

ACCELERATE YOUR LEADERSHIP



THE ASTS LEADERSHIP DEVELOPMENT PROGRAM

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

September 9 - 12, 2012

Northwestern University Kellogg School of Management

James L. Allen Center, Evanston, IL



NORTHWESTERN UNIVERSITY



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 contracts 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 #3 by Bloomberg Business Week, provides interactive instruction in the areas of financial analysis, cost accounting, negotiating, team leadership, and strategy. Complementing the Kellogg instruction are sessions and simulations focused on the specific application to transplant program leadership. These companion sessions 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.

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 LDP is perhaps the best meeting in which I’ve ever had the pleasure of participating. The lecturers were excellent and the attendees were interactive, enthusiastic, and willing to share ideas. I will recommend the course to everyone. It’s a must in the present world of transplantation.”

– Matthew Cooper, MD
University of Maryland Medical System
2011 Attendee

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

Leadership Development Program - Continuing Medical Education

Accreditation and Designation Statement

The American Society of Transplant Surgeons (ASTS) is accredited by the Accreditation Council for Continuing Medical Education to provide continuing medical education for physicians.

The ASTS designates this live activity for a maximum of 30 *AMA PRA Category 1 Credit(s)*™. Physicians should only claim credit commensurate with the extent of their participation in the activity.

Statement of Need

Transplant medical professionals are increasingly called upon to understand and manage complex businesses within transplant centers. Surgeons are being asked to control costs, understand relationships between providers and their hospitals, interpret regulatory guidelines, develop metrics and understand branding, all while at the same time serving in their primary clinical roles. Transplant surgeons are not typically educated in the business aspects of transplantation, and seek resources to help them navigate both general business executive skills and the highly unique niche of transplant center business skills.

Purpose of Activity

This activity is designed to improve the level of competence essential to successfully lead transplant centers within a complex financial and regulatory environment. Specifically, the activity will address operational and financial efficiencies in transplant centers, which will result in physicians' ability to provide a higher quality of patient care.

Identification of Practice Gap

Transplant professionals demonstrated a desire for training in business skills specific to the field of transplantation through increased attendance at ASTS Business Practice Seminars at the ASTS Winter Symposium and feedback in ASTS event surveys.

Target Audience

Surgeons, Transplant Administrators, and other professionals in the field of transplantation.

Disclosures

ASTS ensures that all CME certified activities are fair, valid, balanced, scientifically rigorous, and free of commercial bias and designed to promote professional performance, competency, and improved patient outcomes. It is the policy of ASTS that individuals in a position to influence/control content of a CME activity disclose all or apparent conflicts of interest(s) that have occurred within the last 12 months of the activity. The faculty disclosures are printed in the Participation Notification form, which will be located in the front section of the syllabus.

New This Year!

Online Evaluation, Credit Claim and Certificate System

Registered attendees will be able to use the new and convenient online evaluation, credit claim and CME certificate system. This system will allow you to easily complete the program evaluations and upon completion of the evaluation and credit claiming, you will have immediate access to your CME certificate.

All registered attendees will receive an email from ASTS on the last day of the program, which will include a link that will immediately take you to a website to complete the session evaluations. In order for you to receive your CME certificate or Certificate of Attendance, you are required to complete the evaluations. You will have up to 4 months, until January 12, 2013 to complete the evaluations and obtain your certificates.



MAIN PROGRAM SCHEDULE

Sunday September 9, 2012

2:00-2:15pm

Program Welcome

William C. Chapman, MD

Washington University School of Medicine

Holly J. Raider, PhD

Senior Director, Executive Education,
Kellogg School of Management

Please join the program directors from Kellogg and the ASTS as they provide a welcome overview and orientation of the 2012 ASTS Leadership Development Program.

2:15-3:45pm

Essentials of Transplant Economics and Practice

David A. Axelrod, MD, MBA

Dartmouth-Hitchcock Medical Center

Session provides a thorough overview of Transplant Economics and provides the foundation for the topics and sessions presented during the 2012 Leadership Development Program

4:00 - 5:30pm

Regulatory Aspects of Transplant Management: UNOS, CMS and Payers

John P. Roberts, MD

University of California, San Francisco

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

6:30-8:30pm

ASTS Presidential Remarks & Welcome

Kim M. Olthoff, MD

University of Pennsylvania

Dinner Keynote Address CMS Perspective

Thomas Hamilton

Director, Survey and Certification Group,
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.

Monday September 10, 2012

8:30-10:00am

Financial Statements/Accounting: Essential Knowledge

Thomas Z. Lys, 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.

10:15-11:45am

Getting Good Information from Financial Statements

Thomas Z. Lys, PhD

Kellogg School of Management

Comprehend the financial implications of decisions and to make decisions that measurably improve the profitability and share price of an organization.

