







9th Annual Orthopedic, Spine and Pain Management-Driven ASC Conference Improving Profitability and Business and Legal Issues

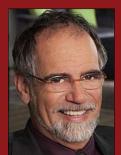
THE 9TH ANNUAL CONFERENCE FROM ASC COMMUNICATIONS AND THE AMBULATORY SURGERY FOUNDATION

June 9-11, 2011

Westin Hotel • North Michigan Avenue • Chicago, Illinois



Coach Mike Ditka



Joe Flower

- Keynote Coach Mike Ditka, Legendary NFL Player and Football Coach
- Keynote Joe Flower, Healthcare Futurist, CEO, The Change Project, Inc.
- Improve Your Profits Monday Morning
- Great topics and speakers focused on key business, financial, clinical and legal issues facing Orthopedic, Spine and Pain Management-Driven ASCs
- 101 Sessions, 134 Speakers
- 30 Physician Leaders as Speakers,
 29 CEOs as Speakers
- Focused on Orthopedic Surgeons, Orthopedic Spine Surgeons, Neurosurgeons and Pain Management Physicians, ASC Physician Owners, Administrators and Others
- Immediately useful guidance plus great keynote speakers

- Learn How to Immediately Improve Your Golf Swing
- New and Advanced Procedures for ASCs Spine, Total Joints, Uniknees and More
- Have an outstanding time in Chicago
- Earn Your CME, CASC, CEU Credits 15.25 CASC credits and 15 CME and CEU credits
- Big Thoughts Combined with Practical Guidance
- Legal Issues for ASCs and Physician Owned Hospitals
- Great Networking
- Understand the Impact of Healthcare Reform on ASCs
- Orthopedics, Spine and Pain Management
- Benchmarking, Cost Cutting, Safe Harbors, Billing and Coding, Revenue Growth and more

For more information, call (703) 836-5904 or (800) 417-2035 If you would like to sponsor or exhibit at this event, please call (800) 417-2035

To register, contact the Ambulatory Surgery Foundation (703) 836-5904 or fax (703) 836-2090 • registration@ascassociation.org Register online: https://www.ascassociation.org/june2011.cfm

Improving the Profitability of Your Orthopedic, Spine and Pain Management-Driven ASC – Thrive Now and in the Future

This exclusive orthopedic, spine and pain-focused ASC conference brings together surgeons, physician leaders, administrators and ASC business and clinical leaders to discuss how to improve your ASC and its bottom line and how to manage challenging clinical, business and financial issues.

- 101 Sessions
- 134 Speakers
- 25 CEOs as Speakers
- 30 Physician Leaders as Speakers
- Mike Ditka, Legendary NFL Football Player and Coach, and Joe Flower, Healthcare Futurist, CEO, The Change Project
- Great Participants From All Over the Country
- Business, Clinical and Legal Issues

The Becker's ASC Review/ASC Communications – Ambulatory Surgery Foundation difference:

- Benefit from the combined efforts of Becker's ASC Review/ASC Communications and the Ambulatory Surgery Foundation to attract attendees and speakers that are among the smartest people in the ASC industry today.
- Take discussion and thinking to the highest levels, focusing on the physician-owners, medical directors, ASC administrators and business minded directors of nursing.
- 3) Access expert views from all sides of the ASC world.

PROGRAM SCHEDULE

Pre Conference – Thursday, June 9, 2011

11:30am – 1:00pm 12:00pm – 4:30pm 1:00pm – 5:40pm 5:40pm - 7:00pm

Registration Exhibitor Set-Up Pre-Conference Workshop • Concurrent Sessions A, B, C, D, E, F Reception, Cash Raffles and Exhibits

Main Conference - Friday, June 10, 2011

7:00am – 8:00am 8:00am – 5:20pm 5:20pm – 7:00pm Continental Breakfast and Registration Main conference, Including Lunch and Exhibit Hall Breaks Reception, Cash Raffles, Exhibit Hall

Conference – Saturday, June 11, 2011

7:00am – 8:00am 8:10am – 1:00pm

n Continental Breakfast and Registration m Conference

Thursday, June 9, 2011

Track A – Turning Around ASCs, Ideas to Improve Performance, and Benchmarking

1:00 – 1:40 pm

Key Concepts to Fixing Physician Hospital Joint Ventures Gone South - Brent W. Lambert, MD, FACS, Principal & Founder, and Luke Lambert, CFA, CASC, CEO, ASCOA

1:45 – 2:15 pm

How to Determine When to go In Network vs. Out of Network, Thomas J. Bombardier, MD, FACS, Principal & Founder, ASCOA

2:20 - 2:50 pm

How to Add Spine and Orthopedics to an Existing ASC - Best Practices - Mike McKevitt, Senior Vice President, Business Development and Bo Hjorth, Vice President Business Development, Regent Surgical Health

2:55 – 3:25 pm

10 Statistics Your ASC Should Review Each Day, Week, and Month and What to do About Them -Brian Brown, Regional Vice President, Operations, Meridian Surgical Partners

3:30 – 4:00 pm Grow Your ASC's Profits 10% or Greater in 1 Year -Chris Bishop, Senior Vice President, Acquisitions & Business Development, Blue Chip Surgical Center Partners, Introduced by Melissa Szabad, Partner, McGuireWoods LLP

4:05 - 4:35 pm

ASC Turnarounds - 5 Key Steps for Success -Kenny Spitler, SVP Development and Robin Fowler, MD, Founder, Interventional Management Services, Introduced by Barton C. Walker, Partner, McGuireWoods LLP

4:40 – 5:40 pm - Keynote Leadership and Management in 2011 - Mike Ditka,

Legendary NFL Player and Football Coach

Track B – Spine and Orthopedics

1:00 – 1:40 pm

Business Planning for Orthopedic and Spine Driven Centers - Jeff Leland, CEO, Blue Chip Surgical Center Partners 1:45 - 2:15 nm

 Key Tips for Success - Orthopedics in ASCs -What Works and What Doesn't - Greg Deconciliis, Administrator, Boston Out-Patient Surgical Suites
 2:20 - 2:50 pm

Navigating an Orthopedic Practice and its ASCs Through a Changing Healthcare Environment -David Fitzgerald, CEO, Proliance Surgeons, Inc.

