



2014

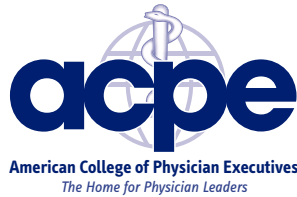
Annual Meeting & Spring Institute

April 25-29, 2014 • Chicago Marriott Downtown Magnificent Mile

NOW IS THE TIME FOR

**Physician
Leadership**

American College of Physician Executives • acpe.org/Annual



Dear Colleague,

It cannot be overstated: Now is the time for physician leadership.

Are you prepared? By building your skills as a leader, you will be ideally positioned to effect positive change in your community, be the master of your own career and be a part of meaningful progress in health care.

ACPE's 2014 Annual Meeting and Spring Institute, April 25 – 29 in Chicago, offers continuous learning to physicians in any career path and stage. It is a place to gain knowledge, recharge your spirit and meet other physician leaders who are facing the same challenges you face each day.

When you join us in Chicago, be assured that you will leave the program with new confidence, fresh ideas and valuable contacts. ACPE is here to help you reach your potential and leverage your strengths as a natural leader.

I hope to see you in Chicago.

All the best,

Peter B. Angood, MD, FRCS(C), FACS, FCCM
Chief Executive Officer for ACPE

400 North Ashley Drive, Suite 400, Tampa, FL 33602-4322 • 800-562-8088 / 813-287-2000 / Fax 813-287-8993 • ACPE.org

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ACPE's 2014 Annual Meeting & Spring Institute

Choose your learning experience!

Below are options for 1-, 2-, 3- and 4-day courses that will improve your leadership and management skills, expand your career potential and inspire new approaches to improving health care.



Courses	Friday April 25	Saturday April 26	Sunday April 27	Monday April 28	Tuesday April 29	Prices Members/Nons
Annual Meeting 10 CME	8am–4:30pm	8am–12pm				\$580 / \$830
Annual Meeting and Thought Leadership Forum 18 CME	8am-4:30	8am-4:30	7am-noon			\$1,000 / \$1,295
Physician in Management Seminar Blended learning experience – Leadership module to be delivered online. 35 CME	Quality 9am-4:30pm	Finance 8am-4:30pm	Communication 8am-11:30am Marketing 1pm-4:30pm	Negotiation 8am-4:30pm		\$1,440 / \$1,735
Resolving Conflict 7 CME			8am–4:30pm			\$420 / \$600
Managing Physician Performance 24 CME			8am–4:30pm	8am–4:30pm	7am–12:30pm	\$1,450 / \$1,745
Three Faces of Quality 24 CME			8am–4:30pm	8am–4:30pm	7am–12:30pm	\$1,450 / \$1,745
Leadership and Governance for Group Practice Board Members 18 CME			8am–4:30pm	8am–4:30pm	8am–12pm	\$830 / \$1,105
Professional Accountability 11 CME				8am–4:30pm	8am–11:30am	\$750 / \$1,045
Meta-Leadership 12 CME				8am–4:30pm		\$800 / \$1,065

Accreditation

The American College of Physician Executives (ACPE) is accredited by the Accreditation Council for Continuing Medical Education to provide continuing education for physicians.

Designation

The American College of Physician Executives (ACPE) designates this live educational activity for a maximum of 35 *AMA PRA Category 1 Credit(s)*™. Physicians should only claim credit commensurate with the extent of their participation in the activity.

Save with Group Discounts

Attend with others in your organization and save 10-20%! For more information, visit acpe.org/Groups

acpe.org/Annual

Friday April 25 ★ Saturday April 26

ACPE's Annual Meeting



Robert M. Wachter, MD

Friday April 25

Opening General Session with Keynote Address

8-9:30am

If Every Instinct in Health Care is Wrong, then the Opposite Must be Right: Changing our Practice in a Value-Driven World

The title is a riff off a classic Seinfeld episode, in which Jerry convinces George to try the opposite of his every instinct. In health care, physicians have been taught to be individualistic, think about individual patients (vs. systems), look outside their institution for answers and be unable to consider resource allocation tradeoffs. Dr. Wachter will address the imperative to move in new directions, and provide some cautionary notes about what may be lost if the pendulum swings too far.

