



FALL INSTITUTE

CHANDLER, ARIZONA

SHERATON GRAND AT WILD HORSE PASS

NOVEMBER 4–8, 2016

2016 FALL INSTITUTE

CHANDLER, ARIZONA ■ NOV. 4-8, 2016

THOUGHTS FROM MEMBERS OF THE AMERICAN ASSOCIATION FOR PHYSICIAN LEADERSHIP®

The association inspires physician leaders to develop their talents and encourages them to seek opportunities to grow as leaders and share their talents. Their (CPE) capstone projects help 'up-and-coming' leaders define their leadership philosophy and helps providers at all levels of experience articulate their philosophy, style and strengths. The association's programs are always being updated to provide support in new areas where physician leadership is needed. The lecturers are dedicated and go the extra mile in providing support beyond simply the content. The faculty is willing to share their collective knowledge and experience plus provide additional emotional support in an effort to help attendees succeed in their roles and advance the delivery of health care for our patients.

— Karin Witt, MD, CPE, FACOG

This was my first AAPL conference, and I was very impressed with the education provided as well as the efficiency with which it was provided. I will definitely attend again in the future.

— Edwin Waters, MD

COURSE	CME	Fri 4	Sat 5	Sun 6	Mon 7	Tue 8
Physician in Management Seminar	35	8a-4:30p	8a-4:30p	8a-4:30p	8a-4:30p	7a-12:30p
The American Association for Physician Leadership® designates this live activity for a maximum of 35 <i>AMA PRA Category 1 Credit(s)</i> ™. Physicians should claim only the credit commensurate with the extent of their participation in the activity.						
Authentic Leadership Development	14	8a-4:30p	8a-4:30p			
The American Association for Physician Leadership® designates this live activity for a maximum of 14 <i>AMA PRA Category 1 Credit(s)</i> ™. Physicians should claim only the credit commensurate with the extent of their participation in the activity.						
Science of High Reliability	14	8a-4:30p	8a-4:30p			
The American Association for Physician Leadership® designates this live activity for a maximum of 14 <i>AMA PRA Category 1 Credit(s)</i> ™. Physicians should claim only the credit commensurate with the extent of their participation in the activity.						
*Advanced Medical Staff Leadership	10.5	8a-4:30p	8a-11:30a			
The American Association for Physician Leadership® designates this live activity for a maximum of 10.5 <i>AMA PRA Category 1 Credit(s)</i> ™. Physicians should claim only the credit commensurate with the extent of their participation in the activity.						
Crucial Conversations	14	8a-4:30p	8a-4:30p			
The American Association for Physician Leadership® designates this live activity for a maximum of 14 <i>AMA PRA Category 1 Credit(s)</i> ™. Physicians should claim only the credit commensurate with the extent of their participation in the activity.						
Successful Career Transitions Taking Charge of Change	3.5		1p-4:30p			
The American Association for Physician Leadership® designates this live activity for a maximum of 3.5 <i>AMA PRA Category 1 Credit(s)</i> ™. Physicians should claim only the credit commensurate with the extent of their participation in the activity.						
Meta Leadership	12		8a-4:30p			
The American Association for Physician Leadership® designates this live activity for a maximum of 7 <i>AMA PRA Category 1 Credit(s)</i> ™. Physicians should claim only the credit commensurate with the extent of their participation in the activity. The American Association for Physician Leadership® designates this enduring material for a maximum of 5 <i>AMA PRA Category 1 Credit(s)</i> ™. Physicians should claim only the credit commensurate with the extent of their participation in the activity.						
Implementing Effective Quality Programs	10			8a-4:30p		
The American Association for Physician Leadership® designates this live activity for a maximum of 7 <i>AMA PRA Category 1 Credit(s)</i> ™. Physicians should claim only the credit commensurate with the extent of their participation in the activity. The American Association for Physician Leadership® designates this enduring material for a maximum of 3 <i>AMA PRA Category 1 Credit(s)</i> ™. Physicians should claim only the credit commensurate with the extent of their participation in the activity.						
Resolving Conflict	7			8a-4:30p		
The American Association for Physician Leadership® designates this live activity for a maximum of 7 <i>AMA PRA Category 1 Credit(s)</i> ™. Physicians should claim only the credit commensurate with the extent of their participation in the activity.						
*Ethical Challenges of Physician Leaders	7			8a-4:30p		
The American Association for Physician Leadership® designates this live activity for a maximum of 7 <i>AMA PRA Category 1 Credit(s)</i> ™. Physicians should claim only the credit commensurate with the extent of their participation in the activity.						
Managing Physician Performance	24			8a-4:30p	8a-4:30p	7a-12:30p
The American Association for Physician Leadership® designates this live activity for a maximum of 19 <i>AMA PRA Category 1 Credits</i> ™. Physicians should claim only the credit commensurate with the extent of their participation in the activity. The American Association for Physician Leadership® designates this enduring material for a maximum of 5 <i>AMA PRA Category 1 Credit(s)</i> ™. Physicians should claim only the credit commensurate with the extent of their participation in the activity.						
Three Faces of Quality	24			8a-4:30p	8a-4:30p	7a-12:30p
The American Association for Physician Leadership® designates this live activity for a maximum of 19 <i>AMA PRA Category 1 Credits</i> ™. Physicians should claim only the credit commensurate with the extent of their participation in the activity. The American Association for Physician Leadership® designates this enduring material for a maximum of 5 <i>AMA PRA Category 1 Credit(s)</i> ™. Physicians should claim only the credit commensurate with the extent of their participation in the activity.						
Advanced Topics in Health Law	12				8a-4:30p	7a-12:30p
The American Association for Physician Leadership® designates this live activity for a maximum of 12 <i>AMA PRA Category 1 Credit(s)</i> ™. Physicians should claim only the credit commensurate with the extent of their participation in the activity.						
Professional Accountability	11				8a-4:30p	8a-11:30a
The American Association for Physician Leadership® designates this live activity for a maximum of 11 <i>AMA PRA Category 1 Credits</i> ™. Physicians should claim only the credit commensurate with the extent of their participation in the activity.						