2:55 – 3:25 pm

Minimally Invasive Spine Surgery in ASCs - Greg Poulter, MD, Peak One Surgery Center, and Lisa Austin, RN, CASC, Vice President of Operations, Pinnacle III

3:30 – 4:00 pm Keys to Succes

 Keys to Successfully Establishing and Growing a Premier Spine Center - Why Partner With a Management Company, Why Partner With a Hospital, Challenges and Opportunities - William Tobler, MD, The Christ Hospital Spine Surgery Center, and Michael Stroup, Vice President Development, United Surgical Partners International, Inc.
 4:05 - 4:35 pm

Key Thoughts on Hand and Knee Surgery in ASCs -What Makes Sense Financially - David J. Raab, MD, President, Board of Managers, and Jeffrey L. Visotsky, MD, Member, Board of Managers, Illinois Sports Medicine & Orthopedic Surgery Center

Track C – Pain Management, Joint Ventures, Legal Issues

1:00 – 1:40 pm

Managing Pain Practice-Protocols, Branding and Other Tips to Improve Profitability - Vishal Lal, CEO, Advanced Pain Management

1:45 – 2:15 pm

Pain Management, The Best Practices in Office and ASCs - Nameer R. Haider, MD, Spinal & Skeletal Pain Medicine

2:20 – 2:50 pm Best Practices for Pain Management in ASCs -Business and Clinical Issues - Marsha Thiel, RN, MA, CEO, Medical Advanced Pain Specialists

2:55 – 3:25 pm Interventional Pain Management - New Concepts to Reduce ER Visits, Hospitalizations and Re-Admissions - Scott Glaser, MD, DABIPP, Pain Specialists of Greater Chicago

3:30 – 4:00 pm

Successful Three Party Joint Ventures - Dennis Martin, SVP Client Services and Network Development, Aric Burke, VP Business Development, Health Inventures, LLC, and Troy P. Stockman, CEO, Nebraska Spine Hospital, LLC 4:05 – 4:35 pm

6 Top Legal Issues for ASCs - Scott Becker, JD, CPA, Partner, and Melissa Szabad, Partner, McGuireWoods LLP

Track D – Valuation and Transaction Issues

1:00 – 1:40 pm ASC Transactions, Current Market Analysis and Valuations - Greg Koonsman, Senior Partner, VMG Health 1:45 – 2:15 pm

A Step by Step Plan for Selling Your ASC - How to Maximize the Price, Terms and Results and How to Handle the Process - Luke Lambert, CFA, MBA, CASC, CEO, ASCOA, Introduced by Scott Downing, Partner, McGuireWoods LLP

2:20 - 2:50 pm

Co-Management Relationships With HOPDs - Scott Safriet, MBA, AVA, Principal, Healthcare Appraisers, and Kristian Werling, JD, Partner, McGuireWoods LLP

2:55 – 4:00 pm Selling Your ASC - A Process and Plan - What Can you Expect? - Evelyn Miller, CPA, Vice President, Mergers & Acquisitions, United Surgical Partners International, Michael Weaver, Vice President Acquisitions & Development, Symbion, Inc., Thomas J. Chirillo, Senior Vice President, Corporate Development, NovaMed, Inc., Jon O'Sullivan, Senior Partner, VMG Health, and Moderated by Scott Becker, JD, CPA, Partner, McGuireWoods LLP

4:05 - 4:35 pm

ASC and Healthcare Transactions - The Year in Review - Todd J.Mello, ASA, AVA, MBA, Principal & Founder, Healthcare Appraisers

Track E – Billing, Coding and Contracting for ASCs 1:00 – 1:40 pm

Keys to Transforming Surgery Centers Into a Profitable Business - Jim Freund, Senior Vice President, GENASCIS and Matt Searles, Managing Partner, Merritt Healthcare

1:45 – 2:15 pm Operational Best Practices - Sarah Martin, MBA, RN, CASC, Regional Vice President, Operations, Meridian Surgical Partners

2:20 – 2:50 pm Coding Tools to Capture, Code and Improve Billings in the High Volume Orthopedic Center - W. Harwood Runner, CEO, Kerlan-Jobe

2:55 – 3:25 pm

Supply Chain Management - How to Work with Suppliers - Scott McDade, Vice President, Surgery Center Sales McKesson Medical, Jim Ricchini, Marketing Manager, Ambulatory Surgery & Oncology Markets, B. Braun

3:30 - 4:00 pm

How to Combine in Network and Out of Network Reimbursement, Caryl Serbin, RN, BSN, LHRM, Executive Vice President and Chief Strategy Officer, Source Medical Solutions, Inc. and Nancy Easley-Mack LPN, Business Office Manager, Short Hills Surgery Center

4:05 – 4:35 pm

Value Priced Implants for Orthopedic and Spine Surgery - Richard A. Kube, MD, CEO, Founder & Owner, Prairie Spine & Pain Institute, and Blair A. Rhode, MD, Orland Park Orthopedics

Track F – Quality, Infection Control, Accreditation, Management

1:00 – 1:40 pm

A Roundtable on Joint Ventures, Allan Fine, Senior Vice President, Chief Strategy and Operations Officer, The New York Eye & Ear Infirmary, and Brandon Frazier, Vice President Development & Acquisitions, Ambulatory Surgical Centers of Americas

1:45 - 2:15 pm

How to Effectively Measure and Track Patient Quality - David Shapiro, MD, CHC, CHCQM, CHPRM, LHRM, CASC, Partner, Ambulatory Surgery Company, LLC

2:20 – 2:50 pm Most Common Accreditation Problems in Orthopedic, Spine and Pain-Driven ASCs - Raymond E. Grundman, MSN, MPA, Senior Director, External Relations, Accreditation Surveyor, AAAHC

2:55 – 3:25 pm

Infection Control in ASCs - Best Practices and Current Ideas - Cassandra Speier, Senior Vice President of Operations, NovaMed, Inc.

3:30 - 4:00 pm

5 Key Questions: 1. Will Evidence Based Medicine Kill Spine? 2. Will Practice Acquisitions by Hospitals Kill ASCs? 3. Should ASCs Employ Physicians? 4. Where are the Profits in Pain Management? 5. Where do ASCs and Orthopedic, Spine and Pain Practices Fit in ACOs?

Fractices Fit II ACOSS
 Terry Woodbeck, CEO, Tulsa Spine & Specialty
 Hospital, Robert Zasa, MSHHA, FACMPE, Partner
 & Founder, ASD Management, R. Blake Curd, MD,
 Board Chairman, Surgical Management
 Professionals, Thomas J. Pliura, MD, JD, PC,
 Physician & Attorney-at-Law, ZChart, moderated by
 Jeffrey C. Clark, Partner, McGuireWoods LLP
 4:05 - 4:35 pm

Infection Prevention - Dotty Bollinger, RN, JD, LHCRM, CASC, Chief Medical Operations Officer, Laser Spine Institute and Jack Wagner, President & CEO, Micro-Scientific, Inc.