Robert M. Wachter, MD

Dr. Wachter is considered the father of the hospitalist field, the fastest growing specialty in the history of modern medicine. Recognized as one of the 50 most influential physician executives in the U.S. by *MODERN HEALTHCARE* magazine for six consecutive years, Dr. Wachter addresses patient safety, health care quality and the policies affecting patient care in his six books and 250 articles. He currently directs a 55-physician division of hospital medicine, and serves as the chair of the department of medicine and professor at the University of California, San Francisco.

Schedule at a glance

Friday April 25

★ Opening General Session with Keynote Address

8-9:30am

Workshops

10-10:45am

11-11:45am

1:30-2:15pm

2:30-3:15pm

★ Business Meeting Lunch with Induction Ceremony

11:45am-1:15pm

General Session

3:30-4:30pm

Saturday April 26

★ Poster Presentation: Share Your Story

7-8am

Difference-maker Breakout Sessions

8:15-9:15am

9:45-10:45am

Closing General Session

11am-noon

★ Special Events — for all attendees

These special events are open to all attendees registered for any seminar or course.

ACPE Annual Meeting

Friday April 25 ★ Saturday April 26

\$580 ACPE members / \$830 nonmembers 10 CME credits

Friday April 25

Opening General Session with Keynote Address

8-9:30am

Workshops

10-10:45am

11-11:45am

1:30-2:15pm

2:30-3:15pm

Led by your fellow physician leaders, these workshops center around leading change – patient-centered, behavioral, cultural and technological. Stay on one track throughout the day, or choose individual sessions based on specific topics.

Business Meeting Lunch with Induction Ceremony

11:45am-1:15pm

Hear from ACPE leaders and celebrate the accomplishments of new ACPE Fellows and Certified Physician Executives (CPEs).

Meet the winner of the Leape Ahead award, recognizing the academic institution that is successfully developing their students and residents into future leaders.

General Session

3:30-4:30pm

Saturday April 26

Poster Presentation: Share Your Story

7-8am

ACPE members share research, projects and lessons learned during our annual poster presentation session.

Difference-maker Breakout Sessions

8:15-9:15am

9:45-10:45am

Hear from colleagues and gain insight you can use today. Topics include value-driven innovation, intensive outpatient management, organizational EHR strategies, telehealth, safety, physician compensation and staffing and many more.

Closing General Session

11am-Noon

Annual Meeting and Thought Leadership Forum



Friday April 25 ★ Sunday April 27

\$1000 ACPE members / \$1295 nonmembers 18 CME credits

Geared toward our more experienced physician leaders, this program focuses on culture, competencies, challenges and complexities of excelling as a C-suite physician executive.

Visit acpe.org/Annual for details.

Physician in Management (PIM) Seminar

Friday–Monday ★ April 25–28

What do great physician leaders need to know?

These days, it isn't enough to be a good doctor. Whether you're working in a group practice or hospital, in insurance or any other health care setting, you need management and leadership skills if you want your organization and career to thrive.

Entire Seminar \$1,440 ACPE members / \$1,735 non-members ★ 35 CME credits (Degree & CPE prerequisite core/elective)

BONUS *SAVE up to \$565 by taking the full PIM Seminar (all 6 modules) — or choose from the individual modules below.*

Quality Improvement

Friday ★ April 25

Learn key quality improvement methods and techniques and their impact on your organization: minimized waste, decreased errors, increased efficiency and improved quality of care.

David Nash, MD, MBA, FACP

\$320 ACPE members / \$460 non-members

7 CME credits (Degree & CPE prerequisite core)

Marketing

Sunday afternoon ★ April 27

Stay ahead of the competition. Determine your business advantage, identify target markets and learn how to effectively use target and relationship marketing.

Eric Berkowitz, PhD

\$160 ACPE members / \$230 non-members

3.5 CME credits (Degree & CPE prerequisite elective)

Finance in Health Care Organizations

Saturday ★ April 26

Learn how to assess your organization's financial health, make effective fiscal decisions and communicate comfortably with your CFO, business manager or financial consultant.

Hugh Long, MBA, PhD, JD

\$320 ACPE members / \$460 non-members

7 CME credits (Degree & CPE prerequisite elective)

Powerful Negotiation Skills

Monday ★ April 28

Distinguish yourself by learning how to be more persuasive, handle difficult negotiations and create situations where everyone involved walks away satisfied.