The American Association for Physician Leadership® is accredited by the Accreditation Council for Continuing Medical Education to provide continuing medical education for physicians.

This activity has been approved for *AMA PRA Category 1 Credit*™.

All courses qualify for CPE/master's credit, excluding *Advanced Medical Staff Leadership and Ethical Challenges of Physician Leaders



Physician in Management Seminar Series

November 4–8 ■ 35 CME

\$1,750 association members / \$2,050 nonmembers

Explore the many facets of physician leadership and get a comprehensive view of where your career might lead. New leaders gain live faculty exposure to examine challenges within the health care industry.

TAKE THIS IF: You're a clinician new to leadership roles, this overview series is the place to start.

IF YOU WANT TO EXPLORE THE
MANAGEMENT
FIELD ■ THIS IS THE
RIGHT PLACE
TO START

QUALITY: SEE HOW THIS FOCUS DRIVES
CHANGE ACROSS HEALTH CARE.

Faculty: David B. Nash, MD, MBA, FACPE

Fri
4

- Summarize quality improvement theories and frameworks.
- Examine the role of finance in quality improvement programs and the relationship between quality and cost.
- Define data collection, measurement and analysis tools and techniques.
- Compare internal and external performance against the identified quality standards and practices and against national quality initiatives (including patient safety).
- Explore the historical context of quality and safety with an emphasis on how this fits into health reform.

FINANCE: GRASP THE LANGUAGE OF
NUMBERS TO ATTAIN YOUR GOALS.

Faculty: Hugh Long, MBA, PhD, JD

Sat
5

- Use fiscal reports to evaluate the performance and condition of the organization.
- Describe how basic cost structure and payment analysis can be building blocks supporting budget processes.
- Apply accounting and finance principles to make more informed decisions regarding beginning and ending services and acquiring/disposing equipment, including financing services.

COMMUNICATION: DISCERN DIFFERENCES
IN STYLE AND SUBSTANCE.