5:40 - 7:00 pm

Cocktail Reception, Cash Raffles and Exhibits

Friday, June 10, 2011

7:00 - 8:00 am

REGISTRATION and CONTINENTAL BREAKFAST

GENERAL SESSION

- 8:00 am Introductions – Scott Becker, JD, CPA, Partner – McGuireWoods LLP
- 8:15 8:55 am Keynote
 - The Changing Face of Healthcare Delivery What to Expect Over the Next Ten Years - Joe Flower, CEO, The Change Project
- 9:00 9:35 am
 - The State of The ASC Industry Andrew Hayek, CEO, Surgical Care Affiliates and Chairman of the ASC Advocacy Committee
- 9:40 10:15 am
- The Best Ideas for Orthopedic, Spine and Pain Management-Driven ASCs - Kenny Hancock, President and Chief Development Officer, Meridian Surgical Partners, Larry Taylor, President & CEO, Practice Partners in Healthcare, Jeff Leland, CEO, Blue Chip Surgical Center Partners, Moderated by Scott Becker, JD, CPA, Partner, McGuireWoods LLP 10:15 – 11:00 am
- Networking Break & Exhibits

Track A

- 11:00 11:40 am
- Key Priorities for the ASC Association William Prentice, JD, Executive Director, ASC Association 11:45 – 12:30 pm
- Healthcare Reform and Its Impact on ASCs and Healthcare Delivery - Paul Savoca, M.D., Fairfax Colon & Rectal Surgery, Brent W. Lambert, MD, FACS, Principal & Founder, ASCOA, William Prentice, JD, Executive Director, ASC Association, Moderated by Scott Becker, JD, CPA, Partner, McGuireWoods LLP

Track B

- 11:00 11:40 am Spine Surgery - The Next Five Years - James Lynch, MD, Surgery Center of Reno, Introduced by Chris Zorn, Vice President, Sales, Spine Surgical Innovation
- Zorn, Vice President, Sales, Spine Surgical Innovatio 11:45 – 12:30 pm Key Concepts to Improve the Profitability of Spine
 - Programs John Caruso, MD, FACS, Neurosurgeon, Parkway Surgery Center and Jeff Leland, CEO, Blue Chip Surgical Partners

Track C 11:00 – 11:40 am

Orthopedics - The Next Five Years - John Cherf, MD, MPH, MBA, President, OrthoIndex 11:45 – 12:30 pm

11:45 – 12:30 pm ACO's - An Overview of What to Expect and How to Prepare - Andrew Hayek, CEO, Surgical Care Affiliates and Chairman of the ASC Advocacy Committee Track D

11:00 – 11:40 am

Keys to a Successful Turnaround of a Physician/ Hospital Joint Venture ASC - Robert Carrera, President, PINNACLE III, Peggy Price, Vice President & Chief Operations Officer, Exempla Lutheran Medical Center, Diane Lampron, RN, BSN, CNOR, Administrator, Lutheran Campus ASC, and Director of Operations, PINNACLE III, Nelson Mozia, MD, President, Board of Managers, Lutheran Campus Ambulatory Surgery Center

11:45 – 12:30 pm Hospital Within A Hospital Joint Venture - Case Study - Dennis Martin, Senior Vice President of Health Systems, Health Inventures, LLC and, Eric Burke, VP Business Development, Health Inventures, LLC, and Troy P. Stockman, CEO, Nebraska Spine Hospital, LLC

Track E 11:00 – 12:30 pm

A 90 Minute Workshop - Cost Reduction and Benchmarking - 10 Key Steps to Immediately Improve Profits - Robert Westergard, CPA, CFO, Cathy Rudisill, RN, MHA, CNOR, CASC, BSN, Senior Vice President of Operations, and Ann Geier, Senior Vice President of Operations, RN, MS, CNOR, CASC, ASCOA

12:30 - 1:30 PM

Networking Lunch & Exhibits Concurrent Sessions A, B, C, D, E, F

Track A – Orthopedics and Spine

1:30 – 2:00 pm Assessing the Pro

Assessing the Profitability of Orthopedics and Spine Cases - Vivek Taparia, Director of Business Development, and Matt Lau, Director of Financial Analysis, Regent Surgical Health

2:05 – 2:35 pm

The Future of Minimally Invastive Spine Surgery -Why a Spine-Focused ASC is Important - Richard Hynes, MD, Orthopedic Surgeon, Melbourne, FL 3:10 mm

2:40 – 3:10 pm

Everything You Need to Know to Successfully Perform Spine Surgery in an ASC - Kenneth A. Pettine, MD, Founder, The Spine Institute and Loveland Surgery Center

3:10 - 3:40 pm

- Networking Break & Exhibits
- 3:40 4:10 pm

How To Achieve Great Results for Spine Surgery/ Neurosurgery in an ASC - Joan F. O'Shea, MD, Neurosurgeon & Orthopedic Spine Surgeon, The Spine Institute of New Jersey

- 4:15 4:45 pm Minimally Invasive Outpatient Lumbar Fusions and
 - Multi-Level Outpatient Cervical Disk Replacements - Robert Nucci, MD, Citrus Park Surgery Center, Tampa, FL
- 4:50 5:20 pm TBD

Track B – Orthopedic and Spine ASC and Clinical Issues 1:30 - 2:00 pm

Current Issues in Orthopedics and ASCs - John Cherf, MD, MPH, MBA, President, OrthoIndex 2:05 - 2:35 pm

Establishing and Operating Successfully in a Small Market - Robert Zasa, MSHHA FACMPE, Founder, ASD Management

2:40 - 3:10 pm

Handling Complex Spine Cases in an ASC, Clinical and Financial Issues - Marcus Williamson, President, Neospine Division, Symbion, Inc.