Linda Babcock, PhD

\$320 ACPE members / \$460 non-members

7 CME credits (Degree & CPE prerequisite core)

Valuable Communication Skills

Sunday morning ★ April 27

Increase staff productivity and morale and reduce errors by honing your communication skills. Learn how to gain influence, improve relationships and promote cooperation.

Timothy Keogh, PhD

\$160 ACPE members / \$230 non-members

3.5 CME credits (Degree & CPE prerequisite elective)

Effective Physician Leadership

InterAct Express — Take this module home and complete the course at your convenience.

Establish more effective relationships with colleagues and patients, improve your team leadership skills and prevent or resolve organizational conflicts.

Dave Logan, PhD

\$320 ACPE members / \$460 non-members

7 CME credits (Degree & CPE prerequisite core)

Courses

Resolving Conflict

Sunday ★ April 27

Experts say some conflict is healthy, and they're right. When not managed well, however, conflict can become disruptive and lead to medical errors, poor patient satisfaction, increased cost and higher turnover. Learn the skills you need to use conflict productively.

- Practice effective listening and feedback skills.
- Become more aware of your own conflict style and the conflict styles of others.

Allison Linney, MBA

\$420 ACPE members / \$600 non-members ★ 7 CME credits *(Degree & CPE prerequisite elective)*

Carries credit toward ACPE's Metaleadership Certificate.

Managing Physician Performance

Sunday–Tuesday ★ April 27–29

***Special blended-learning format**

This is the definitive guide to managing medical professionals, from recruiting and hiring to everyday supervision. Finding and attracting the best candidates for positions in your organization, evaluating physicians' performance and motivating your staff are just a few of the topics covered. Other topics include:

- Questions you can — and can't — ask during a job interview.
- Defining job expectations from day one.
- Feedback — it's better to give and receive.

Timothy Keogh, PhD | Jennifer R. Grebenschikoff | William Martin, MPH, PsyD, CHES • Sue A. Cejka

\$1,450 ACPE members / \$1,745 non-members ★ 24 CME credits *(Degree & CPE prerequisite core)*

Three Faces of Quality

Sunday–Tuesday ★ April 27–29

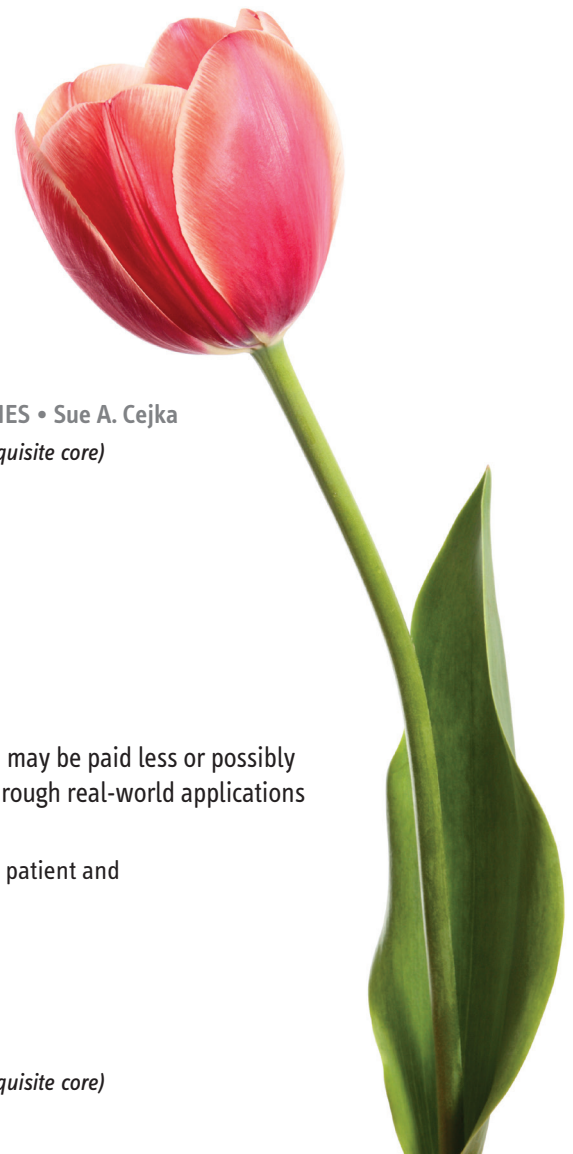
***Special blended-learning format**

With the advent of health care reform, if you don't achieve the clinical outcomes, you may be paid less or possibly not be paid at all. Learn techniques for managing and measuring quality outcomes through real-world applications that will transform your practice.

