

# ACCELERATE YOUR LEADERSHIP



## THE ASTS LEADERSHIP DEVELOPMENT PROGRAM

*The Premiere Executive Management Course Designed Exclusively  
for the Field of Transplantation*

**November 7–9, 2010**

**Northwestern University Kellogg School of Management**  
**James L. Allen Center in Evanston, IL**



American Society of Transplant Surgeons



# OVERVIEW

The ASTS Leadership Development Program is designed to provide clinical and administrative leadership with essential skills necessary to successfully lead transplant centers within a complex financial and regulatory environment. Key components of the program include an exposure to necessary business practices including cost accounting, financial analysis, and contracting; leadership skills including team building, strategic analysis, and institutional relationships; and an overview of the legal and regulatory aspects of transplantation.

## SPECIALIZED INSTRUCTION

The American Society of Transplant Surgeons (ASTS) is uniquely positioned to provide specialized education of this kind for the field of transplantation. As the leading organization of transplant surgeons, ASTS includes many skilled leaders within its ranks to provide transplant specific business education. Successful surgeon-leaders provide mentorship and real life experience in solving transplant management problems.

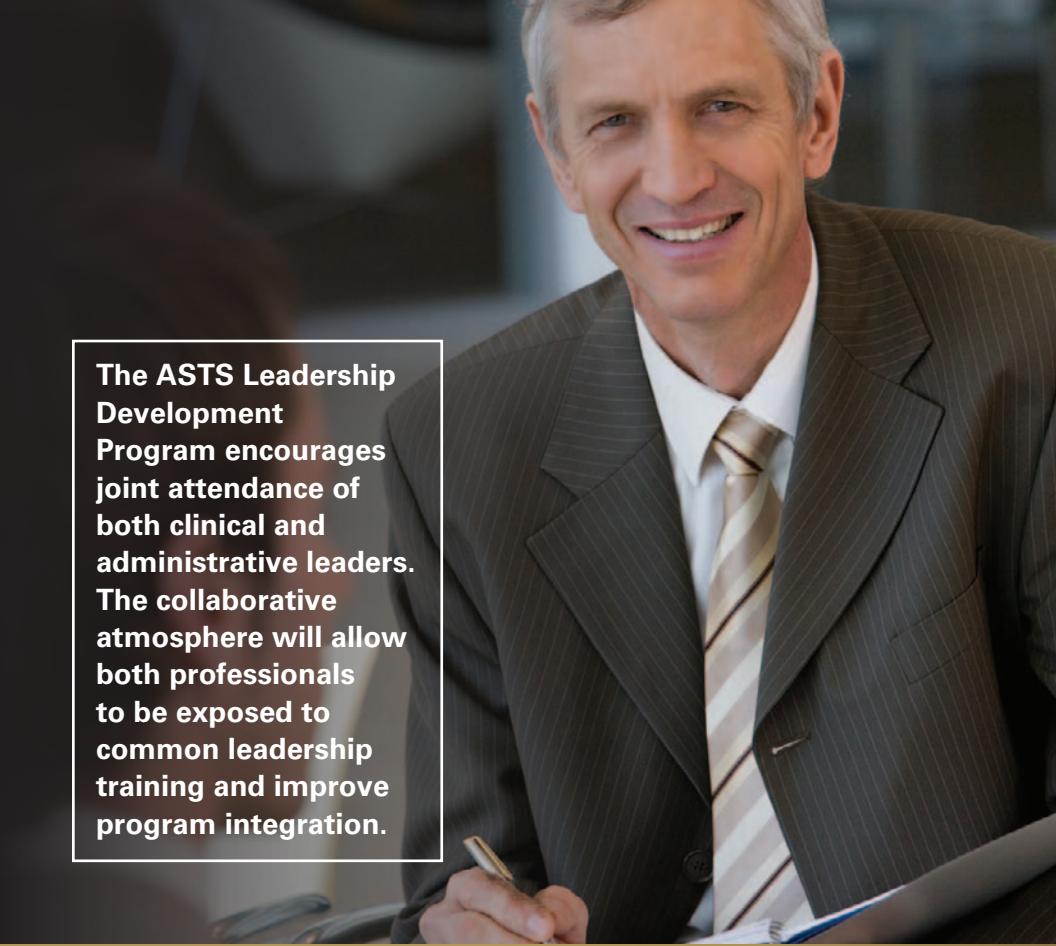
ASTS has contracted with the Kellogg School of Management at Northwestern University to design this highly customized business leadership course. Kellogg, whose Executive MBA program was recently ranked #1 by *Bloomberg Business Week*, will provide interactive instruction in the areas of financial analysis, cost accounting, negotiating, team leadership, and marketing. Complementing the Kellogg instruction will be sessions and simulations focused on the specific application to transplant program leadership. These companion sessions will feature instruction by a team of highly respected ASTS members.

