthcare outsourcing and twenty years in healthcare IT, Mr. Van Howe has significant experience with multiple outsourcing models and outsourcers. Mel has participated on numerous outsourcing transactions as both a buyer’s advisor and an outsourcer. At The Copperwood Group, he has led outsourcing activities for several hospitals with services including: full procurement, contract renegotiation, service level redesign and modifying pricing and charges models. Recently, he designed a truly innovative “risk / reward” payment model for successful clinical systems implementation and adoption.

Bruce Leshine, Partner, LEVINE, BLASZAK, BLOCK & BOOTHBY, LLP

With over twenty years of experience as a lawyer, business executive and engineer in information technology, telecommunications and engineering, Bruce Leshine principally represents and provides legal counsel to major corporations, hospitals and healthcare organizations, and insurance and financial institutions throughout the United States respecting the contracting of information technology and telecommunications services, and the outsourcing of business processes and operations, networks and information technology infrastructure.

J. Ross Docksey, Partner, SONNENSCHN NATH & ROSENTHAL, LLP

Mr. Docksey, a corporate and healthcare partner in the Chicago office of Sonnenschein Nath & Rosenthal LLP, currently serves as the Chairman of the Global Technology and Outsourcing Group of Lex Mundi, an association of 160 leading law firms with offices in more than 100 countries. His practice focuses on outsourcing, technology contracting, the formation of strategic alliances, and on mergers and acquisitions. Mr. Docksey was one of four lawyers named by HRO Today to its list of 138 Superstars of Outsourcing. He is a graduate of the University of Minnesota Law School and of the United States Military Academy at West Point.

Kerry Craig, CIO, SOUTHWEST WASHINGTON MEDICAL CENTER

Kerry Craig has over 16 years Information Systems experience with the past 5 years in healthcare IT leadership positions. He has been CIO at Southwest Washington Medical Center for the last 12 months. Prior to this position, he worked as Director of Information Systems and Manager of Technical Services for SWMC. Mr. Craig is responsible for all of SMWC’s information systems as well as health information services (medical records) and transcription. He is the executive leader of a seven year, \$74.4 million outsourcing partnership. In this capacity, Mr. Craig is charged with aligning the organization’s technology deployment strategy with its continuing business strategies. Much of this will be accomplished through the implementation of a new clinical information system purchased from McKesson. Under his leadership, the organization will transition to the new system within the next two years, expanding physician information system access to the patient bedside throughout the organization.

OPTIONAL POST-CONGRESS WORKSHOP TWO:

BUILDING YOUR OUTSOURCING BUSINESS: HOW TO FIND, SELL TO AND KEEP HEALTHCARE OUTSOURCING CLIENTS (WORKSHOP FOR OUTSOURCING VENDORS AND CONSULTANTS)

WORKSHOP HOURS: 2:15 TO 5:45 PM, MARCH 22

Outsourcing of information technology is a growing trend among healthcare organizations, offering a viable alternative for reducing costs and more efficiently dealing with complex and rapidly changing IT solutions.

The goal of this workshop will be to provide attendees with a framework to identify and target healthcare organizations who are candidates for outsourcing, and instruction on how to effectively secure outsourcing business, and how to establish and maintain strong client relationships once the business has been secured.

Some of the questions this workshop will address include:

- What market intelligence tools are currently available?
- What are the best practices for their use?
- How to segment the market
- What functions can be outsourced?
- What are the most effective marketing approaches to securing outsourcing clients?
- What sales approaches are most effective?
- How to negotiate win-win contracts
- What are the key implementation issues?
- How to keep and expand your outsourcing business

Instructors:

Lawrence M. Pawola, PharmD, MBA, Associate Professor of Health Informatics, UNIVERSITY OF ILLINOIS AT CHICAGO & President, LINCOLNSHIRE CONSULTING ASSOCIATES, LLC

Larry Pawola is associate professor of Health Informatics at the University of Illinois at Chicago and President of Lincolnshire Consulting Associates LLC (LCA), a professional services firm specializing in clinical information technology. Through his university position, he has access to extensive leading edge research that examines the social and behavioral aspects of making clinical technology work in healthcare organizations. He has over 35 years of experience in healthcare, including information technology, clinical practice and executive management. For the last 20 years, his work has focused on organizational readiness to proceed with clinical technologies, strategic planning and education, contract negotiations with most of the major suppliers in the health care IT industry, and change management.

Mitch Work, MPA, 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 19 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.