- Discover how to implement today's most innovative quality systems for the best patient and business outcomes.
- Identify sources and remedies for medical error.
- Get the most out of a chronic-care management program.

Harry L. Leider, MD, MBA, FACPE | Edward A. Walker, MD, MHA

\$1,450 ACPE members / \$1,745 non-members ★ 24 CME credits *(Degree & CPE prerequisite core)*



***Special blended-learning format:** Students take part of this course at the Institute and complete the remainder online either pre- or post-course.

Leadership and Governance for Group Practice Board Members

Sunday–Tuesday ★ April 27–29

Learn the governance skills you need to build consensus and lead with confidence. Group practice board members will gain valuable information and tools during this “hands-on” educational experience. With our faculty experts, you’ll learn to make decisions that will move your group ahead of the competition.

- Identify the major forces emerging on the horizon of health care and their effect on physician groups.
- Apply specific, practical techniques to systematically improve the governance of your organizations.
- Establish performance and behavioral standards for all physicians in your group, including disruptive and impaired physicians.
- Expand your knowledge of clinic financial statements, strategic plans, and the operating budget.

James E. Orlikoff, MA | William Martin, PsyD | Mark Covalesski, PhD, CPA | Michael Guthrie, MD, MBA, FACPE

\$830 ACPE members/ \$1,105 non-members ★ 18 CME credits *(Degree & CPE prerequisite elective)*

Professional Accountability

Monday–Tuesday ★ April 28–29

Although a profession is defined by many features, one of the most important is responsibility for the conduct of its members. Unfortunately, organizations often do not have appropriate strategies for dealing with behaviors that undermine a culture of safety (i.e., disruptive behavior). Left unaddressed, these behaviors lead to patient-safety issues, low staff morale and cost burdens. Learn what constitutes behaviors that undermine a culture of safety, why it is vital to address them and how to use new skills when addressing such behaviors.

- Design a plan for identifying and addressing behaviors that undermine a culture of safety.
- Understand what you need to know to put that plan into action.

Gerald Hickson, MD | Charles Reiter, III, JD

\$750 ACPE members / \$1,045 non-members ★ 11 CME credits *(Degree & CPE prerequisite elective)*

Meta-Leadership

Monday ★ April 28

***Special blended-learning format**

Anyone who leads or manages knows how difficult it is to get people to think beyond their own “silos,” including departments, job positions and professional specialties. To build cross-silo connectivity, a special type of leader is needed — a “meta-leader.” Meta-leaders are adept at integrating the work of the many different people and areas of expertise necessary to build high-quality patient care. Find out how you can become an effective meta-leader.

Barry C. Dorn, MD, MHCM | Leonard J. Marcus, PhD

\$800 ACPE members/\$1,065 non-members ★ 12 CME credits *(Degree & CPE prerequisite elective)*

Carries credit toward ACPE’s Metaleadership Certificate.

***Special blended-learning format:** Students take part of this course at the Institute and complete the remainder online either pre- or post-course.

2014

Hotel Information

Chicago Marriott Downtown Magnificent Mile

540 North Michigan Avenue, Chicago, IL 60611

Phone: (312) 836-0100

ACPE Hotel Rate: \$239 + tax

Reservations may also be made by calling 1-800-228-9290.

The Marriott Downtown Chicago Magnificent Mile Hotel is a renowned hotel combining the epitome of luxury and convenience. Conveniently situated among hundreds of world-famous shops and restaurants, the hotel is in walking distance of top attractions, including Navy Pier, Shedd Aquarium, Millennium Park, Adler Planetarium & Astronomy Museum and theater and museum districts. Revitalize body and mind in stylish hotel rooms and suites or unwind at the Lobby Bar.



Chicago Marriott Downtown Magnificent Mile

Transportation

The Chicago Marriott is 15 miles from Chicago O'Hare Airport, 12 miles from Midway Airport and 1.9 miles from Union Station (Amtrak and Metra). The hotel does not provide shuttle service. Transportation options include:

- **Taxi** — approximately \$45 each way from O'Hare Airport; approximately \$40 each way from Midway Airport
- **GO Airport Express Shuttle; on request** — costs \$32 one way from O'Hare Airport and \$27 one way from Midway Airport (2013 prices). Make advance reservations online. You can also reserve a GO Airport Express limousine.
- **Subway service** — costs \$2.25 one way to and from O'Hare (approximately a 1-hour ride) or Midway (approximately a 40-minute ride). The hotel is 0.2 miles from the Grand Avenue and State Street Station (red line).
- **Car rental** — Avis is ACPE's preferred car vendor; please contact Avis for car availability and rates.