Faculty: Timothy J. Keogh, PhD

Sun_{am}
6

- Differentiate the recognized style differences based on the Personal Profile System Survey.
- Identify your own personal work behavior tendencies.
- Develop an understanding of how these styles may affect others.
- Enhance effectiveness in accomplishing tasks by improving your relationships with others.
- Develop strategies for working together to increase productivity in the work environment.

MARKETING: SEE HOW BRAND
AWARENESS LEANS ON ORGANIZATIONAL
STRENGTHS.

Faculty: Eric Berkowitz, PhD

Sun_{pm}
6

- Relate the market-based approach to planning.
- Define marketing.
- Explain the nature of relationship marketing strategies.
- Delineate how patients and physicians make choices among organizations.
- Apply the four P's of marketing strategy to health care.

LEADERSHIP: GAIN INSIGHT INTO KEY
INTERPERSONAL SKILLS THAT ARE A
MUST-HAVE AND A CAN-GET.

Faculty: Dave Logan, PhD

Mon
7

- Recognize the influence and accountability of physicians.
- Define standards of behavior and performance.
- Describe skills and policies for managing disruptive physicians.

NEGOTIATION: USE PREPARATION AND
TECHNIQUES THAT LEAD TO POSITIVE RESULTS.

Faculty: Linda Babcock, PhD

Tue
8

- Introduce the framework and concepts of negotiation and analyze negotiations in a variety of contexts.
- Compare and contrast the trade-offs of competition and cooperation inherent in most negotiations.
- Prepare for a negotiation and determine your bargaining power and strategies.
- Improve the ability to conduct successful negotiations and detect opportunities to negotiate.
- Negotiate win/win outcomes that enhance long-term working relationships.
- Reflect upon the ethical dilemmas involved in most negotiations.
- Develop strategies for teamwork to increase productivity in the work environment.

WHAT WE ACHIEVE
INWARDLY
WILL CHANGE
OUTER REALITY.

—PLUTARCH



Authentic Leadership Development

Faculty: Blaine Bartlett

November 4–5 ● 14 CME
\$1,015 association members / \$1,310 nonmembers

Let your values guide you as you lead your team or organization. Focus on the skills needed to enhance your leadership and avoid unintended consequences. Instead, you'll thrive with targeted moves.

Objectives

- Recognize and address your blind spots.
- Incorporate the challenges and feedback you encounter daily to maximize leadership ability.
- Adapt your leadership style to different scenarios.
- Identify effective teamwork.

TAKE THIS IF: You want to stay true to your goals and values while navigating treacherous decisions.

Science of High Reliability

Faculty: Craig Clapper, PE, CQM/OE
Jeff Norton, BSME, MSME

November 4-5 ● 14 CME
\$995 association members / \$1,290 nonmembers

Improve team performance with tactics to engage your staff in a culture of patient safety. Move the needle on human performance in complex systems to achieve results from the bedside to the boardroom.

Objectives

- Define reliability, and describe how reliability can be measured and expressed.
- Describe how human error and latent system weaknesses combine to cause loss events in health care and how culture can shape behavior and prevent human error that contributes to loss events.
- Provide examples for each of behavior-shaping factors of reliable systems: structure, protocol, culture, process and intuitive environment.
- Apply, in the context of patient safety culture, the steps to culture change. Summarize the process for selecting patient safety culture behaviors for a hospital or a service line or a single unit.
- Identify safety behaviors and effective leader behaviors, and describe the use of each behavior, for high reliability organizations.
- Describe several models for making problems visible, how to move data closer to the source and the impact this has on the speed of correction and the common patterns in building a culture that stops to fix problems.

TAKE THIS IF: You're seeking to improve human performance and teamwork in a complex health care environment.

Advanced Medical Staff Leadership

Faculty: Jon Burroughs, MD, MBA, FACHE, FAAPL

November 4-5 ● 10.5 CME
\$1,165 association members / \$1,460 nonmembers

Optimize your opportunity to improve the health of defined populations through evidence-based practices. Senior leaders gain insight into new structures and processes to align and unify medical staff.

