

13th Annual

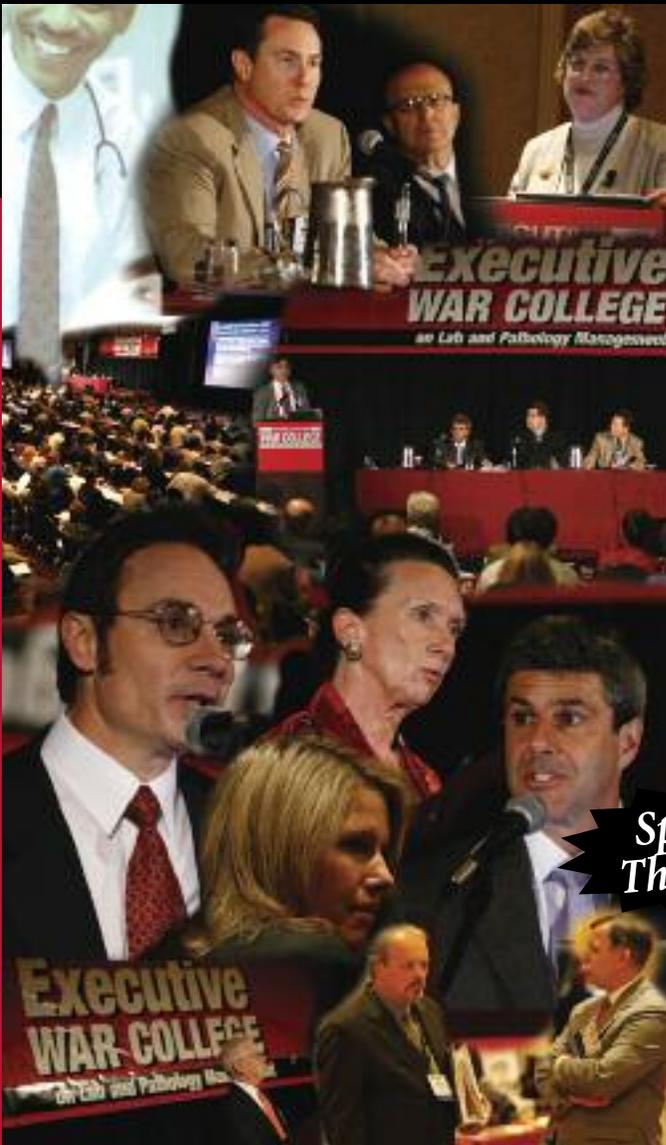
EXECUTIVE WAR COLLEGE

On Lab and Pathology Management

May 13-14, 2008 • InterContinental Hotel • Miami, FL

Avoid disappointment...
Last year was **SOLD OUT!**
Guarantee Your Place

Register Today!



- Position Your Lab for Success!
- Outreach & Contracting Strategies!
- Best New Lab Technologies!

Join us for the world's largest summit meeting on laboratory and pathology management

- Design your learning around 75 advanced sessions (*see pages 3-11*)
- Hear keynoters **Nate Headley**, CEO of Spectrum Laboratory Network on "Transforming Hospital-Based Laboratories into Regional Lab Testing Powerhouses" plus **John Kershaw**, COO of Sysmex America on "Surprising Developments in *In Vitro* Diagnostics (IVD) Likely to Boost Laboratory Services" plus **Paul E. Smolke**, Managing Director, Healthcare Strategy, Microsoft Corporation on "Key Trends in Healthcare Informatics and the Path to Digital Integration" plus **Jared N. Schwartz, M.D., Ph.D., Director, Pathology & Lab Medicine, Presbyterian Healthcare**, on "How Genomics Is Likely to Transform Pathology and Laboratory Medicine Automation." (*see page 3*)
- Attend the optional full-day add-on workshop on Laboratory and Anatomic Pathology Mergers & Acquisitions (*Page 12, 13, and 14*)

Special This Year

Lab/AP Merger & Acquisition Day For Sellers and Buyers!

Buyers are paying record prices for clinical labs and anatomic pathology groups! To help lab owners prep their lab for successful sale, we've assembled experts in laboratory Mergers & Acquisitions—including major buyers. This special full-day event is a must for clinical lab owners and pathology group partners! (*See pages 12, 13, and 14.*)

SPECIAL THANKS AND ACKNOWLEDGEMENT TO CORPORATE BENEFACTORS:



Join us this year! Get everything you need at the world's largest lab management gathering!

- Meet Microsoft's Paul Smolke, Managing Director of Healthcare Strategy, sharing insights about healthcare informatics integration and the need for consumer-friendly services
- First look at Cerner Corporation's corporate health clinic and its new model for employee health benefits
- Creating profitable lab outreach programs and effective tactics to win managed care contracts
- Startling predictions for how genomics will transform both anatomic pathology and clinical laboratory services
- Sysmex America's COO reveals new innovations in *in vitro* diagnostics (IVD) and how the IVD industry is transforming
- "Big Bang" laboratory makeover: new space, new instruments, new workflow trigger major gains in TAT and lab productivity
- Microarrays and other "hot" molecular assays for community hospital labs and pathology groups
- Integrated informatics and middleware solutions: lessons from first mover labs and pathology group practices
- Successful outreach programs share their strategies for winning UnitedHealth business from the national labs



"Medicare competitive bidding looms over the lab industry—yet it remains a time of opportunity for labs and anatomic pathology groups already pushing ahead with molecular, targeted automation, middleware, and Lean-Six Sigma! Be with us on May 13-14!"

—Robert L. Michel, War College Founder

EXECUTIVE MEMORANDUM

TO: Laboratory and Pathology Professionals

FROM: Robert L. Michel, Editor, THE DARK REPORT

RE: Are you ready for Medicare Competitive Bidding for Lab Testing?
Learn how to keep your lab at the peak of performance and success!

To help you sort through important developments and access the newest and best in lab management strategies and successes, we've assembled experts from across the United States and the Globe! It's our biggest and best-ever *Executive War College on Laboratory and Pathology Management*.

You'll get up close and personal with leaders from such important global players as Microsoft Corporation, Cerner Corporation, and Sysmex America. They'll help you sort out the next big trend in healthcare and laboratory medicine. From some of the nation's most innovative laboratories and pathology group practices, you'll get the straight story on exciting new business and management successes—knowledge you can take back to your lab and put to work right away!

Learn how savvy pathologists are turning the tables on TC/PC arrangements with specialist docs—and retaining access to specimens while being paid a fair professional component (PC) reimbursement. Discover powerful strategies to turbo-charge your laboratory's revenue stream and operating profits. Plus...explore how our new management master classes provide you with career-advancing knowledge and skills!