- 3:10 3:40 pm
- Networking Break & Exhibits 3:40 – 4:10 pm

Key Developments in Cartilage Restructuring - Brian Cole, MD, MBA, Professor, Department of Orthopedics, Department of Anatomy and Cell Biology Section Head, Cartilage Restoration Center at Rush Division of Sports Medicine, Rush University Medical Center

4:15 – 4:45 pm Biologic Joint Replacement: The Future of Joint Replacement Surgery Using Stem Cells Paste Grafting, Meniscus Allografts, Shell Grafting and Allo and Xenograft Ligaments - Kevin R. Stone, MD, The Stone Clinic

4:50 – 5:20 pm

Hand Surgery in ASCs - Key Concepts for Clinical and Financial Success - R. Blake Curd, MD, Board Chairman, Surgical Management Professionals

TO REGISTER, CALL (703) 836-5904 • FAX (703) 836-2090 • EMAIL registration@ascassociation.org Register Online at https://www.ascassociation.org/june2011.cfm

Track C – Joint Ventures, Co-Management, Orthopedic and Pain Management

1:30 – 2:00 pm

Role of Workers' Compensation in a Spine Focused ASC - John DiPaola, MD, Orthopedist, Oregon, and Scott Gibbs, MD, Neurosurgeon, Cape Girardeau, MO

- 2:05 2:35 pm
 - Developing a Spine Driven ASC: The Essentials for Success- Kenny Hancock, President & Chief Development Officer, Meridian Surgical Partners
- 2:40 3:10 pm
 - Getting Started with Endoscopic Spine Surgery: Mitigating the Learning Curve and Risk - Bryan Massoud, MD, Spine Centers of America

3:10 – 3:40 pm

Exhibit Hall Break 3:40 – 4:10 pm

Co-Management Arrangements - Stuart Katz, Executive Director, FACHE, CASC, Tucson Orthopedic Surgery Center

4:15 – 4:45 pm

Sports Performance Training/Testing -

- Opportunities for Orthopedics Geoffrey S. Connor, MD, Orthopaedic Sports Surgery, Alabama
- Orthopaedic Spine and Sports Medicine Associates 4:50 – 5:20 pm
- 4.50 5.20 pm
 - Business and Financial Relationships with Hospitals - Co-Management, Joint Ventures and Employment
 - Ed Hetrick, President & CEO, Facility
 - Development Management

Track D – Physician Owned Hospitals, Orthopedic Practices

1:30 - 2:00 pm

The Best Ideas Now; 3 Ways to Improve Physician Owned Hospital Profits - Tom Mallon, CEO, Regent Surgical Health, Paul Kerens, Senior Executive Officer, Kansas City Orthopaedic Institute, Michael J. Lipomi, Surgical Management Professionals

- 2:05 2:35 pm
 - Reducing Implant Costs Terry L. Woodbeck, CEO Tulsa Spine and Specialty Hospital

2:40 – 3:10 pm

Physician Owned Hospitals - A Prognosis and Plan for the Next Four Years - Brett Gosney, CEO, Animas Surgical Hospital

3:10 – 3:40 pm Exhibit Hall Break

3:40 – 4:10 pm

Key Legal Issues Facing Physician-Owned Hospitals - Scott Becker, JD, CPA, Partner, and Amber Walsh, Partner, McGuireWoods LLP

4:15 – 4:45 pm

Key Ideas for Improving Orthopedic Practice Profits - David Wold, Chief Operating Officer, Illinois Joint & Bone Institute

4:50 - 5:20 pm

Orthopedic Practices - How to Explore Strategic Options - Stay the Course or Sell - Marshall Steele, MD, CEO, Marshall Steele

Track E – Managed Care, Reimbursement and Syndication Issues

1:30 – 2:00 pm

Orthopedic and Spine Contracting - A Review of Cost Analysis for Orthopedic and Spine and How to Present and Negotiate with Payors - I. Naya Kehayes, MPH, Managing Principal and CEO, and Matt Kilton, MBA, MHA, Princpal and Chief Operating Officer, Eveia Health Consulting & Management 2:05 - 2:35 pm

Best Practices in Physician Syndication - Michelle Trammell, President, and Chase Neal, Vice President, The Securities Group, Larry Taylor, President & CEO, Practice Partners in Healthcare 2:40 – 3:10 pm

Key Concepts for Conducting Internal Investigations - Scott Becker, JD, CPA, Partner, David J. Pivnick, Associate, and Lainey Gilmer, Associate, McGuireWoods LLP

- 3:10 3:40 pm
- Exhibit Hall Break

3:40 – 4:10 pm Improving Managed Care, Contracting Results - A Case Study Step by Step Approach - I. Naya Kehayes, MPH, Managing Principal and CEO, and Matt Kilton, MBA, MHA, Princpal and Chief Operating Officer, Eveia Health Consulting and Management

4:15 – 4:45 pm Billing Process Improve

Billing Process Improvement 101 - Bill Gilbert, Vice President Marketing, AdvantEdge Healthcare Solutions 4:50 – 5:20 pm

10 Ways to Improve an ASCs Coding - Document Deficiencies, Financial Impacts and How to Work with Physicians, - Kelly Webb, Director, ASC Billing

Track F – Reducing Costs, Market Consolidation, Hiring, and Golf

1:30 – 2:00 pm

- Avoiding Critical ASC Mistakes: Hiring Great Staff, Reducing Hours Per Case, Physician Utilization -Joyce Deno Thomas, RN, BSN, Senior Vice President, Operations, and Robert Welti, MD, Senior Vice President, Operations, Regent Surgical Health 2:05 – 2:35 pm
- 55 pm
 Surgeon Owned Distribution and the Importance of Transparency - Paul Burton, MD, Chairman of the Board, American Association of Surgeon Distributors
 40. 200 pm
- 2:40 3:10 pm
 - Three Ideas to Streamline Costs and Improve Profits - Jeff Blankinship, President, Surgical Notes, Tom Jacobs, President & CEO, MedHQ, Jon Hamrick, Executive Vice President, Networking and Sourcing, Access MediQuip
- 3:10 3:40 pm
- Exhibit Hall Break
- 3:40 4:10 pm
- Top Traits of ASC Leaders and How to Recognize Them - Greg Zoch, Partner, Kaye-Bassman 4:15 – 4:45 pm
 - How to Immediately Improve Your Golf Swing, Aaron Bergman, PGA Golf Pro
- 4:50 5:20 pm Hiring Winners Not Whiners - Tracy Hoeft-
- Hoffman, Administrator, Hastings Surgical Center 5:20 – 7:00 PM

Cocktail Reception, Cash Raffles and Exhibits

Saturday, June 11, 2011

7:00 – 8:10 am – Continental Breakfast

General Session

8:10 – 8:55 am

Leveraging Ideas from Other Industries to Improve ASC Profits - W. Michael Karnes, Chief Financial Officer, Regent Surgical Health, and Michael Rucker, EVP and COO, Surgical Care Affiliates