**THE CENTER FOR BUSINESS INNOVATION
IS PLEASED TO ANNOUNCE THE FOLLOWING UPCOMING EVENTS**

**THE SECOND ANNUAL
HEALTHCARE UNBOUND CONFERENCE & EXHIBITION
July 11-12, 2005
Fairmont Copley Plaza, Boston, MA**

*A Conference & Exhibition on the Convergence of Consumer and Healthcare Technologies
Special Focus on Remote Monitoring & Telehomecare*

**THE FOURTH ANNUAL
SUMMIT ON PATIENT SAFETY & INFORMATION TECHNOLOGY
November 2005
San Francisco, CA
(tentative date and location)**

*The Premier Conference & Exhibition on Bar Coding, RFID, CPOE
& Other Innovative Approaches for Medical Error Reduction*

For additional information on speaking, sponsorship/exhibition and/or registration for these events:
Website: www.tcbi.org • Tel: 310-265-2570 • Fax: 310-265-2963 • Email: info@tcbi.org

The Center for Business Innovation would like to thank the following sponsors for their generous support of the Fourth Annual Healthcare Outsourcing Congress.

GOLD SPONSOR



Eclipsys® is known as The Outcomes Company® for our customers' proven ability to positively impact clinical, financial and operational outcomes through the use of our healthcare information technology software and services. Our vision of health is to harness the power and potential of information technology to connect all of the vital stakeholders in healthcare — providers, patients and communities — so healthcare organizations can promote health during every interaction and at every stage of providing world-class care.

Eclipsys' Outsourcing solutions are designed specifically for healthcare provider organizations. As a top 10 IT outsourcing solutions provider, we are uniquely positioned to provide a complete portfolio of managed services, combining world-class software, operational excellence and workflow improvements. Our customized, flexible solutions support a healthcare organization's financial, clinical and operational goals. The Eclipsys Outsourcing Solutions Group offers these professional services:

- **Information Technology Outsourcing [ITO]:** Eclipsys Outsourcing services and remote hosting capabilities have received ISO 9001:2000 certification because of our documented use of best practices. We also offer a full range of strategic planning and business transformation services to help ensure that our customers put technology to effective use to achieve their goals.
- **Portfolio Solutions:**
 - As a full-service solution provider, Eclipsys is uniquely positioned to combine world-class software, with a transformational implementation methodology and complete operational services to deliver a highly customized, IT-based solution to the challenges of running today's complex hospitals and Integrated Delivery Networks.
- **Transformational Solutions:**
 - Eclipsys can help our customers through challenging times by taking over all or part of their IT operations for a period of time.
- **Operational Solutions:**
 - Full facilities management: Full operational responsibility from the CIO on down, with service levels tied to business goals.
 - Infrastructure services: Key functional areas such as help desk, desktop/printer maintenance, voice, image and data network management.
 - Remote services: Move legacy applications to our Technology Solutions Center or supplement hospital staff with key remote functions such as network and database management, help desk and web hosting.
- **Business Process Outsourcing [BPO]**
 - **Revenue Cycle Outsourcing:**
 - Full responsibility for the Patient Accounting, Registration, and the Health Information Management departments to manage the complete revenue cycle.
 - Simple contracts designed to capture more cash at the least cost.
 - **Health Information Management Outsourcing:**
 - Introduces HIM information technology at minimal capital expenditure.
 - Enables secure electronic access to the permanent medical record enterprise-wide and automation of HIM workflows.
 - Increases efficiency in transcription, coding, abstracting, deficiency, release of information and regulatory reporting, while maintaining or reducing projected HIM budget levels.

About Eclipsys Professional Services

Eclipsys provides a full spectrum of services to help healthcare organizations achieve maximum returns from Eclipsys software solutions and existing IT systems. The company's outsourcing and technical services groups, which are part of Professional Services, help healthcare organizations utilize technology successfully so they can remain focused on serving their patients and communities. Professional Services also includes the Eclipsys Consulting Group, which accelerates outcomes by helping healthcare providers implement business and clinical best practices, as well as workflow optimization, performance improvement and organizational change management.

About Eclipsys

Eclipsys is a leading provider of advanced clinical, financial and management information software and service solutions to more than 1,500 healthcare facilities. Eclipsys empowers healthcare organizations to improve patient safety, revenue cycle management and operational efficiency through innovative information solutions.

Contact Information: Corporate Headquarters, Eclipsys Corporation, 1750 Clint Moore Road, Boca Raton, FL 33487
Tel: (561) 322-4321, Fax: (561) 322-4320, E-mail: outsourcing@eclipsys.com, Website: www.eclipsys.com/outsourcing

SILVER SPONSORS



In January of 2005 ACS, Inc. completed its acquisition of Superior Consultant Company to create **ACS Healthcare Solutions**, and immediately became the foremost provider of consulting, application delivery and IT and business process outsourcing solutions to the Healthcare Industry.