Another extraordinary opportunity is our "Mergers & Acquisitions in Pathology and Clinical Laboratories." This optional, full-day program on May 15 brings owners and sellers of labs together with many of the industry's most credible buyers. If you are a lab owner or pathologist interested in getting top dollar for your laboratory, then make plans today to join us for this exceptional event!

Executive War College is your best choice for direct access to important leaders, news of major trends, access to powerful lab management strategies, and the networking you need to advance your career and propel your laboratory to higher levels of achievement. Join us in Miami on May 13-14 and be part of the biggest laboratory management summit on the planet!

Best,

Robert L. Michel
War College Founder and Host

Three more reasons to attend:

1. *Save on lodging in Miami (see page 15)*
2. *Save on registration: Register by March 31 and/or bring additional colleagues (see page 15)*
3. *An exciting optional add-on session to increase your learning and effectiveness (see pages 12, 13, and 14)*

Get Up Close and Personal! Meet some of the nation's most influential pathologists, laboratory administrators, and executives



John Kershaw of Sysmex America on Surprising Developments in *In Vitro* Diagnostics (IVD) Will Boost Laboratory Services

Big news in the *in vitro* diagnostics (IVD) industry is ongoing consolidation. But there's more! Many IVD companies have a flood of new technologies moving through the pipeline and toward clinical introduction. With the ongoing squeeze in reimbursement and lab budgets, IVD firms know they must help their lab customers incorporate these new technologies in a cost-effective manner. Here's an informed view on developments in the IVD sector and why laboratories will see surprising changes in how IVD companies conduct business in the next few years.



Jared N. Schwartz, M.D. Ph.D., of Presbyterian Healthcare on

How Genomics Is Likely to Transform Pathology and Laboratory Medicine

Healthcare is on the threshold of the genetic revolution. Use of molecular technology is exploding in diagnostics and pathology. Here's an essential perspective on the unfolding molecular trends already reshaping the pathology profession. Oncology is probably the most rapidly changing area of molecular medicine. The revolution in diagnostic medicine will be driven by the intersection of baby boomer demographics (increasing the incidence of cancer and aging-related diseases) with the ability to diagnose these diseases with more precision and earlier in the disease curve. Learn how these changes will reshape pathology and laboratory medicine in ways that add value to lab testing.



Nate Headley of Spectrum Laboratory Network on

Building a Laboratory Testing Powerhouse From a Hospital Lab Outreach Program

During this decade, one of the nation's best-performing laboratory organizations has been Spectrum Laboratory Network of Greensboro, North Carolina. Created as a shared laboratory by three major health systems around Greensboro in the 1990s, it began its spectacular growth phase early in this decade. Spectrum has expanded and is now a major regional laboratory competitor across the Southeast. It has sophisticated strategies in information technology, sales and marketing, and operational integration. Hospital administrators, lab directors, and pathologists will find many useful lessons and insights from this laboratory success story.



Paul Smolke of Microsoft Corporation on

Key Trends in Healthcare Informatics and the Path to Digital Integration

Here is a rare opportunity to gain useful insight about the swift advances in healthcare integration, both here and across the globe. Recognizing the fast-growing opportunities in healthcare informatics, Microsoft is responding with solutions that cut across many sectors of healthcare. For example, it provides numerous solutions to enhance the internal operations of hospitals, physicians, and laboratories. Its newly-unveiled www.healthvault.com Web site is already recognized as a credible effort to help consumers assemble, store, and maintain vital health information that can be accessed by their physicians. This presentation offers a unique perspective on the future of healthcare informatics and how laboratory test data will be utilized.

Two Special "Power Panels" On Managed Care Contracting!

Who's Gonna Pay? Predicting What Lies Ahead for Laboratory Reimbursement

Across the nation, labs and pathology groups see continual downward pressure on reimbursement by private payers. At the same time, Medicare continues to pursue competitive bidding for laboratory testing services. This panel offers keen analysis and useful solutions. Shrewd regional lab directors are negotiating surprisingly rich contracts with local payers—but only because they offer added value services to the payer. Learn these secrets and how your lab can put them to work!

Dissecting Today's Managed Care Contracting Trends: Views from Both Sides of the Negotiating Table

In a special two-hour session, our experts from both sides of the managed care negotiating table will share plain talk and secrets to help labs and pathology groups negotiate a better deal with their payers. This candid, no-holds-barred session won't offer the magic bullet that works every time—but it promises to give you understanding, tactics, and negotiating tools you can use to win more money for your lab or pathology group!

"Best of Class" Labs in the World



National University Hospital Laboratory, Singapore

Sunil Sethi, M.D., Ph.D., National University Hospital of Singapore

At National University Hospital (NUH), the laboratory is focused on making integration of automation, informatics and workflow redesign work to support a seamless care continuum. Multi-hospital health systems in the United States will be impressed at the progress being made in Singapore on integration of care. The laboratory at NUH is the anchor and core site for a regional network of eleven hospital laboratories that collaborate on integrated care. One fascinating element to this effort is the attention devoted to improving pre-analytical errors, even reaching back to the moment when a physician decides to order a test. Expect a fascinating story about the setbacks and successes of linking informatics integration with enhanced work flow redesign that incorporates advanced automation solutions.



More Than a Meeting!



Every year, the Executive War College attracts the brightest and best in lab and pathology management! Now it's your time to join us for the premier gathering in lab management.

Reserve your place today!

Read what the professionals say...

It's knowledge you need...

concentrated, distilled, illuminated!

It's networking you want...

interesting people, innovators, leaders!

It's inspiration you crave...

creative, clever, motivating!

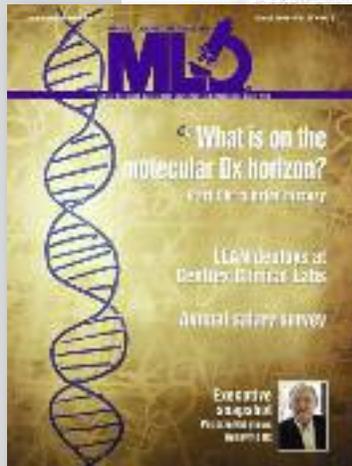
It's experience you seek...

confidence, assurance, effectiveness!

Here's what professional lab industry observers say...