Track A 9:00 – 9:45 am

- Buying and Selling ASCs HOPDs and National Companies, Co Management and ACOs - Current Market Trends - Scott Becker, JD, CPA, Partner, Scott Downing, JD, Partner, and Amber Walsh, Partner, McGuireWoods LLP
- 9:50 10:50 am How and Why Mi
- How and Why Might Orthopedists and Neurosurgeons Team and Partner to Create Musculoskeletal Centers of Excellence - John Caruso, MD, Neurosurgeon, Parkway Surgery Center 10:55 – 11:55 am
- Lessons Learned What Did I Do Right and What Might I Do Differently When Creating a Spine ASC? - John Caruso, MD, Neurosurgeon, Parkway Surgery Center, Scott Gibbs, MD, Neurosurgeon, Cape Girardeau, MO, Richard Hynes, MD, Orthopedic Spine Surgeon, Melbourne, FL, and John DiPaola, MD, Orthopedist, Oregon, Moderated by Jeff Leland, CEO, Blue Chip Surgical Center Partners

Track B

- 9:00 9:45 am
 - New Advances in Sacroiliac Joint Problems -Richard A. Kube, MD, CEO, Founder & Owner, Prairie Spine & Pain Institute
- 9:50 10:50 am
- Pain Management in ASCs Current Ideas to Increase Profits - Amy Mowles, President & CEO, Mowles Medical Practice Management 10:55 - 11:55 am
 - 5 11:55 am Threats to Physicians and Strategies to Protect Your Practice and Investment - Robert M. Schwartz,
- Executive Director, Proliance Surgeons, Inc.

9:00 – 9:45 am

Clinical Excellence Every day: Director of Nursing 101; Lesson Learned from Overseeing 100 Plus Centers - Linda Lansing, Senior Vice President of Clinical Services, Surgical Care Affiliates

9:50 – 10:50 am

Dealing with Difficult Physicians and Is There a Place for Orthopedics in ACOs? - Michael Redler, MD, The OSM Clinic, introduced by Holly Ramey, VP of Operations, Surgical Care Affiliates

10:55 – 11:55 am

Given the Economic Downturn, Why Now is Actually a Great Time to Develop a Facility - John Marasco, AIA, NCARB, Principal & Owner, Marasco & Associates

Track D

9:00 – 9:45 am The Best Ideas to Immediately Improve ASC Profits - Sandra Jones, MBA, MS, CASC, FHFMA, Chief Executive Officer, Executive Vice President, ASD Management, Monica Ziegler, Administrator, Physicians Surgical Center, Susan Glendon-Bealieu, RN, LHRM, Administrator, Surgical Center for Excellence, Kara Vittetoe, Administrator, Thomas Johnson Surgery Center, ASCOA

9:50 – 10:50 am

Physicians, Hospitals, and Management Companies -What it Takes to Make a Winning Partnership and ASC - Jeff Simmons, Chief Development Officer, and Nap Gary, Chief Operating Officer, Regent Surgical Health 10:55 – 11:55 am

Short and Long Term Strategic Planning and Setting Annual Goals and Objectives - John Goehle, CASC MBA CPA, Ambulatory Healthcare Strategies, LLC

Track E 9:00 – 9:45 am

Information Technology for Surgery Centers – Achieving Positive Outcomes and Avoiding Complications - Marion Jenkins, PhD, Founder & CEO, QSE Technologies, Inc., Todd Logan, Vice President Sales - Western Region, and Ron Pelletier, Vice President, SourceMedical

9:50 - 10:50 am

ASC Litigation, Non Competition, Employee Litigation and Other Kinds of Litigation, Key Thoughts - Jeffrey C. Clark, Partner, and David J. Pivnick, Associate, McGuireWoods LLP

10:55 - 11:55 am

Coding Inaccuracies That May Put an ASC or Practice at Risk With the OIG and RACs - Pain Management Medical Necessity/Over-Reporting, Orthopedic Incorrect Reporting on Knees and Shoulders, Spine Overstating Work/Unbundling -Cristina Bentin, CCS-P CPC-H CMA, President Coding Compliance Management

GENERAL SESSION

 12:00 - 1:00 pm
 ASC Safe Harbor Redemptions, Physician
 Compensation Compliance, Internal Investigations, and Increased Government Investigations - Scott
 Becker, JD, CPA, Partner, Gretchen Townshend, Associate, McGuireWoods LLP" after Associate
 1:00 pm - Meeting Adjourns 9th Annual Orthopedic, Spine and Pain Management-Driven ASC Conference

Register by May 1, 2011 and SAVE!

Improving Profitability and Business and Legal Issues

Great topics and speakers focused on key business, clinical and legal issues facing ASCs –

- 101 Sessions
- 134 Speakers

To register, contact the Ambulatory Surgery Foundation (703) 836-5904 • Fax (703) 836-2090 registration@ascassociation.org

Register Online: https://www.ascassociation.org/june2011.cfm

Improving the Profitability of Orthopedic, Spine and Pain Management-Driven ASC – Thrive Now and in the Future

- Coach Mike Ditka, Legendary NFL Player and Football Coach
- Brent Lambert, MD, Founder Ambulatory Surgical Centers of America
- Kenny Hancock, President & Chief Development Officer, Meridian Surgical Partners
- Tom Mallon, CEO, Regent Surgical Health
- Scott Gibbs, MD, Neurosurgeon, Cape Girardeau, MO
- Jeff Leland, CEO Blue Chip Surgical Center Partners
- David Shapiro, MD, Partner, Ambulatory Surgery Company
- Joan F. O'Shea, MD, Neurosurgeon & Orthopedic Spine Surgeon, The Spine Institute of New Jersey• John Caruso, MD, Neurosurgeon, Parkway Surgery Center
- I. Naya Kehayes, CEO, Eveia Health Consulting and Management
- Robin Fowler, MD, Medical Director, Interventional Management Services

- Joe Flower, Healthcare Futurist, CEO, The Change Project, Inc.
- Richard Hynes, MD, Orthopedic Spine Surgeon, Melbourne, FL
- Larry Taylor, CEO, Practice Partners in Healthcare
- Andrew Hayek, President and CEO, Surgical Care Affiliates and Chairman of the ASC Advocacy Committee
- Brett Gosney, MD, CEO, Animas Surgical Hospital
- John Cherf, MD, MPH, President, OrthoIndex, Clinical Advisor, Sg2, Orthopedic Surgeon, Chicago Institute of Orthopedics
- Michael R. Redler, MD, The OSM Center
- Brian Cole, MD, MBA, Professor, Dept. of Orthopedics, Dept. of Anatomy and Cell Biology, Section Head, Cartilage Restoration-Center at Rush Division of Sports Medicine, Rush University Medical Center
- Terry Woodbeck, CEO, Tulsa Spine & Specialty Hospital

• Kevin R. Stone, MD, The Stone Clinic

To join the ASC Association call (703) 836-8808

For more information, call (800) 417-2035 or email sbecker@mcguirewoods.com

If you would like to sponsor or exhibit at the program, please call (800) 417-2035.