"ACS believes that the addition of Superior's consulting and outsourcing capabilities is a key ingredient to effectively delivering a full suite of services to the healthcare provider market" said ACS CEO Jeff Rich, "Superior's industry-leading, solution-driven outsourcing services improve the performance of hospitals, health systems, and healthcare providers, and we welcome them to our company."

Together as ACS Healthcare Solutions, the organization provides:

- Qualified staff that knows healthcare, knows IT applications, and understands the regulatory, financial, and administrative environment
- Over 1,000,000 square feet of state-of-the-art processing center capacity to help our clients achieve better performance, lower costs, and market-leading purchasing economies of scale
- A combined history of successful outsourcing relationships

ACS Healthcare Solutions offers a complete spectrum of outsourcing services, with expertise tailored to meet a clients specific objectives, culture, and strategic focus, including:

- Full IT outsourcing – Single source accountability with state-of-the-art data center, network control and help desk support
- Facilities management – ACS Healthcare Solutions operates your IT hardware and applications functions
- Infrastructure/Application management – Ongoing support of critical applications
- Patient Accounting Service Center (PASC) – A full range of revenue cycle business process outsourcing options
- 24/7 Remote Network Monitoring and Help Desk Services with a healthcare-specific focus

Contact Information: ACS Healthcare Solutions, 5225 Auto Club Dr., Dearborn, MI 48126
Tel: 248.386.8300, Website: www.acs-inc.com



The Copperwood Group works with hospital executives and board members to learn about, evaluate, implement, and manage outsourcing agreements. We know that experienced, knowledgeable and objective sourcing advisors who know healthcare and outsourcing working on behalf of hospitals benefit both the hospital and the outsourcer.

Through our experience leading and participating in healthcare outsourcing contracts we have learned that achieving the maximum value from outsourcing requires that Four Rights are taken into account:

- *Right Motives*
- *Right Expectations*
- *Right Supplier*
- *Right Agreement*

We lead our clients through an objective, structured, and disciplined process to make sure that the Four Rights are in place. Our six stage framework for evaluating, implementing and managing outsourcing arrangements includes:

- Education
- Evaluation
- Design
- Fulfillment
- Transition
- Outsourcing governance

As an additional value-add we offer integrated business and legal advice resulting in high quality agreements in the most cost-effective and efficient manner.

We are different from others who provide these services in several ways:

- Exclusive focus on the healthcare market
- Integrated business / legal services
- Emphasis on speed and cost-effectiveness

Contact Information: The Copperwood Group, 28175 Haggerty Road, Novi, Michigan 48377
Mel Van Howe, Tel: (248) 994-8088
E-mail: mvanhowe@tcwgrp.com, Website: www.thecopperwoodgroup.com



EPAM delivers innovative business and technology solutions to address the most critical challenges facing the Sales, Marketing and Networks Services groups within healthcare and insurance companies today. EPAM combines expertise in process re-engineering and automation with a proven certified approach to rapidly deliver cost effective, high quality technology solutions that ensure clients achieve competitive advantage and exceed return-on-investment objectives.

Leading insurance companies including CareFirst BlueCross BlueShield, Empire BlueCross BlueShield and SBLI USA have implemented EPAM's market leading solutions:

- Broker Sales Portal
- Group & Member Enrollment Solution
- Opportunity Management System
- Marketing campaign Management
- Individual Sales Portal
- Call Center, Sales & Customer Service Solutions
- Provider Credentialing*



* EPAM has developed the first all encompassing credentialing software product called EPAM Provider Credentialing. This product is an end-to-end solution that covers the entire process from the initial application being received (through web or traditional channels) through processing, approval, and the final contract. The solution includes document management and provider call management. EPAM Provider Credentialing also includes re-credentialing and updates. This product is a component of EPAM INSURE, EPAM's robust suite of healthcare products.

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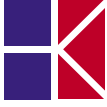
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To register by fax or mail, please make a copy of this page, fill out the form for each registrant and send to TCBI.

Register online at
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The Center for Business Innovation

Name: _____

Nickname For Badge: (If Different From First Name) _____

Job Title: _____

Organization: _____

Address/Suite/Floor#: _____

City: _____

State: _____ Zip: _____

Telephone: _____ Fax: _____

Email: _____

I accept the Cancellation Policy as stated on page 25.
(signature required to process registration):

Method of Payment (please check one)

- American Express Visa MasterCard Discover Diners Club
- Company Check Wire Transfer

Credit Card #: _____ Exp. Date: _____

Name Appearing on Credit Card: _____

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