“The War College packs a punch for busy people. My schedule only permits me to attend one, maybe two lab meetings per year. Two days at the WAR COLLEGE leaves me much smarter about the industry and allows me to meet the people who are helpful and relevant to my work.”
— Sherry Rice, Editor, CAP TODAY



“The Executive War College concept works well: an intense two-day series of very specific presentations by the crème de la crème of medical laboratory experts from both the profession itself and from industry... The Executive War College allows us to put our fingers on the healthy pulse of the medical laboratory profession. It is the opportunity to get close enough to actually hear its heart beat!”

—Carren Bersch, Editor, MLO



Look What's New for 2008!

Management Master Classes! These sessions are new and have one goal: to help lab administrators, managers, and pathologists advance their career skills and personal abilities. Each management master class is led by an expert and addresses an important area of laboratory management and operations. Some master classes are strategic, others deal with specific operational topics. You and your executive team will find them invaluable—and information you can't get from any other source! (See pages 10-11.)

Mergers & Acquisitions in Pathology and Clinical Labs! Maybe the most exciting development at this Executive War College is a special day that brings laboratory sellers together with laboratory buyers and M&A experts. Now lab owners, shareholders, and pathologists can meet all the buyers, learn from the best minds in law, investment banking, corporate finance, and M&A negotiations. Our special sessions on intellectual property (proprietary lab test technology) is another first and can help pathologists and biotech firms ready to commercialize their diagnostic discoveries! (See Pages 12-14.)

More Networking! Yes! We've been listening! You want more time to talk to other attendees and develop your professional contacts. We've expanded our evening receptions and added more time during the day specifically for networking!

More Topics! More Experts! Yes! We heard you! There are more speakers, more topics, and more sessions on the important subjects that you want. Once again, the Executive War College is your unmatched source for all you need in laboratory and pathology management!

Use this overview and schedule summary to plan your time at the Executive War College

May 12

Monday

Pre-Event Activities

6:30 PM–8:30 PM
Get Acquainted Reception
with Food and Refreshments

6:30 PM–8:30 PM
Early Registration

Plus:

4:00 PM–5:30 PM
Special Sessions
Atlas Medical
Ortho-Clinical Diagnostics
Siemens
Sunquest

May 13

Tuesday — Day One

7:00 AM–7:50 AM
Master Class Sessions

8:00 AM–12:00 PM
General Session

12:00 PM–1:00 PM
Lunch

1:00 PM–1:50 PM
General Session

2:00 PM–2:50 PM
Concurrent Breakout Sessions

3:00 PM–3:50 PM
Concurrent Breakout Sessions

4:00 PM–4:50 PM
Concurrent Breakout Sessions

5:00 PM–5:40 PM
General Session

5:45 PM–7:30 PM
GRAND RECEPTION

May 14

Wednesday — Day Two

7:30 AM–8:20 AM
Master Class Sessions

8:40 AM–12:20 PM
General Session

12:20 PM–1:20 PM
Lunch

1:30 PM–3:20 PM
Concurrent Breakout Sessions

3:30 PM–4:00 PM
General Session

4:00 PM: Official End
of Executive War College

Post-Event Activities
Optional (Must pre-register)

6:30 PM–8:30 PM
Lab Merger & Acquisition
Reception (Includes Lab Buyers
Showcase & Roundtable)

May 15

Thursday

Post-Event Activities

Optional Workshop
(Must pre-register)

Mergers & Acquisitions
in Pathology & Clinical Labs

8:00 AM–10:00 AM
General Session

10:30 AM–2:30 PM
Concurrent Breakout Sessions
for these tracks:

- Clinical Laboratories
- Anatomic Pathology Groups
- Hospital Laboratory Outreach
- Specialty/Niche Labs
- Lab Owners & Shareholders

2:45 PM–4:30 PM
General Session

4:30 PM: Formal End
of Lab M&A Program

NEW in 08!

Two days of
powerful
learning, with
post-event
seminar

All the experts,
all the topics,
all the resources
you need
for your laboratory
to acquire the
competitive edge!



6:30 AM–8:30 AM

Continental Breakfast

7:00 AM–7:50 AM

Master Classes (See descriptions on page 10.)

General Session

8:00 AM–9:00 AM

Hurricanes, Tsunamis, and Cyclones: Why Powerful Forces Are Reshaping Lab Medicine

Robert L. Michel, Editor-in-Chief, *The Dark Report*, Spicewood, TX

There's a reason for all the "force of nature" metaphors. Multiple and powerful forces are at work influencing and reshaping laboratory medicine. Advances in laboratory automation, growing numbers of new molecular assays, innovative uses of middleware to streamline lab operations—these are just a few of the change agents at work in the laboratory marketplace. Here's a strategic view of the challenges and opportunities that lie ahead for clinical laboratories and anatomic pathology groups.

9:00 AM–9:40 AM

Case Study: Spectrum Laboratory Network, Greensboro, NC (Building a Laboratory Testing Powerhouse from a Hospital Lab Outreach Program)

Nate Headley, Chief Executive Officer (See description on page 3.)

9:40 AM–10:20 AM

Case Study: Alverno Clinical Laboratories, Inc., LLC, Hammond, IN (Integrating and standardizing 25 hospital laboratories in three states)

Cheryl Vance, CEO & President

Few in the laboratory industry realize that Alverno Clinical Laboratories has quietly grown into one of the nation's largest and most geographically diverse unified hospital laboratory organizations. It is a laboratory joint venture owned by three distinct integrated health systems. But the story doesn't stop there! Alverno is aggressively pursuing organizational integration across its hospital laboratories. One cornerstone of this effort is the effective introduction of Lean and Six Sigma methods in all sites. It is moving swiftly to introduce standard work practices in all lab departments at all sites. There are plenty of lessons to learn about how to introduce and sustain major changes in the lab's culture and mindset.

10:40 AM–11:20 AM

Case Study: National University Hospital Laboratory, Singapore (Moving toward integrated laboratory services provided by multiple lab sites to an integrated healthcare continuum)

Sunil Sethi, M.D., Ph.D., Chief, Department of Laboratory Medicine

(See description on page 3.)

11:20 AM–12:00 PM

Case Study: Pathology Associates Medical Laboratories

(Stitching together seamless laboratory services across multiple lab sites to achieve world-class customer satisfaction)
Rosalee Allen, COO

For more than five years, PAML has devoted an unprecedented amount of capital and management resources into an effort to digitize performance data and use middleware to give managers dashboards showing the minute-by-minute performance of almost every service function throughout the laboratory and at remote sites. PAML reports that it is consistently achieving 5+ sigma in its ability to pick up and transport specimens, an impressive performance for a courier department with 125 routes across three states! Another notable accomplishment is a customer service department that uses CRM (client relationship management) software developed by Microsoft to achieve same-day resolution on 99% of client service issues, a major reason why client turnover has fallen almost to zero over the past year.