Objectives

- Explore the external economic and quality mandate for rapid change.
- Discuss best practices in organizational and medical staff redesign components.
- Use strategic medical staff development as a key organizational imperative and engage in tighter scrutiny to avoid potential negligence with credentialing and privileging.
- Link the organization's strategic plan to the organized medical staff and use physician integration and alignment as a foundation for performance management.
- Transition peer review from quality assurance to strategic performance improvement and discuss how to manage the problematic few.
- Compare what top performing medical staffs do and don't do.

TAKE THIS IF: You're a veteran or senior leader familiar with medical staff leadership and looking to advance your knowledge.

Crucial Conversations

Faculty: Stacy Nelson, MEd, EdD

November 4-5 ● 14 CME
\$1,195 association members / \$1,490 nonmembers

Master the skills to control difficult conversations and identify trigger points. Focus on the desired results rather than turning to volatile reactions or retreat and isolation. Be persuasive, not abrasive.

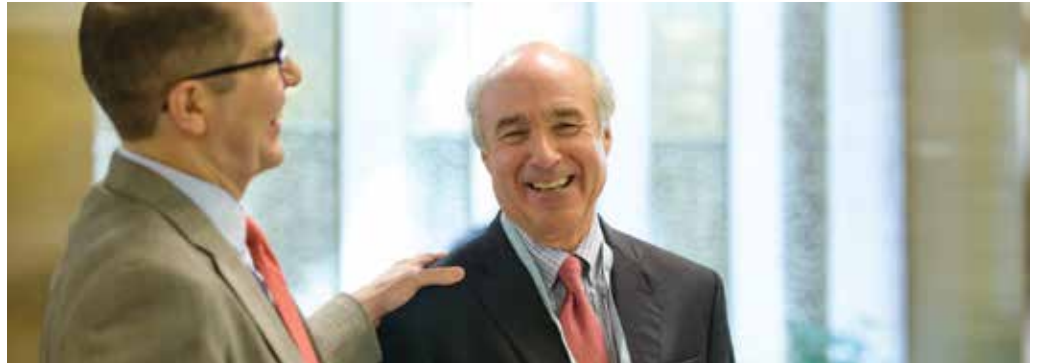
Objectives

- Discover what to watch for as a discussion runs its course.
- Explore how to restore safety in a conversation.
- Control emotions instead of jumping to harsh conclusions that cause anger or hurt.
- Employ ways to be persuasive without being abrasive.

TAKE THIS IF: You're seeking to conduct tough conversations successfully and efficiently.

LISTEN. LEARN. ENGAGE. NETWORK.

Meet like-minded physician
leaders from within your region
or around the world.



Successful Career Transitions – Taking Charge of Change

Faculty: Rebekah Apple, MA

November 5 ● 3.5 CME

\$350 association members / \$500 nonmembers

Embrace change and gain practical skills to thrive and maintain career control within an evolving environment. Explore nontraditional sectors and look at the market from a recruiter's perspective.

Objectives

- Describe the professional implications involved in the way you initiate and react to change.
- Identify trends related to health care leadership roles and the requirements to succeed in such positions.
- Evaluate a resume from the recruiter/hiring manager perspective.

TAKE THIS IF: You are looking to make a career change or seeking resiliency during negative career turns.

Meta Leadership

Faculty: Leonard J. Marcus, PhD

November 5 ● 12 CME

\$1,275 association members / \$1,570 nonmembers

Engage and connect across silos in creating high-functioning teams that tackle complex problems. Meta leadership integrates many people and areas of expertise to focus on problem-solving at a high level.

Objectives

- Identify the dimensions of meta-leadership and apply them to critical issues facing hospital and medical leadership.
- Describe the steps of the multi-dimensional problem-solving process: "The Walk in the Woods."
- Recognize the problems of complex conflict and link to strategies and processes to facilitate dispute resolution.
- Classify and work with differential levels of "connectivity" and apply models of leadership to enhance organizational performance.

TAKE THIS IF: You are seeking to form and lead a high-performing team or teams across disciplines.

Implementing Effective Quality Programs

Faculty: John Byrnes, MD

November 6 ● 10 CME

\$925 association members / \$1,220 nonmembers

Real-world quality program implementation requires a step-by-step framework, data leveraging and an adoption timetable. Gain buy-in from your board and your staff through effective planning and strategy.