TO REGISTER, CALL (703) 836-5904 • FAX (703) 836-2090 • registration@ascassociation.org

CONFERENCE SPEAKERS

Lisa Austin, RN, CASC, Vice President of Operations, Pinnacle III

Scott Becker, JD, CPA, Partner, McGuireWoods LLP

Cristina Bentin, CCS-P,CPC-H, CMA, President, Coding Compliance Management

Aaron Bergman, PGA Golf Pro

Christopher Bishop, Senior Vice President, Acquisitions & Business Development, Blue Chip Surgical Center Partners

Jeff Blankinship, President, Surgical Notes Dotty Bollinger, RN, JD, LHCRM, CASC, Chief Medical Operations Officer, Laser Spine Institute

Tom Bombardier, MD, FACS, Principal & Founder, ASCOA

Brian Brown, Regional Vice President, Operations, Meridian Surgical Partners

Aric Burke, VP Business Development, Health Inventures

Paul Burton, MD, Chairman of the Board, American Association of Surgeon Distributors

Robert Carrera, President, PINNACLE III

John Caruso, MD, FACS, Neurosurgeon, Parkway, Surgery Center

John Cherf, MD, MPH, MBA, President, OrthoIndex

Thomas J. Chirillo, Senior Vice President, Corporate Development

Jeffrey C. Clark, Partner, McGuireWoods LLP Brian Cole, MD, MBA, Professor, Dept. of Orthopedics, Dept. of Anatomy and Cell Biology, Section Head, Cartilage Restoration Center at Rush Division of Sports Medicine, Rush University Medical Center

Geoffrey S. Connor, MD, Orthopaedic Sports Surgery, Alabama Orthopaedic Spine and Sports Medicine Associates

R. Blake Curd, MD, Board Chairman, Surgical Management Professionals

Greg DeConciliis, Administrator, Boston Out-Patient Surgical Suites

Joyce Deno-Thomas, RN, BSN, Senior Vice President Operations, Regent Surgical Health

John DiPaola, MD, Orthopedist, Oregon

Mike Ditka, Legendary NFL Football Player and Coach

Scott P. Downing, JD, Partner, McGuireWoods LLP

Nancy Easley-Mack, LPN, Business Office Manager, Short Hills Surgery Center

Allan Fine, Senior Vice President, Chief Strategy & Operations Officer, The New York Ear & Eye Infirmary

David Fitzgerald, CEO, Proliance Surgeons, Inc.

Joe Flower, CEO, The Change Project

Robin Fowler, MD, Executive Director and Owner, Interventional Management Services

Brandon Frazier, Vice President Development & Acquisitions, ASCOA

Jim Freund, Senior Vice President, GENASCIS

Nap Gary, Chief Operating Officer, Regent Surgical Health

Ann Geier, RN, MS, CNOR, CASC, Senior Vice President of Operations, ASCOA Scott Gibbs, MD, Neurosurgeon, Cape Girardeau, MO

Bill Gilbert, Vice President Marketing, AdvantEdge Healthcare Solutions

Lainey Gilmer, Associate, McGuireWoods LLP Scott Glaser, MD, DABIPP,

Pain Specialists of Greater Chicago

Susan Glendon-Beaulieu, RN, LHRM, Administrator, Surgical Center for Excellence John Goehle, CASC, MBA, CPA,

Ambulatory Healthcare Strategies, LLC

Brett Gosney, MD, CEO, Animas Surgical Hospital

Raymond E. Grundman, MSN, MPA, Senior Director, External Relations, Accreditation Surveyor, AAAHC

Nameer Haider, MD, Spine & Skeletal Pain Medicine

Jon Hamrick, EVP Networking & Sourcing, Access MediQuip

Kenny Hancock, President & Chief Development Officer,

Meridian Surgical Partners

Andrew Hayek, CEO, Surgical Care Affiliates and Chairman of the ASC Advocacy Committee

Edward Hetrick, President & CEO, Facility Development & Management Co.

Tracey Hoeft Hoffman, RN, MSN, MBA, CASC, Administrator, Hastings Surgery Center, Neuterra Health

Bo Hjorth, Vice President Business Development, Regent Surgical Health Richard Hynes, MD, Orthopedic Surgeon,

Melbourne, FL Tom Jacobs, President & CEO, Med HQ

Marion Jenkins, PhD, Founder & CEO, QSE Technologies

Leslie Johnson, Director of Coding & Education, Medi-Corp

Sandra Jones, MBA, MS, CASC, FHFMA, Vice President, Executive Operation Officer, ASD Management

David Kadish, President, Medi-Corp

W. Michael Karnes, Chief Financial Officer, Regent Surgical Health

Stuart Katz, FACHE, CASC, Executive Director, Tucson Orthopaedic Surgery Center

I. Naya Kehayes, MPH, Managing Principal & CEO, Eveia Health Consulting & Management

William J. Kennedy, Senior Vice President Business Development, NovaMed, Inc.