## WHO SHOULD ATTEND

The ASTS Leadership Development Program encourages joint attendance of transplant center clinical and administrative leaders. Effective cooperation among these professionals is crucial for future Transplant Center success. The program also welcomes industry attendees with an additional pre-event *Transplant Essentials* session.

## VENUE

Located in the heart of Northwestern University's Evanston campus, the James L. Allen Center is the home of the Kellogg School of Management's Executive Education programs and hosts over 6000 executives annually. The Allen Center is designed to facilitate peer learning and informal interactions among faculty and participants. The Center is completely self-contained with classrooms, study group rooms, bedrooms, dining rooms, lounge areas, snack rooms, laundry service and an exercise room. The goal is to create a special environment for learning that anticipates all educational and logistical needs in a seamless fashion, thereby minimizing distractions from the learning experience.



**The ASTS Leadership Development Program encourages joint attendance of both clinical and administrative leaders. The collaborative atmosphere will allow both professionals to be exposed to common leadership training and improve program integration.**

## KEY BENEFITS TO PROGRAM PARTICIPANTS:

**As a result of this course, participants will:**

- Be able to immediately apply key business skills vital to leading a successful transplant center, including contract negotiation, team leadership, and cost analysis
- Learn how to enhance collaborative relationships between clinical and administrative leadership, institutions and other stakeholders to improve transplant center teamwork and financial success
- Develop strategies, in an interactive and dynamic forum with other transplant professionals, to address the challenges of leadership and apply these strategies in personal practice.
- Understand the impact of changes in the broader health care environment on transplant practice through nationally recognized and respected guest speakers
- Appreciate the unique aspects of transplant center quality metrics, contracting and regulatory policies.

# **PRE-PROGRAM SCHEDULE**

(designed for industry and administrator attendees)

## **Sunday, November 7, 2010**

8:30am–10:00am

### **Transplant 101: Essentials of Transplantation for the Non-Clinician**

**David Axelrod, MD, MBA**

Dartmouth-Hitchcock Medical Center

Overview of the clinical care pathway from referral to successful transplantation, including the processes of evaluation, listing, allocation of organs, transplant surgery and recovery and expected outcomes following transplantation.

10:15am–11:45am

### **Transplant 101: Essentials of Transplant Regulation and Operation**

**Gwen McNatt, MS, RN, CNN, FNP-BC**

Northwestern Memorial Hospital

Overview of the vital administrative functions necessary for transplant center operation including key personnel, organ acquisition cost centers, outcome tracking, and reporting to CMS, UNOS, and private payers.

# **MAIN PROGRAM SCHEDULE**

(designed for all attendees)

## **Sunday, November 7, 2010**

11:45am–1:00pm

### **Opening Welcome Lunch**

**David Axelrod, MD, MBA**

Dartmouth-Hitchcock Medical Center

**Al Isenman, PhD**

Kellogg School of Management

Please join the program directors from Kellogg and the ASTS as they provide a welcome overview and orientation of the inaugural ASTS Leadership Development Program.

