

ACCELERATE YOUR LEADERSHIP



THE ASTS LEADERSHIP DEVELOPMENT PROGRAM

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

September 11-13, 2011

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



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.

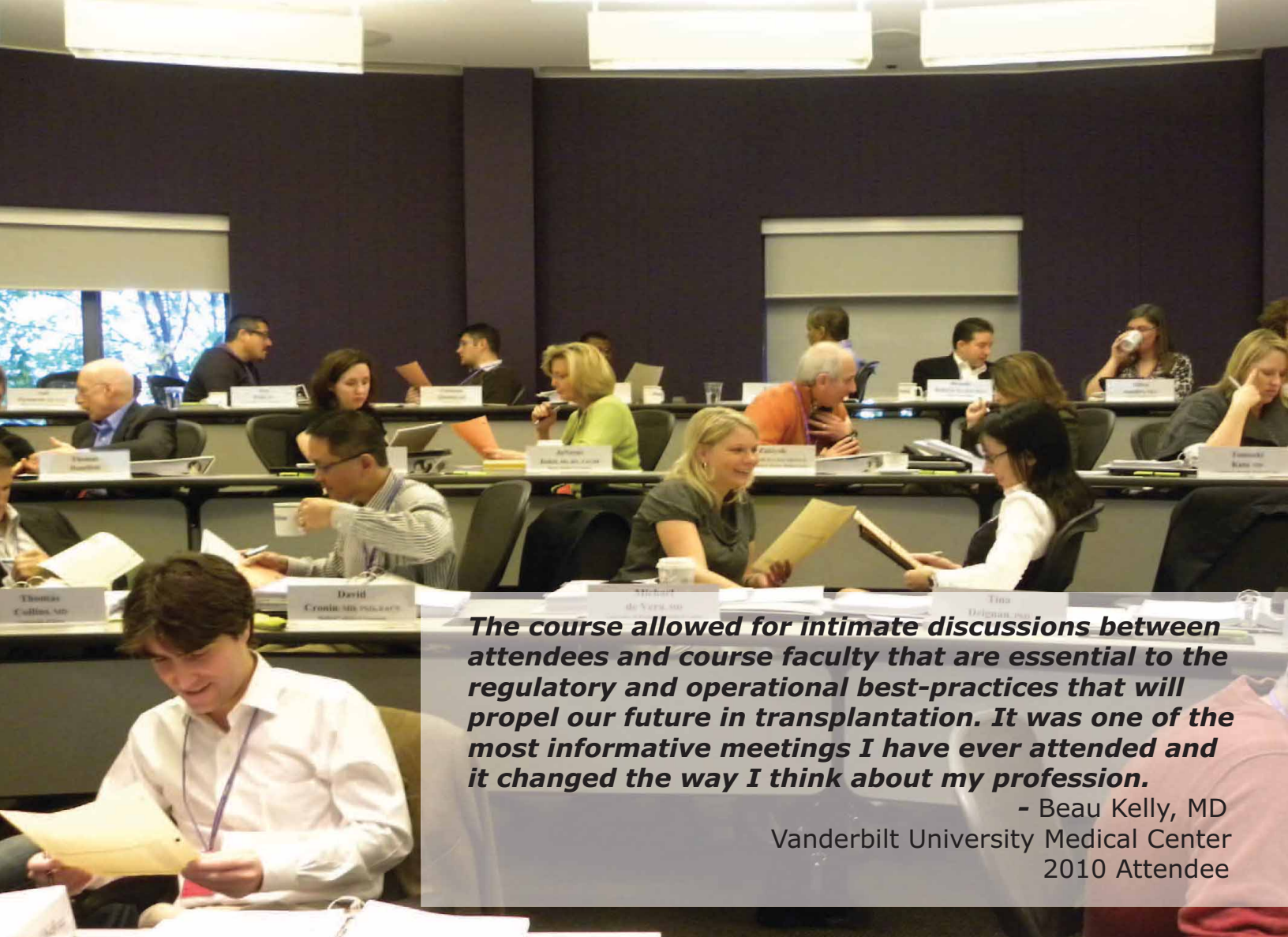
ASTS contracts with the Kellogg School of Management at Northwestern University to design this highly customized business leadership course. Kellogg, whose Executive MBA program was recently ranked #1 by Bloomberg Business Week, provides interactive instruction in the areas of financial analysis, cost accounting, negotiating, team leadership, and marketing. 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 course allowed for intimate discussions between attendees and course faculty that are essential to the regulatory and operational best-practices that will propel our future in transplantation. It was one of the most informative meetings I have ever attended and it changed the way I think about my profession.

**- Beau Kelly, MD
Vanderbilt University Medical Center
2010 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

MAIN PROGRAM SCHEDULE

Sunday, September 11, 2011

8:00 - 8:30am

Program Welcome

David Axelrod, MD, MBA

Dartmouth-Hitchcock Medical Center

Al Isenman, PhD

Director, Custom Executive Education Programs, Kellogg School of Management

Please join the program directors from Kellogg and the ASTS as they provide a welcome overview and orientation of the 2011 ASTS Leadership Development Program

8:30 - 10:00am

Negotiating Productive Agreements: Improving Your Proficiency

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.