Objectives

- Develop a five-year quality plan tailored to your organization.
- Use a new set of dashboards to take your quality program to the next level.
- Deploy your physician and nursing leaders to drive real improvement.
- Engage frontline physicians using practical, real-world techniques that work.
- Mobilize the C-suite executives to help drive the quality program.
- Fully engage your organization's board by making quality its first priority.

TAKE THIS IF: You're familiar with quality theory and are engaged or about to put it into practice.

Resolving Conflict

Faculty: Allison Linney, MBA

November 6 ● 7 CME

\$650 association members / \$945 nonmembers

Effective communication skills can take on conflict and avoid the harms it can inflict, including errors, higher costs and turnover. The right tactics can channel conflict to productive outcomes.

Objectives

- Practice conflict management and effective communication skills to increase individual and organizational productivity.
- Recognize self-awareness and make better conflict management and communication choices.
- Build more effective relationships to support organizational transformation.
- Identify your own conflict style and recognize the conflict styles of others.
- Assess conflict situations and practice using different conflict modes.

TAKE THIS IF: You supervise clinicians and staff in a complex health care environment.

Ethical Challenges of Physician Leaders

Faculty: Paul J. Voss, JD
William H. Chamberlin, MD, FACP

November 6 ● 7 CME

\$895 association members / \$1,090 nonmembers

Physician leaders confront tough choices often, and many are not clear cut. Develop the skills to tackle complex, ambiguous decisions, setting limits and responsibly managing organizational resources.

Objectives

- Explore ways to build ethics into your organization's culture, especially its policies and procedures.
- Identify and manage ethical conflicts at the bedside.
- Explain the responsibility of managing your organization's resources.
- Respond to patients' refusals of needed medical interventions.
- Set ethically justified limits on individual and organizational self-sacrifice.
- Invoke futility to set ethically justified limits on end-of-life care.
- Put your institution to the test: gauge its commitment to ethics.

TAKE THIS IF: You're seeking a high ethical standard for organizational decision-making.

Managing Physician Performance

Faculty: William "Marty" Martin, MA, MS, MPH, PsyD, CHES
Timothy J. Keogh, PhD
Jennifer Grebenschikoff
Sue Cejka

November 6-8 ● 24 CME

\$1,595 association members / \$1,890 nonmembers

The competitive market for physicians makes it imperative to evaluate, hire and assimilate well. Confidently navigate the hiring process. Coach and use data to quantify performance aligned with organizational goals.

Objectives

- Apply the six dimensions of performance to recruiting, retaining and evaluating physicians.
- Design and ask interview questions which create a meaningful exchange.
- Align physician compensation and organizational objectives.
- Write clear definitions for the dimensions of physician performance.
- Identify sources of data for performance measurement.
- Evaluate performance on the basis of behavior.
- Plan and conduct a performance improvement interview.
- Communicate and give feedback more effectively in one-on-one situations.

TAKE THIS IF: You're looking to improve hiring, evaluation and retention at your organization.

NOT-TO-BE-MISSED SPECIAL ACTIVITIES

At the 2016 Fall Institute, we're bringing you more informational and networking activities than ever.

Networking events:

NEW! Lunch provided for attendees daily — Maintain your focus and enjoy valuable networking time during complementary lunch.

Lunch discussion for first-time attendees — Connect with other first-time attendees during this interactive lunch session.

Cocktail receptions and dinner groups

Speed networking

Interactive roundtable discussions and more...

Value-added information sessions:

Cejka Compensation Survey — Be among the first to see the results of the 2016 Physician Leadership Compensation Survey from the American Association for Physician Leadership® and Cejka Executive Search. Find out which positions trend upward, factors that increase earnings and how compensation is changing.

CPE and Master's Program Lunch and Learn — Learn more about our certification and master's degree offerings.

Partner information sessions

Three Faces of Quality

Faculty: Harry Leider, MD, MBA, FACP
Edward A. Walker, MD, MHA

November 6-8 ● 24 CME

\$1,595 association members / \$1,890 nonmembers

Quality is the driver of the volume to value transition. Physician leaders must push ahead to create better systems for better outcomes. Prepare to offer your team an outline for quality improvement.