Parking

Parking Rates (subject to change without prior notice): Valet parking is \$51/day; off-site parking is \$36/day

Call for Reservations:

**Chicago Marriott Downtown
Magnificent Mile**

1-800-228-9290

ACPE Hotel Rate: \$239 + tax

acpe.org/Annual

2014

Registration Form Annual Meeting & Spring Institute

NAME

ORGANIZATION

MD/DO/OTHER

NICKNAME FOR BADGE

ADDRESS

POSITION

CITY/STATE/ZIP

MEDICAL SCHOOL

PRIMARY SPECIALTY

TELEPHONE

EMAIL

Select your courses and programs:

Mark Choice Below	Courses/Programs	Dates	Members / Non-members	
	Annual Meeting ★ 10 CME	April 25-26	\$580 / \$830	
	Annual Meeting and Thought Leadership Forum ★ 18 CME	April 26-27	\$1,000 / \$1,295	
	Physician in Management Seminar ★ 35 CME <i>All 6 modules</i>	April 25-28	\$1,440 / \$1,735	BONUS SAVINGS
	Physician in Management Seminar – Single modules			
	Finance in Health Care Organizations	April 25-28	\$320 / \$460	
	Quality Improvement		\$320 / \$460	
	Marketing		\$160 / \$230	
	Valuable Communication Skills		\$160 / \$230	
	Powerful Negotiation Skills		\$320 / \$460	
	Effective Physician Leadership		\$320 / \$460	
	Resolving Conflict ★ 7 CME	April 27	\$420 / \$600	
	Managing Physician Performance ★ 24 CME	April 27-29	\$1,450 / \$1,745	
	Three Faces of Quality ★ 24 CME	April 27-29	\$1,450 / \$1,745	
	Leadership and Governance for Group Practice Board Members ★ 18 CME	April 27-29	\$830 / \$1,105	
	Professional Accountability ★ 11 CME	April 28-29	\$750 / \$1,045	
	Meta-Leadership ★ 12 CME	April 28	\$800 / \$1,065	

3 Ways to Register



Phone

800-562-8088 • 813-287-2000



Mail or Fax

Download and complete registration form at:
acpe.org/Annual and mail or Fax to 813-287-8993

Internet

acpe.org/Annual

Payment: Payment is due by **April 4, 2014**. After that date, you may risk losing your registration, as your seat in the class may be given to someone on the wait list. Please call ACPE at 800-562-8088 for more detailed information.

☐ Check enclosed (make checks payable to ACPE)

☐ Charge \$_____ to my: ☐ VISA ☐ MasterCard ☐ Discover ☐ AmerExpress

CARD NUMBER

EXPIRATION DATE

CARDHOLDER'S NAME

Cancellation Policy: For a full refund less a \$100 processing fee, cancel by **April 4, 2014**. All refunds are issued back to the original payment type. Registration for this program may be transferred to another attendee with no fee. No refund will be issued for no-shows or cancellations received after April 4, 2014.

Partners

ACPE Corporate Partners



ACPE Annual Meeting Partners



Partnership Opportunities

ACPE selectively partners with companies or organizations that will benefit from having quality one-on-one interaction with our members during our Annual Meeting, Summer and Fall Institutes. Our Institutes provide an intimate setting for partners to meet with our members and provide many opportunities for networking.

Interested in becoming an ACPE partner. Contact Fox Associates:

Fox Associates
116 West Kinzie Street
Chicago, IL 60654
800-440-0231
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American College of Physician Executives

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ACPE's 2014 Annual Meeting & Spring Institute

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Career Services

While you're in Chicago, take the opportunity to schedule a session with ACPE's career advisor. Rebekah Apple is a seasoned health care professional who advises physicians thinking of transitioning into a leadership position, ready to move ahead in their current organization or seeking a position elsewhere.

- Discover ways to transition out of clinical work and into leadership
- Learn how your skills and interests match up to marketplace demands
- Consider how you present yourself to prospective employers

One-hour session:
\$250/members | \$450/nonmembers

Email Rebekah at rapple@acpe.org
to make an appointment.