1:00 PM–1:50 PM

Understanding the New Lab Contracting Goals of the Nation's Payers and How to Position Your Lab as a Value Added Provider

Rob O'Brien, Principal, KJC Healthcare Solutions, Philadelphia, PA

Our goal with this session is to put you on the payer's side of the managed care contract table. After almost two decades at one of the nation's largest health insurers, O'Brien recently left to establish his own consulting company. He's got up-to-the-minute intelligence and insight about how private payers are changing the way they contract for clinical laboratory and anatomic pathology services. Hear how economic forces are reshaping payer's lab test contracting policies. Gain practical advice and recommendations on how to negotiate more effectively with payers.

Concurrent Breakout Sessions

2:00 PM–2:50 PM

Why Lean Labs Perform Better than Their Peers

Thomas Joseph, Managing Partner, *Management Insight*, Ann Arbor, MI

This special presentation highlights the first public analysis of information from an ongoing study that compares the operational performance of "Lean" laboratories with laboratories managed in a conventional manner. One objective of this study is to identify the scale and scope of quality performance and cost reduction achieved by these "post-Lean" labs versus comparable-sized laboratories still using the traditional "system of detection" management philosophy. The findings are startling, demonstrating that Lean labora-

ories enjoy remarkable advantages in customer service levels, average cost-per-test, and staff morale, to name just a few performance outcomes.

Molecular Testing for Respiratory Viruses and Other Breakthrough Opportunities

Domnita Crisan, M.D., Ph.D., Medical Director of Molecular Diagnostics, William Beaumont Hospital, Royal Oak, MI

New molecular technologies allow laboratories to work with clinicians in ways that alter longstanding clinical practices and provide faster, more precise diagnosis that benefits patients. One example is a multiplex assay that tests for 12 respiratory viruses and delivers results within eight hours. Beaumont was a development site for this assay. Discover why this new way of testing patients for common respiratory viruses is changing clinical practices in beneficial ways. Hear how Beaumont's lab outreach program is using this unique test to attract new clients. Learn about Beaumont's molecular testing strategy and why it will be a major source of growth for this much-respected laboratory organization.

Surprising Compensation Trends for Lab CEOs, COOs, CFOs, and Senior Executives

Adam Slone, Chief Executive Officer, Slone Partners, Miami, FL

Increased merger and acquisition activity for clinical laboratories and anatomic pathology group practices in the past 24 months has triggered greater demand for capable lab executives, administrators, and business-minded pathologists. In this *War College* exclusive, attendees will learn what leadership qualities and management talents are in greatest demand. Information about compensation packages and other forms of non-money remuneration will be discussed.

Managed Care Contracting for Clinical Laboratories and Anatomic Pathology Groups—Part I

Michael Snyder, President, *Laboratory Management Services*, Hauppauge, NY

In a special two-hour session, our experts from both sides of the managed care negotiating table will share plain talk and secrets to help labs and pathology groups negotiate a better deal with their payers. This candid, no-holds barred session won't offer the magic bullet that works every time—but it promises to give you understanding, tactics, and negotiating tools you can use to win more money for your lab or pathology group!

3:00 PM–3:50 PM

Managed Care Contracting for Clinical Laboratories and Anatomic Pathology Groups—Part II

Jane Pine Wood, Attorney, McDonald Hopkins, Cleveland, OH; **Mick Raich**, President, *Vachette Pathology*, Blissfield, MI

This special two-hour session on managed care contracting will include information about how clinical laboratories are developing regional contracting



consortiums, what new legal issues and contract clauses should be on every laboratory's managed care negotiating radar screen, and what regional payers are doing at contract renewal time to get labs and pathology groups to agree to accept less money. Strategies for countering these trends will be discussed and explained.

How Local Pathologists Are Making Money from Physician Office Pathology Labs

Krista L. Crews, Executive Director, ProPath, Dallas, TX

Across the country, growing numbers of specialty physicians (particularly urologists and gastroenterologists) are establishing their own in-clinic anatomic pathology laboratories to prepare specimens (TC). They then contract with local pathologists to provide the pathology professional services (PC). Pathologists in Dallas, Texas, decided they wanted access to those specimens and agreed to perform this work for the specialist doctors—but only on terms that made it worthwhile. Learn why this group is making money from its PC contract with the specialist physicians. Hear what strategies the pathologists used to develop a win-win relationship that allows them to provide the molecular and esoteric testing. This presentation provides the business logic many community hospital-based pathology groups need to develop effective strategies to respond to the TC/PC arrangements that result when their local specialists establish an in-house anatomic pathology laboratory.

Lab Industry Fights Back: Hard Work inside the Beltway to Promote Laboratory Testing Services

Alan Mertz, President, American Clinical Laboratory Association, Washington, DC

If you've noticed a different attitude and tone in the national voice of the laboratory industry in recent years, it's no coincidence. Certain associations have changed course and are communicating a more aggressive message to elected officials, healthcare officials, and health policy experts. Because so many decisions that affect laboratory testing originate in Washington, DC, this is the starting point for a new philosophy of information and education about the value of laboratory testing. Gain insights about how shrewd new programs to inform and enlighten are beginning to shift the thinking of those in Congress and the legislative branch.

Lean Successes in the Laboratory of Children's Medical Center in Dallas

Jim Adams, Laboratory Operations Director, Children's Medical Center, Dallas, TX

Lean and Six Sigma techniques are being implemented throughout 416-bed Children's Medical Center as the organization moves toward a quality

management mindset in its culture and operations. Discover how this laboratory is handling the necessary "culture change" required to establish the new organizational mindset. Construction is under way so that the high volume core lab can accommodate the new Lean workflow and changes have already been made in specimen collection and specimen processing that have triggered significant benefits in reduced turnaround time, improved laboratory productivity, and higher quality outcomes.

4:00 PM–4:50 PM

Zeroing in on Six Sigma Performance in Courier and Logistics

Sky Soom, Enterprise Logistics Manager, Pathology Associates Medical Laboratories, Inc., Spokane, WA

Here's a laboratory courier and logistics department that's among the best-performing in the United States. Over the past five years, PAML has initiated a series of quality improvement projects and combined these work flow redesign efforts with software that automates, tracks, and reports on almost every step in courier routing, from activity at each stop through delivery into the laboratory. The total solution is implemented in Washington and Idaho and involves 125 courier routes. These regions currently perform at a 5+ Sigma level and are zeroing in to attain Six Sigma performance. This session is sure to recast your vision of what a courier and logistics system can achieve.