1:00–2:30pm

### **Financial Statements/Accounting: Essential Knowledge**

**Beverly Walther, MBA, PhD**

Kellogg School of Management

Develop an understanding of key accounting principles and financial statements, including reading and interpreting balance sheets and income statements. Become familiar with the concepts of contribution margin, overhead allocations and valuation.

2:45–4:15pm

### **Getting Good Information from Financial Statements**

**Beverly Walther, MBA, PhD**

Kellogg School of Management

Helps you to more fully comprehend the financial implications of decisions and to make decisions that measurably improve the profitability and share price of an organization.

<p><b>4:30–6:00pm</b></p> <p><b>Transplant Finance: Knowledge into Practice</b></p> <p><b>Michael Abecassis, MD, MBA</b> Northwestern Memorial Hospital</p> <p>In depth examination of the financial management of transplant centers, including variable and fixed costs of transplant, organ acquisition cost centers, waitlist management and technical/professional reimbursement mechanisms.</p>	<p><b>10:15–11:45am</b></p> <p><b>Negotiating Productive Agreements (continued)</b></p> <p><b>Keith Murnighan, PhD</b> Kellogg School of Management</p>
<p><b>6:30–8:30pm</b></p> <p><b>Dinner Keynote Address Health Care Reform</b></p> <p><b>Frank Opelka, MD</b> Louisiana State University Health Sciences Center</p> <p>Overview of the implementation of health care legislation and its impact on the field of transplantation. Dinner will be followed by an interactive discussion.</p>	<p><b>11:45am–1:00pm</b></p> <p><b>Lunch</b></p> <p><b>1:00–2:00pm</b></p> <p><b>Cost, Pricing Strategies and Contracting: Knowledge into Practice</b></p> <p><b>Goran Klintmalm, MD, PhD</b> Baylor Regional Transplant Institute</p> <p>Overview of the essential components of transplant contracts including contract terms, negotiation strategy, assessing and controlling risk and working with OPOs.</p>
<p><b>Monday, November 8, 2010</b></p> <p><b>8:30–10:00am</b></p> <p><b>Negotiating Productive Agreements: Improving Your Proficiency</b></p> <p><b>Keith Murnighan, PhD</b> Kellogg School of Management</p> <p>Session provides a thorough grounding in negotiations. The emphasis is on creating opportunities for mutual gain in negotiations and ensuring that all parties are satisfied with the outcome.</p>	<p><b>2:00–4:15pm</b></p> <p><b>Strategic Contracting and Pricing in Transplant: Intro and Small Group Exercise</b></p> <p><b>Michael Abecassis, MD, MBA</b> Northwestern Memorial Hospital</p> <p><b>David Axelrod, MD, MBA</b> Dartmouth-Hitchcock Medical Center</p> <p><b>William Chapman, MD</b> Washington University School of Medicine</p> <p>Interactive learning session in which participants will assume the role of transplant center directors or transplant network executives to negotiate contracts for transplant services</p>

**Successful surgeon-leaders provide mentorship and real life experience in solving transplant management problems.**

4:30–6:00pm

**Developing and Interpreting Transplant Center Quality Metrics:  
SRTR, CMS, Internal**

**David Axelrod, MD, MBA**

Dartmouth-Hitchcock Medical Center

**Randall Sung, MD**

University of Michigan Health System

A detailed review of statistical evaluation of transplant center performance will be presented, including center assessment tools used by the SRTR and the OPTN membership and professional standards committee.

6:30–8:30pm

**Dinner Keynote Address  
CMS Perspective**

**Thomas Hamilton**

Centers for Medicare & Medicaid Services

An overview of the current regulatory aspects of transplantation from the perspective of CMS with a focus on current strategies to improve the quality of care for Medicare recipients. Dinner will be followed by an interactive discussion.