11:45am-1:00pm

Lunch

1:00-2:30 pm

Leading a High Functioning Multi-Disciplinary Team

Leigh Thompson, PhD

Kellogg School of Management

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

2:45-4:15pm

Leading a High Functioning Multi-Disciplinary Team (continued)

Leigh Thompson, PhD

Kellogg School of Management

4:30-6:00pm

Developing, Implementing and Monitoring Effective Transplant Center Policies

Jennifer Milton, BSN, CCTC, MBA

University of Texas Transplant Center, San Antonio

Overview of the administrative aspects of developing, implementing and monitoring effective transplant center policies.

6:30-9:00pm

**Dinner Keynote Address
Quality Assessment and Performance Improvement: It's a Process, not a Protocol**

David J. Reich, MD

Drexel University College of Medicine
Hahnemann University Hospital

An update on transplant center QAPI in the new era of reform, regulation, and reimbursement; Dinner will be followed by small group interactive learning sessions in which participants will explore strategies to develop a QAPI program to improve center-specific outcomes.

Tuesday September 11, 2012

8:30-10:00am

Transplant Finance: Knowledge into Practice

Michael M. Abecassis, MD, MBA

Northwestern University Hospital

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.

10:15-11:45am

Transplant Finance: Knowledge into Practice (continued)

Michael M. Abecassis, MD, MBA

Northwestern University Hospital

11:45am-1:00pm

Lunch

1:00-2:30pm

Negotiating Productive Agreements: Improving Your Proficiency

J. Keith Murnighan, PhD

Kellogg School of Management

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.

2:45-4:15pm

Negotiating Productive Agreements (continued)

J. Keith Murnighan, PhD

Kellogg School of Management



4:30-6:00pm

Strategic Contracting and Pricing in Transplant

William C. Chapman, MD

Washington University School of Medicine

Overview of the essential components of transplant contracts including contract terms, negotiation strategy, assessing and controlling risk and working with OPOs.

6:30-8:30pm

**Dinner Keynote Address
The Payer Perspective**

Robert T. Webb, MBA

OptumHealth Care Solutions

An interactive discussion of value in health care delivery from the provider community's perspective: defining and rewarding effective and efficient transplant care.

Wednesday, September 12, 2012

8:30-10:00am

Creating and Developing Your Strategy

Leemore S. Dafny, PhD

Kellogg School of Management

This session will describe frameworks of strategic analysis and competitive assessment in health care markets. Participants will develop an improved understanding of approaches to create and demonstrate value to patients and purchasers of health care services

10:15-11:45am

**Creating and Developing Your Strategy
(continued)**

Leemore S. Dafny, PhD

Kellogg School of Management

11:45am-1:00pm

Lunch

1:00-2:00pm

Transplant Centers, Institutes and Institutional Relationships

Alan I. Reed, MD

University of Iowa

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

2:00-3:30pm

SRTR and Continuous Monitoring of Center Performance

Raja Kandaswamy, MD

University of Minnesota

David A. Axelrod, MD, MBA

Dartmouth-Hitchcock Medical Center

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.

3:30-4:00pm

Wrap Up and Evaluation

Program topics and speakers are subject to change without notice.

FACULTY AND GUEST SPEAKER BIOS

ASTS Faculty



Michael M. Abecassis, MD, MBA is the Chief of the Division of Transplantation and Founding Director of the Northwestern University Comprehensive Transplant Center. Dr. Abecassis is the past president of the American Society of Transplant

Surgeons.



David A. Axelrod, MD, MBA is the Section Chief of solid organ transplantation at the Dartmouth Hitchcock Medical Center. Dr. Axelrod is 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 C. 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 chair of the ASTS Business Practice Committee.



Raja Kandaswamy, MD is the Director of the University of Minnesota's Pancreas Transplant Program and Vice Chair of the Transplant Division. Dr. Kandaswamy currently serves on the ASTS Fellowship Training and Cell Transplant

Committees and is an alumnus of the 2010 ASTS Leadership Development



Jennifer Milton, BSN, CCTC, MBA is the Administrative Director and Associate Faculty at the University Transplant Center of the UT Health Sciences Center in San Antonio, Texas. Ms. Milton works closely with the ASTS on programs such as the Mock

Medicare Survey program and the Transplant Policy Library.



Alan I. Reed, MD is the Director of the Division of Transplant and Hepatobiliary Surgery at the University of Iowa. Dr. Reed is a former chair of the ASTS Ethics Committee.



John P. Roberts, MD is the Chief of the Division of Transplantation at UCSF Medical Center. Dr. Roberts is a past president of ASTS and the 2012-2013 President of UNOS.

Kellogg School of Management Faculty



Leemore S. Dafny, PhD is an Associate Professor of Management and Strategy. She is an applied microeconomist whose research focuses on competition in healthcare markets and the impact of public interventions on healthcare costs and

quality.



Thomas Z. Lys, PhD is the Eric L. Kohler Chair in Accounting and Professor of Accounting Information and Management. He has received the Outstanding Professor of the Year Award from the Kellogg Executive Masters' Program five times as well

as the Sidney J. Levy Teaching Award from the Kellogg MBA Program.