Latest Developments on Medicare Competitive Bidding and Lab Legislation

Robert J. Waters, Attorney, Drinker, Biddle & Reath, Washington, DC

Everyone is watching the Medicare Laboratory Competitive Bidding Demonstration because it represents a serious threat to the financial integrity of laboratories across the country. Here's an opportunity to listen and learn from an individual who has been at the center of the laboratory industry's efforts to fight this project. Gain a deeper understanding about the flaws in the demonstration project design, which political forces inside CMS and Congress are keeping this concept alive, and what strategies are in play to stop it. Find out about related issues of interest to laboratory medicine that are moving through Congress, the FDA, and other government agencies.

Why Microarray Assays Are Changing Clinical Practices and How Specialty Lab Companies Can Profit by Offering New Molecular Technologies

Bassem Bejjani, M.D., Medical Director, Signature Genomic Laboratories, Spokane, WA

Signature Genomic Laboratories is the herald of a new era in laboratory testing services. Its two founders developed proprietary microarray assays

that provide "the fastest, most thorough, and most objective chromosome analysis available." Investors in the business were an integrated health system and a laboratory company. Since its founding six years ago, Signature Genomics has grown rapidly and is approaching \$15 million in annual revenues. It offers four proprietary microarrays for the detection of chromosome abnormalities in individuals with developmental delay, mental retardation, seizures, and other developmental abnormalities. One of its microarrays incorporates 105,000 individual probes. This dynamic and fast-growing specialty molecular laboratory offers lessons and insights about how the anatomic pathology marketplace will evolve.

Changing Clinician Behavior in Ordering, Using, and Following Up on Lab Testing

Denise Geiger, Ph.D., Director, John T. Mather Memorial Hospital, Port Jefferson, NY

It is widely-recognized that helping physicians order the right tests at the right time is one important way to improve healthcare outcomes. Yet most labs are reticent to discuss ordering patterns with referring physicians. Not so at this hospital, where the lab has been part of an effort to identify physician outliers in certain types of lab testing. The program includes a review of wrong orders, along with efforts to help physicians change "established ordering habits" so that the newest and most appropriate tests are ordered for their patients. Algorithms have been developed and introduced. See how these and tools such as "smart reports" which add context to the results are beginning to move outcomes in the right direction. Master the lessons learned about the do's and don'ts of changing clinician lab test ordering behavior.

General Session

5:00 PM–5:40 PM

Panel: Who's Gonna Pay? Predicting What Lies Ahead for Laboratory Reimbursement

Moderator: Robert L. Michel; Panel: John Kershaw, Rob O'Brien, Michael Snyder, Kerry Kaplan

Across the nation, labs and pathology groups see continual downward pressure on reimbursement by private payers. At the same time, Medicare continues to pursue competitive bidding for laboratory testing services. This panel offers keen analysis and useful solutions. Shrewd regional lab directors are negotiating surprisingly rich contracts with local payers—but only because they offer added value services to the payer.

5:45 pm–7:30 pm

GRAND RECEPTION

With food and refreshments



7:30 AM–8:20 AM

Master Classes (See descriptions on page 11.)

General Session

8:40 AM–9:20 AM

Why Sophisticated Genetic Testing via Internet Sources Is a Direct-to-Consumer Trend

Trisha Brown, Vice President, DNA Direct, San Francisco, CA

Would you ever share your DNA sequence and genetic information on the Internet, using a *Facebook.com* or *Myspace.com*-type of Web site? That's precisely the business strategy of one well-funded company which expects Gen X'ers and Gen Y'ers will want to make public, relate, and interact based on common genetic traits. Even as laboratory medicine and healthcare debate how genetic testing should be offered to consumers, a number of credible, well-funded companies have begun offering sophisticated genetic testing to consumers via their Web sites. These companies have retained world-class geneticists and laboratory scientists on their advisory panels because their intent is to offer state-of-the-art genetic tests to consumers. Explore the different business strategies of these companies and why they are on the path to create a non-healthcare market for genetic and other laboratory tests.

9:20 AM–10:00 AM

Key Trends in Healthcare Informatics and the Path to Digital Integration

Paul E. Smolke, Managing Director, Healthcare Strategy, Microsoft Corporation, Bellevue, WA

Here is a rare opportunity to gain useful insight about the swift advances in healthcare integration, both here and across the globe. Recognizing the fast-growing opportunities in healthcare informatics, Microsoft is responding with solutions that cut across many sectors of healthcare. For example, it provides numerous solutions to enhance the internal operations of hospitals, physicians, and laboratories. Its newly-unveiled *www.healthvault.com* Web site is already recognized as a credible effort to help consumers assemble, store, and maintain vital health information that can be accessed by their physicians. This presentation offers a unique perspective on the future of healthcare informatics and the new ways that lab test data will be utilized.

10:20 AM–11:00 AM

Cerner's Corporate Health Strategy

Bill Wing, Vice President, Health-E Services, Cerner Corporation, Kansas City, MO

Regularly, THE DARK REPORT has informed its clients and readers about how employers are taking a more proactive role in providing health benefits to their

employees. Here's a corporate case study that has all these elements and more. Cerner Corporation is at the forefront of a new wave of corporate health initiatives. It has built a state-of-the-art on-campus health center. It is implementing employee wellness programs. It is designing information technology products to support these activities and integrate healthcare data. Further, Cerner is planning to sell its business model of corporate health benefits to other companies. That makes this presentation a revealing window on how major corporations are expected to take a more active role in helping employees with innovative health benefits services.

11:00 AM–11:40 AM

How Genomics Is Likely to Transform Pathology and Laboratory Medicine

Jared N. Schwartz, M.D., Ph.D., Director, Pathology & Lab Medicine, Presbyterian Healthcare, Charlotte, NC

Long-standing definitions of clinical laboratory and anatomic pathology are being challenged by the explosion of new science and technology in laboratory medicine. That requires pathologists and laboratory leaders to be keenly aware of unfolding trends in both healthcare and laboratory services. This session provides an informed look at how first-mover and early-adopter pathologists are responding with new clinical services and different delivery models for lab testing services. Explore how these new operational and organizational forms of laboratory services are likely to evolve and create new roles and responsibilities for pathologists and laboratory scientists.

11:40 AM–12:20 PM

Surprising Developments in In Vitro Diagnostics (IVD) Will Boost Laboratory Services

John Kershaw, COO, Sysmex Corporation of America, Mundelein, IL

(See description on page 3.)