**Tuesday, November 9, 2010**

8:30–10:00 am

**Leading a High Functioning Multi-Disciplinary Team**

**Leigh Thompson, PhD**

Kellogg School of Management

Integrates the art and science of teamwork to help you plan and implement more effective teams in your organization.

10:15–11:45am

**Developing Effective Marketing:  
Strategy and Lessons**

**Greg Carpenter, PhD**

Kellogg School of Management

Helps you think about developing a marketing strategy to leverage your brand for increased client loyalty, competitive advantage, and profitability.

11:45am–1:00pm

**Lunch**

1:00–2:30pm

**Transplant Centers, Institutes and Institutional Relationships**

**Marwan Abouljoud, MD**

Henry Ford Hospital

Addresses the strengths and weaknesses of the various organizational structures within which transplant centers can be operated and their impact on physicians and hospitals.



2:45–4:15pm

### **Regulatory Aspects of Transplant Management: UNOS, CMS and Payers**

**Timothy Pruett, MD**

University of Minnesota

Overview of the regulatory environment in which transplant centers function, including UNOS, CMS—reporting requirements and conditions of participation, MPSC, and JCAHO.

4:30–5:00pm

### **Wrap Up and Evaluation**

*Program topics and speakers are subject to change without notice.*

## **Continuing Medical Education**

The American Society of Transplant Surgeons (ASTS) is accredited by the Accreditation Council for Continuing Medical Education (ACCME) to provide continuing medical education for physicians. The ASTS designates this educational activity for a maximum of 19.25 AMA PRA Category 1 Credits™. Physicians should only claim credit commensurate with the extent of their participation in the activity.

## **ASTS Commitment to Innovative Education**

ASTS is committed to providing educational activities designed to improve competence, performance and patient outcomes. ASTS educational activities meet the high standards of the essential areas, elements and policies for accreditation as specified by the ACCME. In 2009, ASTS received Accreditation with Commendation from the ACCME. This designation recognizes ASTS efforts to develop educational activities that improve professional practice, remove or overcome barriers to change, build bridges with other stakeholders through collaboration and provide a system for quality improvement.



# FACULTY AND GUEST SPEAKER BIOS

## ASTS Member Faculty



**Michael Abecassis, MD, MBA**  
is the Chief of the Division of Transplantation and Founding Director of the Northwestern University Comprehensive Transplant Center and serves as the Dean for Clinical Affairs at the Feinberg School of Medicine. Dr. Abecassis is also the current president of the American Society of Transplant Surgeons.



**Marwan Abouljoud, MD**  
is the Benson Ford Endowed Chair in Transplantation Surgery, Division Chief of Transplant and Hepatobiliary Surgery at the Henry Ford Hospital in Detroit and Director of the Henry Ford Transplantation Institute. Dr. Abouljoud is also the former chairman of the ASTS Business Practice Committee.



**David Axelrod, MD, MBA**  
is the Section Chief of solid organ transplantation at the Dartmouth Hitchcock Medical Center. Dr. Axelrod is the chair of the ASTS Business Practice Committee, the chair of the UNOS pancreas transplant oversight committee for region 1, the Vice-Chairman of the UNOS pancreas transplant committee and a member of the Policy Oversight Committee.



**William Chapman, MD**  
is a professor of surgery, Director, division of general surgery and Section Chief, Abdominal Transplantation at Washington University School of Medicine in St. Louis, Missouri. Dr. Chapman serves as the co-chair of the ASTS Business Practice Committee.



**Goran Klintmalm, MD, PhD**  
is the Chief and Chairman of the Baylor Regional Transplant Institute. Dr. Klintmalm serves as an associate editor for the American Journal of Transplantation and has authored or co-authored over 370 publications in transplantation. Dr. Klintmalm is also a past president of the American Society of Transplant Surgeons.