J. 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.

FACULTY AND GUEST SPEAKER BIOS (CONTINUED)

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).



David J. Reich, MD is Professor and Chief of the Division of Multiorgan Transplantation and Hepatobiliary Surgery, and Vice Chairman of Surgery at the Drexel University College of Medicine and Hahnemann University Hospital. Dr. Reich is the chair of the ASTS Standards Committee and serves as the ASTS representative to the ACS's Surgical Quality Alliance and the AMA's Physician Consortium for Process Improvement.



Robert T. Webb, MBA is the CEO of OptumHealth Care Solutions. OptumHealth Care Solutions provides consumer advocacy, wellness, health care decision support, disease management, case management, health information portals and specialized networks to more than 40 million Americans through its customer relationships with more than 4,000 employers, health plans, reinsurers and third-party administrators.



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

LEADERSHIP DEVELOPMENT PROGRAM SCHEDULE-AT-A-GLANCE

Sunday, September 9, 2012	
2:00 - 2:15 PM	Program Welcome
2:15 - 3:45 PM	Essentials of Transplant Economics and Practice
4:00 – 5:30 PM	Regulatory Aspects of Transplant Management: UNOS, CMS and Payers
6:30 - 8:30 PM	Dinner Keynote, Topic: CMS Perspective
Monday, September 10, 2012	
8:30 – 10:00 AM	Financial Statements/Accounting: Essential Knowledge
10:15 – 11:45 AM	Getting Good Information from Financial Statements
11:45 AM - 1:00 PM	Lunch
1:00 – 2:30 PM	Leading a High Functioning Multi-Disciplinary Team
2:45 – 4:15 PM	Leading a High Functioning Multi-Disciplinary Team (continued)
4:30 - 6:00 PM	Developing, Implementing and Monitoring Effective Transplant Center Policies
6:30 - 9:00 PM	Dinner Keynote and group exercises, Topic: QAPI
Tuesday, September 11, 2012	
8:30 - 10:00 AM	Transplant Finance: Knowledge into Practice
10:15 – 11:45 AM	Transplant Finance: Knowledge into Practice (continued)
11:45 AM - 1:00 PM	Lunch
1:00 – 2:30 PM	Negotiating Productive Agreements: Improving Your Proficiency
2:45 – 4:15 PM	Negotiating Productive Agreements (continued)
4:30 - 6:00 PM	Strategic Contracting and Pricing in Transplant
6:30 - 8:30 PM	Dinner Keynote, Topic: The Payer Perspective
Wednesday, September 12, 2012	
8:30 - 10:00 AM	Creating and Developing Your Strategy
10:15 – 11:45 AM	Creating and Developing Your Strategy (continued)
11:45 AM - 1:00 PM	Lunch
1:00 – 2:00 PM	Transplant Centers, Institutes and Institutional Relationships
2:00 - 3:30 PM	SRTR and Continuous Monitoring of Center Performance
3:30 - 4:00 PM	Wrap Up and Evaluation



REGISTRATION

Program rate includes: Tuition, materials, lodging for the evenings of September 9, 10 and 11 and meals

Member Rate: \$4,495

Non-Member Rate: \$5,495

Industry Attendee Rate*: \$6,495

***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 of Management's Executive Education programs and hosts over 6000 executives annually. 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.

Please note: Occasionally, demand for programs requires that participants stay at a nearby hotel. If that is necessary, arrangements (including daily transportation between the hotel and the Allen Center) will be made for you.

Multiple Attendee Discount:

Non-member administrators attending along with an ASTS member from the same institution are eligible to register at the 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 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). If no qualified substitute can be arranged before August 9, 2012, a refund will be issued, less a \$500 non-refundable deposit. Registration cancellation requests must be made in writing and received by August 9, 2012. No refunds will be issued for cancellations received after August 9, 2012.

Guest Policy

Guests at the Allen Center during the program are discouraged. Attendees will incur additional fees for guests due to the all inclusive nature of the venue. Please contact ASTS for more information.

Register online at

www.ASTS.org

Please visit www.ASTS.org for the most up-to-date information or contact Laurie Kulikosky, Director of Strategic Development at (703) 414-1602 or laurie.kulikovsky@asts.org

“The ASTS LDP provides critical and timely insight into the changing demands placed on stakeholders in, and leaders of, the transplant programs of today and tomorrow.

Participants of this exciting program leave with an expanded tool set that helps them think strategically about branding, marketing, managerial accounting, and transplant-specific financial management. Participants gain an understanding of techniques that will help them better manage relationships with payers and hospitals, and actionable information that will help them guide and grow their programs.”

**– Steven R. Potter, MD
East Texas Medical Center
2011 Attendee**



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

2461 South Clark Street, Suite 640 • Arlington, VA 22202 • p: 703 414.7870 • f: 703 414.7874 • www.astso.org