Concurrent Breakout Sessions

1:30 PM–2:20 PM

How Integration of Molecular Imaging & Molecular Diagnostics Can Change Today's Clinical Services

Richard Friedberg, M.D., Ph.D., Professor and Deputy Chairman, Department of Pathology, Tufts University School of Medicine, Springfield, MA

New advances in molecular imaging (radiology), molecular diagnostics (pathology), and informatics promise to give clinicians stunningly precise tools to diagnose and treat a growing number of diseases! Alert physicians involved in imaging and molecular diagnostics know these technology breakthroughs are already breaking down traditional specialty silos.

Get an inside peek into how *in vivo* and *in vitro* testing will evolve into an integrated service. Learn what steps first mover laboratories, like Tufts University School of Medicine, are taking to maintain a pre-eminent role for pathology. Explore clinical strategies your pathology group can use to be an added-value diagnostic resource in your community.

How to Unlock Acres of Space in Your Existing Laboratory

Eric J. Cook, Administrative Director, Laboratory Services, Champlain Valley Physicians Hospital Medical Center, Plattsburgh, NY; **Vassilios I. Nicolaou**, Vice President, Laboratory Architect, Karlsberger Laboratory & Technology Group, Birmingham, AL

One intractable challenge of implementing a Lean project is the constraints imposed by the existing laboratory layout. At this 341-bed hospital laboratory, Lean quality management methods played an important role in the design of its physical space, with outstanding results. Discover how the architectural perspective can incorporate Lean principles into the remodel of existing laboratories or into the design of new lab facilities. Learn how the apparent limitations of your lab's existing space can be easily converted into supporting a high-performance layout and Lean workflow throughout your laboratory.

Essential Legal Issues for Clinical Laboratories and Pathology Group Practices

Richard Cooper, Attorney, McDonald Hopkins, Cleveland, OH

With regularity, a new crop of legal issues crops up to threaten clinical labs and pathology group practices. Join Rick Cooper for an important discussion about emerging legal issues, how they create new legal exposure, and what steps laboratories should take in response to these developments. This is an essential session for clinical laboratories and pathology group practices that want to be proactive about identifying legal threats and neutralizing them.

Integrating the LIS to Physician's EMRs: What Hospital Outreach Programs Need to Know

Pat Wolfram, Vice President, Marketing & Customer Services, Ignis Systems Corporation, Portland, OR

As the federal government pushes healthcare providers to adopt EMR (electronic medical record) systems, hospital laboratory outreach programs must respond by establishing integrated data links with the EMRs of their office-based physician clients. Learn what CCHIT is and why outreach programs need to be in lockstep with the year-by-year integration standards of CCHIT. Discover why the informatics services offered by the lab outreach program need to



support workflow in the physician's office. Having worked for years with one of the nation's leading EMR vendors, Wolfram provides an insider's view of how lab outreach programs can become invaluable strategic partners with their client physicians.

2:30 PM–3:20 PM

Coming to Your Lab Soon: New Molecular Assays and Automated Systems

Gregory J. Tsongalis, Ph.D., Director, Molecular Pathology, Dartmouth-Hitchcock Medical Center, Lebanon, NH

Expect a comprehensive overview of how molecular diagnostics are being used in clinical settings. This presentation will provide specific information about technologies and new developments that are transforming molecular laboratory operations. Learn why many laboratories are dropping viral cultures in favor of molecular assays. Explore how new molecular instrument systems will be ready for clinical use over the next 24 months. These integrated analyzers will have a high degree of automation and will make it feasible for even smaller laboratories to offer molecular testing. Get all the latest on what's new and hot in molecular diagnostics.

Top Hidden Sources of Increased Pathology Revenues

Linda Liston, Director, Managed Care Services, McKesson Per Se Technologies, Atlanta, GA

From all directions, pathology reimbursement and revenues are shrinking. That makes it imperative that pathology groups become ever more vigilant and effective at capturing all charges, billing intelligently, and collecting every dollar owed them. Based on her work with pathology groups across the country, Liston will share the secrets that "best of class" pathology groups have used to sustain their revenue. Expect some surprisingly simple steps your group can take to realize money it previously allowed to fall off the table. Gain practical techniques that you can take back and immediately use in your pathology group practice.

Managed Care Lab Contracting Issues from the Employer's and Payer's Perspective

Kerry Kaplan, President, Healthcare Connections, Portland, OR

Having advised health system-owned insurance plans and major employers on health benefits for 25 years, this spring,

Kaplan polled influential executives and industry leaders specifically to determine their goals and objectives for contracting laboratory testing services. It's a "good news/bad news" outcome. For laboratories ready to deliver added value laboratory services to clinicians and patients, there are significant opportunities. Kaplan will identify strategies labs can use to step up and deliver these services—and get paid additional reimbursement. For laboratories that stick with the status quo, the future will be less favorable, and Kaplan will explain why that will be true.

Innovations with "Best of Breed" Solutions: Valuable Lessons Learned by PinnacleHealth Laboratories

Judith Darr, Administrative Director of Laboratory Services, PinnacleHealth, Harrisburg, PA

When it comes to deciding on automation and new instrument systems, every lab faces the same decision: should it select a sole source solution, or should it opt for "best of breed"? Explore how the laboratory at PinnacleHealth approached a major redesign and upgrade for its laboratory. One specific goal was to streamline workflow using quality management techniques while simultaneously acquiring new automation chemistry analyzers and hematology instruments that would further advance improve-

ments in turnaround time, quality of test results, and staff productivity. Be prepared for unexpected performance gains because of several unorthodox management approaches that paid big dividends when the project became operational.

General Session

3:30 PM–3:50 PM

Extracting the Important Lessons from This Year's 45 Innovators

Robert Michel, Editor-in-Chief, *THE DARK REPORT*, Spicewood, TX

By putting 45 innovative laboratory leaders on the podium in just a few days, the Executive War College gives attendees a unique perspective on the main forces of change in today's laboratory marketplace. In this popular session, Robert Michel pulls together the body of knowledge and identifies key themes and insights that labs can use to refine and sharpen their strategic priorities.





All New!

Experience our management *Master Class* Format

National and global experts share their knowledge and expertise.

Designed to advance your professional and career skills.