## Gwen McNatt, MS, RN, CNN, FNP-BC

is the Director of the Kovler Organ Transplantation Center at Northwestern University Hospital. Ms. McNatt has served on the UNOS Transplant Administrators' Committee, Operations Committee and Communications Committee and has served as a mock Medicare surveyor for ASTS. McNatt is currently pursuing a doctoral degree in Nursing at Loyola University in Chicago.



**Timothy Pruett, MD**  
is the Chief of the Division of Transplantation and the John S. Najarian Surgical Chair in Clinical Transplantation at the University of Minnesota. Dr. Pruett is a former president of UNOS, former ASTS council member and a current member of the American Board of Surgery's Transplant Advisory Committee.



**Randall Sung, MD**  
is an associate professor of surgery and Surgical Director of the Kidney and Pancreas Transplant Programs at the University of Michigan Health System in Ann Arbor, Michigan. He is a former Chair of the ASTS Vanguard Committee. Dr. Sung also serves as a co-investigator on the Scientific Registry of Transplant Recipients (SRTR).

## Kellogg School of Management Faculty



### Greg Carpenter, MBA, PhD

is the chair of the marketing department and serves as the James Farley/Booz Allen Hamilton Professor of Marketing Strategy. His research has appeared in the *Harvard Business Review*, *Financial Times* (London), National Public Radio and has been cited in cases before the United States Supreme Court.



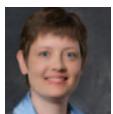
### Keith Murnighan, PhD

is the Harold H. Hines Jr. Professor of Risk Management and teaches regularly in executive programs in the US, Canada, the Middle East, Asia, and Europe. He has received numerous awards including the Top Faculty Member Award from the Kellogg-Hong Kong Executive MBA program and the 2006 Distinguished Educator Award from the Academy of Management, a Career Achievement award.



### Leigh Thompson, PhD

is the J. Jay Gerber Professor of Dispute Resolution & Organizations. She is the director of the Kellogg Team and Group Research Center and the Kellogg Leading High Impact Teams Executive program. Her research interests include negotiation, group behavior, decision-making, social cognition, and affective evaluations of events. Thompson has authored nine books.



### Beverly Walther, MBA, PhD

is a Professor of Accounting Information and Management and two time recipient of the Sidney J. Levy Teaching Award. She has published articles in an array of accounting journals, currently serves as Editor of *The Accounting Review* and routinely referees for the leading accounting journals. Walther is a Certified Public Accountant and a Certified Management Accountant.

## Dinner Keynote Speakers



### Thomas Hamilton

is the Director, Survey and Certification Group within the U.S. Centers for Medicare & Medicaid Services (CMS). He directs the work of 7000 surveyors at the state and federal levels who perform quality of care assessments for more than 200,000 providers that participate in the Medicare or Medicaid programs, or provide laboratory services under the Clinical Laboratory Improvement Amendments (CLIA).



### Frank Opelka, MD, FACS

is the Vice Chancellor of Clinical Affairs at the Louisiana State University Health Sciences Center. Dr. Opelka founded the American College of Surgeon's Surgical Quality Alliance and is a recognized national leader in surgical quality, patient safety and public reporting. Dr. Opelka serves on numerous national alliances, initiatives and national committees for patient safety, quality improvement and in areas of health policy.

# SCHEDULE-AT-A-GLANCE

## Sunday, November 7, 2010

### PRE-PROGRAM SCHEDULE (designed for industry and administrator attendees)

► 8:30am–10:00am	Transplant 101: Essentials of Transplantation for the Non-Clinician
► 10:15am–11:45am	Transplant 101: Essentials of Transplant Regulation and Operation

### MAIN PROGRAM SCHEDULE (designed for all attendees)

11:45am–1:00pm	Opening Welcome Lunch
1:00–2:30pm	Financial Statements/Accounting: Essential Knowledge
2:45–4:15pm	Getting Good Information from Financial Statements
4:30–6:00pm	Transplant Finance: Knowledge into Practice
6:30–8:30pm	Dinner Keynote, Topic: Health Care Reform