Objectives

- Detail the typical roles of physicians in quality management and the personal leadership characteristics necessary to create sustainable, high quality health care.
- Outline the design and implementation strategy for a basic quality management system to ensure patient safety using standard performance improvement tools.
- Describe the current level of medical care safety, and distinguish adverse events and error.
- Define a high reliability organization (HRO) and its culture of safety, and provide examples of how HROs prevent, detect and mitigate errors.
- Give a summary of the Just Culture algorithm, and illustrate its application in the institutional response to error and adverse events.
- Summarize the critical components of an evidence-based medical staff peer review process, and construct a tool for the ongoing evaluation of its effectiveness.
- Using the Quality Status Survey Instrument and the AHRQ Culture of Safety Survey, outline a plan for initiating a basic quality improvement plan.
- Compare and contrast quality management and re-engineering as alternative approaches to improving quality of processes within health care.
- Describe traditional and alternative strategies for influencing physician behavior to improve quality and cost-effectiveness..

TAKE THIS IF: You're seeking a strong foundation in quality theory and managing and measuring quality.

Advanced Topics in Health Law

Faculty: Susan Lapenta, JD
JDHenry Casale, JD

November 7-8 ● 12 CME

\$1,275 association members / \$1,570 nonmembers

Make sense of the complex legal issues affecting physicians, other providers and their organizations. Expand on basic legal knowledge from the prerequisite and look into the current health care regulatory environment.

Objectives

- Examine recent updates to the Stark laws and apply them in the area of physician recruitment.
- Identify and apply Safe Harbor laws.
- Recognize legal considerations in dealing with impaired and/or disruptive physicians.
- Identify and apply best legal practices in credentialing physicians and other health care professionals.

TAKE THIS IF: You're a veteran or senior leader looking to understand and apply health law.

Professional Accountability

Faculty: Gerald Hickson, MD
Charles E. Reiter III, JD

November 7-8 ● 11 CME

\$1,050 association members / \$1,345 nonmembers

Organizations must address and have strategies to deal with behaviors that undermine a culture of safety. Identify legal issues and appropriate steps to apply in dealing with disruptive behavior.

Objectives

- Compare the relationships between behaviors that undermine a culture of safety and suboptimal outcomes.
- Identify a range of behaviors that undermine a culture of safety and describe a "professional accountability pyramid."
- Name essential elements of an organizational infrastructure for addressing behaviors that undermine a culture of safety.
- Summarize the essential elements of three graduated levels of interventions for addressing behaviors that undermine a culture of safety.
- Paraphrase pertinent legal precedents about which to be aware before taking action.
- Describe a method for identifying professionals with a pattern of behaviors that undermine a culture of safety.

TAKE THIS IF: You are responsible for supervising clinicians and staff in a complex health care environment

WHO ATTENDS THE AMERICAN ASSOCIATION FOR PHYSICIAN LEADERSHIP® FALL INSTITUTE?

Last year, more than 600 physician leaders attended the Fall Institute. Here are last year's participants, by the numbers:



600+ physicians



80% work in hospitals



30%
female



70%
male



48/50 US states

More than **250+** organizations

75% attended a prior institute

100+ first-time attendees

Find fellow leadership-minded physicians from all across health care.

Job titles:

25% CMO/VPMA

20% Director/ Department chair

13% President/CEO

35% Medical director

REGISTER NOW AT
physicianleaders.org/fall



Sheraton Grand

AT WILD HORSE PASS



HOTEL INFORMATION

Sheraton Grand at Wild Horse Pass
5594 West Wild Horse Pass Road, Chandler, AZ 85226

Reservations: 1-866-716-8134

Hotel rate: \$232 night +tax +\$6 one-time round trip
portage fee per person.

Group rate expires October 10, 2016, or when the room block sells out.

Discover the cultural heritage of greater Phoenix through this luxury resort. This AAA Four-Diamond destinations includes one of Open Table's 10 Best Restaurants in America for 2015: Kai. Plus, Aji Spa, two golf courses, boat rides, riding lessons and other outdoor family activities are available on-site. Experience a truly unique resort with access to a multitude of activities on-site and in Chandler, all situated in a spectacular setting.