10:15 - 11:45am

Negotiating Productive Agreements (continued)

Keith Murnighan, PhD

Kellogg School of Management

11:45am - 1:00pm

Lunch

1:00 - 2:30pm

Financial Statements/Accounting: Essential Knowledge

Beverly Walther, 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, 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.

4:30 - 6:00pm

Transplant Finance: Knowledge into Practice

Michael 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.

6:30 - 8:30pm

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 12, 2011

8:30 - 10:00am

Essentials of Transplant Economics and Practice

David Axelrod, MD, MBA

Dartmouth-Hitchcock Medical Center

Session provides a thorough overview of transplant economics.

10:15 - 11:45am

Developing, Implementing and Monitoring Effective Transplant Center Policies

Jennifer Milton, BSN, CCTC, MBA

University of Texas Transplant Center, San Antonio

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

11:45am-1:00pm

Lunch

1:00 - 2:30pm

Strategic Contracting and Pricing in Transplant

William 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.

2:45 - 4:15pm

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.

4:30 - 6:00pm

Developing Effective Marketing: Strategy and Lessons (continued)

Greg Carpenter, PhD

Kellogg School of Management

6:30 - 9:00pm

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

David 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.



The ASTS LDP should be mandatory for all division chiefs and administrators that are involved in the business of transplantation. It is worth every penny and the time you spend there.

**- Betsy Tuttle-Newhall, MD
2010 Attendee**

Tuesday, September 13, 2011

8:30 - 10:00am

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

Leading a High Functioning Multi-Disciplinary Team (continued)

Leigh Thompson, PhD
Kellogg School of Management

11:45am - 1:00pm

Lunch Keynote, Topic: Transplant Centers, Institutes and Institutional Relationships

Marwan Abouljoud, MD
Henry Ford Medical Center

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

1:00 - 2:30pm

SRTR and CUSUM

David Axelrod, MD, MBA
Dartmouth-Hitchcock Medical Center

Raja Kandaswamy, MD
University of Florida

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.

2:45 - 3:45pm

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.

3:45 - 4:15pm

Wrap Up and Evaluation

Program topics and speakers are subject to change without notice.

Continuing Medical Education

Accreditation Statement

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.

Credit Designation Statement

The ASTS designates this live activity for a maximum of 23.75 *AMA PRA Category 1 Credit(s)*[™]. 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 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 the immediate past 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 a 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.



Raja Kandaswamy, MD is the Director of the University of Florida Institute of Transplantation and Chief of the Division of Transplantation. Dr. Kandaswamy currently serves on the ASTS Fellowship Training and Cell Transplant Committees and is an

alumnus of the 2010 ASTS Leadership Development Program.

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 upcoming Transplant Policy Library.



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.

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.

FACULTY AND GUEST SPEAKER BIOS (CONTINUED)

Kellogg School of Management Faculty



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).



David 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

current 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.

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.



SCHEDULE-AT-A-GLANCE

Sunday September 11, 2011

8:00 - 8:30 AM	Welcome
8:30 - 10:00 AM	Negotiating Productive Agreements: Improving Your Proficiency
11:15 - 11:45 AM	Negotiating Productive Agreements (continued)
11:45 - 1:00 PM	Lunch
1:00 - 2:30 PM	Financial Statements/Accounting: Essential Knowledge
2:45 - 4:15 PM	Getting Good Information from Financial Statements
4:30 - 6:00 PM	Transplant Finance: Knowledge into Practice
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4:30 - 6:00 PM	Developing Effective Marketing: Strategy and Lessons (continued)
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8:30 - 10:00 AM	Leading a High Functioning Multi-Disciplinary Team
10:15 - 11:45 AM	Leading a High Functioning Multi-Disciplinary Team (continued)
11:45 - 1:00 PM	Lunch Keynote, Topic: Transplant Centers, Institutes and Institutional Relationships
1:00 - 2:30 PM	SRTR and CUSUM
2:45 - 3:45 PM	Regulatory Aspects of Transplant Management: UNOS, CMS and Payers
3:45 - 4:15 PM	Wrap Up and Evaluation



REGISTRATION

Program rate includes: Tuition, materials, lodging for the evenings of September 10, 11 and 12 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 11, 2011, a refund will be issued, less a \$500 non-refundable deposit. Registration cancellation requests must be made in writing and received by August 11, 2011. No refunds will be issued for cancellations received after August 11, 2011.

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) 414-1607 or laurie.kulikovsky@asts.org

The ASTS LDP is truly an outstanding opportunity for transplant surgeons and other team members to gain a better understanding of financial issues and building a successful program in today's healthcare environment. I highly recommend this course for every transplant surgeon or physician in a leadership position and intend to send every key member of my team.

**- James Eason, MD
University of Tennessee Methodist University Hospital
Transplant Institute
2010 Attendee**



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

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