## Monday, November 8, 2010

8:30–10:00am	Negotiating Productive Agreements: Improving Your Proficiency
10:15–11:45am	Negotiating Productive Agreements (continued)
11:45am–1:00pm	Lunch
1:00–2:00pm	Cost, Pricing Strategies and Contracting: Knowledge into Practice
2:00–4:15pm	Strategic Contracting and Pricing in Transplant: Intro and Small Group Exercise
4:30–6:00pm	Developing and Interpreting Transplant Center Quality Metrics: SRTR, CMS, Internal
6:30–8:30pm	Dinner Keynote, Topic: CMS Perspective

## Tuesday, November 9, 2010

8:30–10:00 am	Leading a High Functioning Multi-Disciplinary Team
10:15–11:45am	Developing Effective Marketing: Strategy and Lessons
11:45am–1:00pm	Lunch
1:00–2:30pm	Transplant Centers, Institutes and Institutional Relationships
2:45–4:15pm	Regulatory Aspects of Transplant Management: UNOS, CMS and Payers
4:30–5:00pm	Wrap Up and Evaluation

**Participants will take home key best practices to immediately implement at their centers.**



# REGISTRATION

Program Rate Includes: Tuition, materials, lodging and meals.

	<b>Early Bird</b>	<b>Late Registration</b> (After October 7, 2010)
<b>Member Rate</b> (includes lodging for Nov 7, 8)*	\$3,995	\$4,495
<b>Non-Member Rate</b> (includes lodging for Nov 7, 8)*	\$4,995	\$5,495
<b>Industry Attendee** Rate</b> (includes lodging for Nov 6, 7, 8)*	\$5,995	\$6,495

\*If you would like to reserve additional lodging for the evenings of November 6th or 9th, please email Laurie Kulikosky at [laurie.kulikosky@asts.org](mailto:laurie.kulikosky@asts.org) for rates and reservations.

\*\*Industry attendance is limited to 10 participants and a maximum of two per company.

## ACCOMMODATIONS

The James L. Allen Center is the home of the Kellogg School Executive Education and hosts over 6000 executives annually to the School's 160 executive programs. The Center is completely self-contained with classrooms, study group rooms, bedrooms, dining rooms, and lounge areas. The goal is to create a special environment for learning that anticipates all educational and logistical needs in a seamless fashion, thereby minimizing distractions from the learning experience.

### Multiple Attendee Discount:

Non-member administrators attending along with an ASTS member from the same institution are eligible to register at the lowest rate (member rate).

### Attendee Maximum

**Due to the unique interactive format, registration is limited to 60 participants.** Industry attendance is limited to 10 participants

Availability is on a first come, first served basis, until spots are filled. Payment in full is required to guarantee a spot in the program. A waiting list will be maintained.

### Cancellation and Refund Policy

If a registrant is unable to attend, the fee may be transferred to a substitute. If no qualified substitute can be arranged before October 7, 2010, a refund will be issued, less a \$500 non-refundable deposit. If the transfer requires additional financial transactions, applicable bank fees will apply (bank fees incurred by ASTS will not be refunded to the party transferring the registration). Registration cancellation requests must be made in writing and received four weeks prior to the program. No refunds will be issued for cancellations received after October 7, 2010.

Register online at  
[www.ASTS.org](http://www.ASTS.org)

Please visit [www.ASTS.org](http://www.ASTS.org) for the most up-to-date information or contact Laurie Kulikosky, Director of Strategic Development at (703) 414-1607 or [laurie.kulikosky@asts.org](mailto:laurie.kulikosky@asts.org).



FOSTERING AND ADVANCING THE PRACTICE AND SCIENCE OF  
TRANSPLANTATION FOR THE BENEFIT OF PATIENTS AND SOCIETY.