Tuesday, May 13, 2008

6:30 AM–8:30 AM

Continental Breakfast

Concurrent Management Master Classes

7:00 AM–7:50 AM

Creating a High-Performance Management Environment in Your Lab

Larry Siedlick, CEO, Sunrise Medical Laboratories, Hauppauge, NY

For any lab administrator or manager wanting to advance their capabilities in managing the managers in their lab, this session promises lots of answers. At last year's *Executive War College*, Siedlick "wowed" the crowd with his simple, common sense take on how to find the right people for the right job. He'll share secrets of how to turn up-and-coming managers loose, harnessing their energy and creativity to achieve remarkable improvements in productivity, sales growth, and profit.

Financial Management of Pathology Groups: Essentials for Excellence and Added Profits

Al Sirmon, CEO, Pathology Service Associates, Inc., Florence, SC

With payers continually carving away at reimbursement and implementing more restrictive coverage policies, it is now essential for anatomic pathology groups to manage their finances with precision. For more than a decade, Sirmon has studied the financial profiles of many of the country's most successful pathology group practices. This deep experience and unique access to financial details arms Sirmon with a keen understanding of what highly-profitable pathology groups do that their poorer cousins don't. This is "must-have" knowledge for pathologists and their practice administrators.

Solving the Gordian Knot of Laboratory Informatics and IT Integration

Rob Atlas, CEO, Atlas Medical, Calabasas, CA;

Providing seamless electronic connectivity to hospitals, physicians' offices and physician EMR (electronic medical record) systems is now a make-or-break success factor for both clinical laboratories and pathology group practices. Pathologists, lab executives, and managers will get a firm grounding in understanding informatics connectivity issues. Learn what your organization's CIO doesn't want you to know about what can be done—often quickly and with minimum cost. Explore the limitations and capabilities of LIS, HIS, EMR, and middleware. For the past decade, Atlas has worked with all types of laboratories and pathology groups to develop integrated data flows, so this session will be chock-full of practical advice and insight.

How Lab Leaders Can Change and Transform Their Lab's Organization and Culture

Susan South, Six Sigma Black Belt, Ortho-Clinical Diagnostics, Raritan, NJ

Organizational change lies at the heart of leadership and this management master class offers proven approaches to this important challenge. Learn how to identify the operating norms of your lab's operational culture. Explore ways to evaluate the lab staff to identify natural supporters of change and those who will prove resistant to altering the status quo. Best of all, master effective techniques to bring your laboratory team into alignment with evolving goals and the new organizational dynamics you want to introduce into your laboratory.



Master Classes — Day 2



Wednesday, May 14, 2008

Concurrent Management Master Classes

7:30 AM–8:20 AM

Leadership at the CEO Level: How to Advance Skills and Performance of Your Management Team

Thomas Tiffany, Ph.D., CEO, Pathology Associates Medical Laboratories (PAML), Spokane, WA

This session is for senior laboratory leaders seeking to develop a top-performing executive team. Dr. Tiffany has successfully advanced the leadership skills and management effectiveness of his team at PAML, during a time when this laboratory company has grown into one of the nation's largest regional laboratories. Expect a blend of management theory, practical experience, and useful lessons in selecting the right people, developing their effectiveness, and establishing stretch goals that the laboratory regularly achieves and exceeds.

Using Software as a Service (SaaS) to Advance Laboratory Informatics Capabilities

Lâle White, CEO, XIFIN, Inc., San Diego, CA; Jacques Baudin, Executive Vice President, TechniData Medical Software, Tucson, AZ; and Vijay Pillai, Director, Life Sciences & Translational Medicine, Oracle Corporation, Reston, VA

Software as a Service (SaaS) is rapidly establishing itself as money-saving, effective way for businesses to acquire and use state-of-the-art information technology (IT). In the clinical laboratory industry, SaaS is often seen as a "remote host" solution—where a vendor maintains the hardware and software. Growing numbers of labs are opting for this solution. Laboratory managers and pathologists will get a solid grounding in both the concept of SaaS and how it works on a day-to-day basis. This is an important subject for any lab leader interested in positioning his/her laboratory organization at the cutting edge of IT capability.

Practical Strategies CFOs Can Use to Increase Financial Performance of Their Labs

Marty Colucci, Chief Financial Officer, Sunrise Medical Laboratories, Inc., Hauppauge, NY

This may be the first time that CFOs of laboratories across the United States can participate in a session designed to identify "best practices" in financial management. Over the past decade,



Sunrise Medical Laboratory grew steadily, using internally-generated capital, in one of the nation's most competitive markets. Those achievements recommend this session to any CFO, CEO, or COO motivated to deliver better financial performance to the lab's owners.

Improving Managed Care Contracts between Hospital Lab Outreach Programs & Payers

Jack Shaw, Executive Director, Joint Venture Hospital Laboratories, Allen Park, MI

Launched in 1992, Joint Venture Hospital Laboratories (JVHL) has successfully developed managed care contracts with the significant national and local payers in its market. In a number of cases, JVHL wrested "sole source" provider status away from the national labs—excluding them as a provider in the Detroit market! This learning session provides both the basics and advanced knowledge in how to negotiate productive managed care contracts between hospital outreach laboratories and private health plans.

Lean for Lab Leaders: Understanding Why Lean Delivers Strategic Advantage and How to Launch It in Your Lab

Susan Stegall, Managing Member; and, Leslie Sprick, Managing Member, Sprick, Stegall & Associates LLC, Charlotte, NC

Each passing year, the evidence accumulates that Lean is a management strategy that delivers powerful competitive advantage to any laboratory that deploys it effectively. This session is designed specifically for senior-level laboratory executives, hospital administrators, and pathologists. Understand why Lean management methods are paradigm shifts in the management, organization, and operation of laboratories. Master the essentials that can allow you to introduce Lean into your laboratory and help transform it into an energized culture of high quality, amazing productivity, and demonstrated advantage against competing labs in the region. Best of all, learn why lab employees love Lean—when it is intelligently implemented and supported.

It's a Lab Industry First!



Optional Full-day Program on Thursday, May 15

Merger & Acquisitions of Pathology and Clinical Laboratories

*The complete Lab M&A resource
for lab buyers, sellers, and investors!*

*Recent prices paid for laboratories,
pathology groups, and diagnostic
companies are at record highs!*

YES! It couldn't be more timely to bring together the sellers and the buyers in the clinical laboratory and anatomic pathology profession! Record prices for recent lab sales have startled many—and are motivating laboratory owners and shareholders to consider selling their laboratory.

Another recent change in the laboratory merger & acquisition marketplace is the host of new buyers. Labs and pathology groups coming up for sale often find that several bidders are willing to submit prices. The number of qualified, motivated buyers has expanded and, along with the national lab companies, now includes equity funds, professional investors, and private parties. That means it is a sellers' market, because there are more buyers crowding into the laboratory market and these buyers are willing to pay higher prices than in past years.