Paul Kerens, Senior Executive Officer, Kansas City Orthopaedic Institute

Matt Kilton, MBA, MHA, Principal & Chief Operating Officer, Eveia Health Consulting & Management

Greg Koonsman, CFA, Principal, VMG Health Richard Kube, MD, CEO, Founder & Owner,

Prairie Spine & Pain Institute Vishal Lal, CEO, Advanced Pain Management

Brent W. Lambert, MD, FACS, Principal & Founder, ASCOA

Luke Lambert, CFA, CASC, CEO, ASCOA Diane Lampron, RN, BSN, CNOR

Administrator, Lutheran Campus ASC, and Director of Operations, Pinnacle III Linda Lansing, Senior Vice President of Clinical Services, Surgical Care Affiliates

Matt Lau, Director of Financial Analysis, Regent Surgical Health

Jeff Leland, CEO, Blue Chip Surgical Center Partners

Michael J. Lipomi, Surgical Management Professionals

Todd Logan, Regional Vice President, SourceMedical Solutions

James Lynch, MD, Surgery Center of Reno

Tom Mallon, CEO, Regent Surgical Health

John Marasco, Principal & Owner, Marasco & Associates

Dennis Martin, Senior Vice President of Health Systems, Health Inventures, LLC

Sarah Martin, MBA, RN, CASC, Regional Vice President, Operations, Meridian Surgical Partners

Mike McKevitt, Senior Vice President, Regent Surgical Health

Todd Mello, Principal & Founder, Healthcare Appraisers

Evelyn Miller, CPA, Vice President, Mergers & Acquisitions, USPI

Amy Mowles, President & CEO, Mowles Medical Practice Management

Nelson Mozia, MD, President, Board of Managers, Lutheran Campus Ambulatory Surgery Center

Chase Neal, Vice President, The Securities Group

Robert Nucci, MD, Nucci Spine & Orthopedic Institute, LLC, Citrus Park Surgery Center, LLC

Joan F. O'Shea, MD, Neurosurgeon & Orthopedic Spine Surgeon, The Spine Institute of New Jersey

Jon O'Sullivan, Senior Principal, VMG Health

Ron Pelletier, Vice President, SourceMedical

Kenneth A. Pettine, MD, Founder, The Spine Institute and Loveland Surgery Center

David J. Pivnick, Associate, McGuireWoods LLP

Thomas J. Pliura, MD, JD, PC, Physician & Attorney-at-Law, ZChart

Greg Poulter, MD, Surgeon, Peak One Surgery Center

William Prentice, JD, Executive Director, ASC Association

Peggy Price, Vice President & Chief Operating Officer, Exempla Lutheran Medical Center

David J. Raab, MD, President, Board of Managers, Illinois Sports Medicine &

Orthopedic Surgery Center Holly Ramey, Vice President of Operations, Surgical Care Affiliates

Michael Redler, MD, The OSM Center

Blair A. Rhode, MD, Orland Park Orthopedics Michael Rucker, Executive Vice President and Chief Operating Officer, Surgical Care Affiliates

Cathy Rudisill, RN MHA CNOR CASC BSN, Senior Vice President of Operations, ASCOA

Harwood "Woody" Runner, CEO, Kerlan Jobe

Scott Safriet, MBA, AVA, Principal, Healthcare Appraisers

TO REGISTER, CALL (703) 836-5904 • FAX (703) 836-2090 • EMAIL registration@ascassociation.org Register Online at https://www.ascassociation.org/june2011.cfm

Paul E. Savoca, MD, Fairfax Colon & Rectal Surgery, PC

Robert M. Schwartz, Executive Director, Proliance Surgeons, Inc.

Caryl Serbin, RN, BSN, LHRN, Executive Vice

President and Chief Strategy Officer, Source

David Shapiro, MD, CHC CHCQM CHPRM

LHRM CASCPartner, Ambulatory Surgery

Jeff Simmons, Chief Development Officer,

Cassandra Speier, Senior Vice President of

Development, Interventional Management

Marshall Steele, MD, CEO, Marshall Steele

Melissa Szabad, Partner, McGuireWoods LLP

Vivek Taparia, Director of Business Analysis,

Marsha Thiel, CEO, MAPS Medical Pain

Clinics & MAPS Practice Solutions, Inc.

Gretchen Heinze Townshend, Associate,

Jeffrey L. Visotsky, MD, Member, Board of

Managers, Illinois Sports Medicine &

Troy P. Stockman, CEO, Nebraska Spine

Kevin Stone, MD, The Stone Clinic

Larry Taylor, President & CEO,

Practice Partners in Healthcare

Michelle Trammell, President,

Orthopedic Surgery Center

Kara Vittetoe, Administrator, Thomas Johnson Surgery Center, ASCOA

Barton C. Walker, JD, Associate,

Amber McGraw Walsh, Partner,

Jack Wagner, President & Founder,

Operations, Regent Surgical Health

Robert Westergard, CPA, CFO, ASCOA

Marcus Williamson, President Neospine

David Wold, Chief Operating Officer,

Kristian Werling, JD, Partner,

Illinois Bone & Joint Institute

Tulsa Spine & Specialty Hospital

Monica Ziegler, Administrator,

Greg Zoch, Partner, Kaye Bassman

Chris Zorn, Vice President Sales,

Physicians Surgical Center,

Spine Surgical Innovation

Michael Weaver, Vice President, Symbion, Inc.

Kelly Webb, Director, ASC Billing Specialists

Robert Welti, MD, Senior Vice President of

Kenny Spitler, Senior Vice President

Matt Searles, Managing Director, Merritt Healthcare

Medical Solutions, Inc.

Regent Surgical Health

Operations, NovaMed, Inc.

Company, LLC

Services

Hospital, LLC

Regent Surgical Health

McGuireWoods LLP

The Securities Group

McGuireWoods LLP

McGuireWoods LLP

Micro-Scientific, Inc.

McGuireWoods LLP

Division, Symbion, Inc.

Terry Woodbeck, CEO,

TO REGISTER, CALL (703) 836-5904

REGISTRATION FORM Photocopies are acceptable. Please print or type below. Please use a separate registration form for each attendee.

9th Annual Orthopedic, Spine and Pain Management-Driven ASC Conference

Improving Profitability and Business and Legal Issues

THE 9TH ANNUAL CONFERENCE FROM ASC COMMUNICATIONS AND THE AMBULATORY SURGERY FOUNDATION

JUNE 9-11, 2011

WESTIN HOTEL . CHICAGO, ILLINOIS

REGISTRATION INFORMATION

First/Last Name:			
Degree (As you wish it to appear on your badge):			
Title:			
	x:		
Email:			
Email:			

REGISTRATION FEES

ANNUAL CONFERENCE & EXHIBITS

Receive multiple registrant discount(s). The more people you send, the greater discount you receive. The prices listed below are per person. Your registration includes all conference sessions, materials and the meal functions.