2016

Fall Institute Registration Form

NAME

ORGANIZATION

MD/DO/OTHER

NICKNAME FOR BADGE

ADDRESS

POSITION

CITY/STATE/ZIP

MEDICAL SCHOOL

PRIMARY SPECIALTY

TELEPHONE

EMAIL

Select	Courses/Programs	CME	Dates	Members / Non
	Physician in Management Seminar ■ All 6 modules	35	Nov 4–8	\$1750 / \$2050
	Physician in Management Seminar ■ Single modules			
	Quality		Nov 4	\$350 / \$450
	Finance		Nov 5	\$350 / \$450
	Communication		Nov 6 (am)	\$175 / \$275
	Marketing		Nov 6 (pm)	\$175 / \$275
	Leadership		Nov 7	\$350 / \$450
	Negotiation		Nov 8	\$350 / \$450
	Authentic Leadership Development	14	Nov 4–5	\$1015 / \$1310
	Science of High Reliability	14	Nov 4–5	\$995 / \$1290
	Advanced Medical Staff Leadership	10.5	Nov 4–5	\$1165 / \$1460
	Crucial Conversations	14	Nov 4–5	\$1195 / \$1490
	Successful Career Transitions Taking Charge of Change	3.5	Nov 5	\$350 / \$500
	Meta Leadership	12	Nov 5	\$1275 / \$1570
	Implementing Effective Quality Programs	10	Nov 6	\$925 / \$1220
	Resolving Conflict	7	Nov 6	\$650 / \$945
	Ethical Challenges of Physician Leaders	7	Nov 6	\$895 / \$1090
	Managing Physician Performance	24	Nov 6–8	\$1595 / \$1890
	Three Faces of Quality	24	Nov 6–8	\$1595 / \$1890
	Advanced Topics in Health Law	12	Nov 7–8	\$1275 / \$1570
	Professional Accountability	11	Nov 7–8	\$1050 / \$1345

Payment: Due at time of registration.☐ Check (payable to the American Association for Physician Leadership®)☐ Charge \$_____ to my:☐ VISA☐ MasterCard☐ Discover☐ American Express

CARD NUMBER

EXPIRATION DATE

CARDHOLDER'S NAME

Cancellation policy: Registrations are eligible for a full refund or transfer to another course (that occurs within 12 months) for up to 72 hours after purchase. A \$100 processing fee applies to cancellations or transfers after 72 hours, but before the cancellation deadline of October 14, 2016. Cancellations after October 14, 2016, are not eligible for refund or transfer.

Registrations may not be transferred to another person at any time. All refunds will be issued to the original form of payment. Refunds or transfers are not available if testing has occurred or CME has been claimed.

Fall Institute Partners



3 Ways to Register



Phone

800-562-8088
813-287-2000



Internet

Online registration & form available
at physicianleaders.org/fall



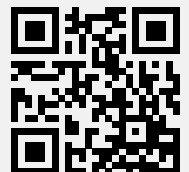
Fax or Mail

Use the form at left and fax to 813-287-8993 or mail to
400 North Ashley Drive, Suite 400, Tampa FL 33602

REGISTER TODAY!

Cancellation policy: Registrations are eligible for a full refund or transfer to another course (that occurs within 12 months) for up to 72 hours after purchase. A \$100 processing fee applies to cancellations or transfers after 72 hours, but before the cancellation deadline of October 14, 2016. Cancellations after October 14, 2016, are not eligible for refund or transfer.

Registrations may not be transferred to another person at any time. All refunds will be issued to the original form of payment. Refunds or transfers are not available if testing has occurred or CME has been claimed.



Register Online!



American Association for
**PHYSICIAN
LEADERSHIP®**

Inspiring Change. **Together.**

Register toll-free: 800-562-8088
Register by fax: 813-287-8993
Register online: physicianleaders.org
Email: info@physicianleaders.org

400 N. Ashley Drive, Suite 400 • Tampa, FL 33602-4322

NON-PROFIT ORG.
U.S. POSTAGE
PAID
Tampa, FL
Permit No. 3392