MAIN CONFERENCE ONLY

	FEES	AMOUNT	FEES	AMOUNT	
	(Before 5/1/11)		(After 5/1/11)		
1st Attendee	\$625	\$	\$725	\$	
2nd Attendee	\$575	\$	\$675	\$	
3rd Attendee	\$525	\$	\$625	\$	
4th Attendee or more	\$500	\$	\$600	\$	
(Ask about larger group discounts)					

MAIN CONFERENCE + PRE-CONFERENCE

	FEES	AMOUNT	FEES
	(Before 5/1/11)		(After 5/1/11)
1st Attendee	\$825	\$	\$925
2nd Attendee	\$775	\$	\$875
3rd Attendee or more	\$725	\$	\$825
4th Attendee or more	\$700	\$	\$800
Subtract \$100 per Attende or Becker's ASC Review Pai Add \$100 to subscribe to E	d Subscriber		(-\$100) (+\$100)

PAYMENT INFORMATION

Enclosed is a check, payable to Ambulatory Surgery Foundation I authorize **Ambulatory Surgery Foundation** to charge my:

Check #: ____

Credit Card Number: ___

Printed Cardholder Name: _____ Zip Code: ____

Signature: ____

TO REGISTER

COMPLETE REGISTRATION FORM AND MAIL OR FAX AS FOLLOWS:

Make checks payable to Ambulatory Surgery Foundation June Conference and mail to: Mail: Ambulatory Surgery Foundation Meeting Registration, 1012 Cameron St., Alexandria, VA 22314

- Fax registration form with credit card information to (703) 836-2090 Fax:
- Call Call (703) 836-5904 to register by phone

registration@ascassociation.org Fmail:

Web site: www.BeckersASC.com

Cancellation Policy: Written cancellation requests must be received by May 1, 2011. Refunds are subject to a \$100 processing fee. Refunds will not be made after this date.

Multi-Attendee Discount Policy: To be eligible for the discount, your ASC must be registered at one time and work at the same address. Just copy the registration form for each attendee. Employees from a 2nd location are not eligible for the discount.

GENERAL INFORMATION

HOTEL RESERVATIONS

Westin Hotel has set aside special group rates for conference attendees. To make a reservation, go to http://www.starwoodmeeting.com/Book/ ascjune2011

The Westin

909 N. Michigan Avenue Chicago, IL 60611 (312) 943-7200 Group Room Rates: \$289

ASC ASSOCIATION

For ASC Association membership information please call (703) 836-8808, or visit www.ascassociation.org

CONFERENCE QUESTIONS

For additional information or questions regarding the conference please contact

Ambulatory Surgery Foundation

Phone: (703) 836-5904 Fax: (703) 836-2090 Email: registration@ascassociation.org

For Becker's ASC Review and exhibitor/ sponsorship questions contact (800) 417-2035

ASC Communications, Inc. (800) 417-2035

ADA REQUEST

If you require special ADA accommodations, please contact us at (703) 836-5904

ONLINE REGISTRATION https://www.ascassociation.org/june2010.cfm

Register before May 1, 2011, and SAVE on registration!

For information on exhibiting and sponsorships, call (800) 417-2035

Visit www.BeckersASC.com.

arge my:	VISA	Makean	533
	Expiration D	ate:	

___ CVV#/3-digit #:____

REGISTER ONLINE AT:

https://www.ascassociation.

org/june2011.cfm

TOTAL ENCLOSED \$



\$_____ \$ _____

AMOUNT

\$ _____

\$_____

SAMPLE TOPICS INCLUDE

• The Changing Face of Healthcare Delivery - What to Expect Over the Next Ten Years

- How to Add Spine and Orthopedics to an Existing ASC
 Navigating an Orthopedic Practice and its ASCs Through a Changing Healthcare Environment
- Most Common Accreditation Problems in Orthopedic, Spine and Pain-Driven ASCs
- Selling Your ASC? A Process and Plan What Can You Expect
- Cost Reduction and Benchmarking 10 Key Steps to Immediately
- ACOs An Overview of What to Expect and How to Prepare
 The Future of Minimally Invasive Spine Surgery Why a Spine Focused
 The Tuture of Minimally Invasive Spine Surgery Why a Spine Focused
- Legal Issues for ASCs and Physician Owned Hospitals
- How to Immediately Improve Your Golf Swing
- Biologic Joint Replacement: The Future of Joint Replacement Surgery
 Using Stem Cells, Paste Grafting, Meniscus Allografts, Shell Grafting
 and Allo and Xenograft Ligaments
- Minimally Invasive Outpatient Lumbar Fusions and Multi-Level Outpatient Cervical Disk Replacements
- Hmproving Managed Care, Contracting Results A Case Study Step by
 Step Approach
- The Best Ideas to Immediately Improve ASC Profits
 Buying and Selling ASCs HOPDs and National Companies, Co-Management and ACOs - Current Market Trends
- How and Why Might Orthopedists and Neurosurgeons Team and Partner to Create Musculoskeletal Centers of Excellence
- Key Ideas for Improving Orthopedic Practice Profits
- Infection Control in ASCs Best Practices and Current Ideas

TO REGISTER, CALL (703) 836-5904 • FAX (703) 836-2090 • registration@ascassociation.org

Number CEP6949, for 15 contact hours

CEU CREDIT

CASC CREDIT

tor physicians.

CME CREDITS

.eDCA prinkindetee brie

TARGET AUDIENCE

.7/95#

Provider approved by the California Board of Registered Nursing, Provider

This program is approved for 75.25 hours of AEU credit by BASC Provider

category ٦ (redits *** Physicians should only claim credit commensurate **) لا مال المعالية المعالية المعالية

ARY AMA 21 to mumixem a rot vivitsa lanoitasube sint setanpiseb 2MI

noitesube lesibem prinnitros ebivorq of EMCDA edt vd betibersse si 2MI

etitite for the second structure of the local second structure being a second struct and the local second struct

the Essential Areas and Policies of the Accreditation Council for Continuing

The CME activity has been planned and implemented in accordance with

business, legal and regulatory issues, and improving the profitability of

physician owners, administrators and others the latest information on

se , sneisieven the snoeping and pain management physicians, asc

This conterence is designed to provide orthopedic surgeons, orthopedic

CONTINUING EDUCATION CREDITS

with the extend of their participation in the activity.

for Medical Studies (IMS) and ASC Communications.

9th Annual Orthopedic, Spine and Pain Management-Driven ASC Conference Improving Profitability and Business and Legal Issues

ASC Communications, Inc. & Ambulatory Surgery Foundation 9th Annual Orthopedic, Spine and Pain Management-Driven ASC Conference 315 Vernon Avenue Glencoe, IL 60022

PRSRT STD US Postage **PAID** Michigan City, IN 46360 Permit No 3