To help lab owners, shareholders, and pathologists take advantage of this hot seller's market, we've organized a special day of learning and networking, focused exclusively on the buying and selling of laboratory testing companies. For the first time ever, there will be lab sellers and lab buyers together, discussing what makes a successful deal.

Whether you are a lab buyer or a lab seller, you'll want to be at "Mergers & Acquisitions in Pathology and Clinical Laboratories." Guarantee your place by registering today!

5
*With five customized
learning tracks for:*

- **Clinical Laboratories**
- **Anatomic Pathology
Groups and Pathology Labs**
- **Hospital/Health System
Laboratory Outreach
Programs**
- **Specialty/Niche Testing
Labs, including Proprietary
Test Owners**
- **Specialized Workshop
Series for Lab Owners
& Shareholders**



NOW! A Merger & Acquisition Marketplace for Labs!

***On Wednesday night, May 14,
join us for a special reception that includes...***

Lab Buyers Showcase & Lab Buyers Roundtable!

For the first time, lab buyers will be gathered in one place specifically to introduce themselves to lab sellers!

- **LAB BUYERS SHOWCASE**—At the reception, lab buyers will have tabletop displays around the perimeter of the reception hall, available to introduce themselves and offer information about the types of lab companies they seek to purchase.
- **LAB BUYERS ROUNDTABLE**—During the reception, in a nearby forum, companies interested in buying laboratories will be giving a short public presentation about their company and their lab acquisition criteria. Lab sellers are free to move between the reception hall and the buyers roundtable forum.
- **PRIVATE CONSULTATIONS**—During the reception, some buyers will have suites and private conference rooms where discreet conversations can take place with lab sellers.

RECEPTION RUNS FROM 6:30 PM TO 8:30 PM.
FOOD AND REFRESHMENTS, ALONG WITH
LAB BUYERS SHOWCASE AND ROUNDTABLE

***Followed by a full day of learning on
Thursday, May 15...***

Nuts & Bolts of Buying and Selling Laboratories

Our faculty includes lab buyers, lab sellers, legal experts, business valuation experts, lab business brokers, private equity firms, commercial bankers, management recruiters—all the nation's top professionals involved in preparing, packaging, and bringing laboratory companies to market.

It's the first time all of these experts have gathered in one place at one time, making it the perfect opportunity for all lab owners, shareholders and pathologists. Get the knowledge you need to maximize the value of your laboratory. Expand your network of M&A professionals. Learn about resources and experts you can use to prep your lab and improve its success.

It's a simple idea—bring together lab owners looking to sell now or in the future, and introduce them to the companies and investors seeking to buy laboratories. At the same time, let lawyers, investment bankers, business valuation experts, and other specialists share their knowledge about how to successfully package and bring your lab to market!

Lab Mergers & Acquisitions

Sessions in Detail-for Thursday, May 15

Register separately for Thursday, May 15, 8:00 a.m – 4:00 p.m.

7:00 AM–8:00 AM

Continental Breakfast

General Session

8:00 AM–8:15 AM

Introduction–Program Opens

8:15 AM–8:45 AM

Trends and Forces Driving Mergers, Acquisitions, and Other Strategic Combinations in the Laboratory Industry

Robert L. Michel, Editor-In-Chief, THE DARK REPORT, Spicewood, TX

8:45 AM–9:25 AM

Current Trends in Valuations of Laboratories and Pathology Practices

Doug Brown, Managing Director, Wachovia Securities, Charlotte, NC

9:25 AM–10:00 AM

Maximizing Value and Positioning Your Lab Business for Sale

Anthony Konkoly, Attorney, McDonald Hopkins, Cleveland, OH

10:00 AM–10:30 AM

Morning Break

Breakout Sessions

Pre-lunch and Post-lunch

(10:30 AM-12:00 PM and 1:30 PM-2:30 PM)

FIVE LEARNING TRACKS BASED ON LABORATORY BUSINESS MODEL

Clinical Laboratory Learning Track

Capital and Financial Opportunities for Clinical Laboratories

Doug Brown, Managing Director, Wachovia Securities, Charlotte, NC

What Clinical Laboratories Want in an Acquisition Candidate

Brad Smith, Laboratory Corporation of America, Burlington, NC; Larry Siedlick, Sonic Healthcare, Ltd., Hauppauge, NY;

Case Study of a Lab Seller: PA Laboratories, Muncie, IN

George Branam, M.D., Medical Director

Panel: Issues in Selling a Clinical Laboratory

Moderator: Anthony Konkoly; Panelists: George Branam, M.D., Brad Smith, Larry Siedlick

Anatomic Pathology Group Practice Learning Track

Key Considerations for Professional CP and AP Service Agreements Post-Sale

Richard S. Cooper, Attorney, McDonald Hopkins, Cleveland, OH

What Anatomic Pathology Lab Buyers Want in an Acquisition Candidate

Eric Lev, Principal, Water Street Healthcare Partners, Chicago, IL; Anil Asnani, Laboratory Corporation of America

Case Study of a Pathology Group Seller: To Be Announced

Panel: Issues in Selling a Pathology Group Practice

Moderator: Richard S. Cooper; Panelists: Anil Asnani, Laboratory Corporation of America, Path Group Seller

Hospital/Health System Laboratory Outreach Program Learning Track

How Hospitals & Health Systems Can Build Substantial Profits and Capital Value from Laboratory Outreach

Skip Davis, CEO, ProVentures (and former Ceo/President of Providence Health System)

Business Strategies for Developing Hospital Laboratory Outreach with an Eye to Eventual Sale

Earl Buck, Vice President, Operations Management, Chi Solutions, Inc., Ann Arbor, MI

Case Study: PAML's Experience with Multiple Hospital Laboratory Outreach Joint Ventures

Thomas Tiffany, Ph.D., CEO, Pathology Associates Medical Laboratories, Spokane, WA

Panel: How to Develop the Value of a Hospital Laboratory Outreach Program

Moderator: Skip Davis, Panel: Earl Buck, Thomas Tiffany, Ph.D.

Specialty Test Lab Firm/Molecular/Diagnostic Technology Learning Track

Legal and Business Issues Involving Intellectual Property Involved in Diagnostic Testing

David Cupar, Attorney, McDonald Hopkins, Cleveland, OH

Sources of Capital at Each Stage in Technology Development and Business Formation

Invited: Key Bank

How to Package the Diagnostic Technology, Create the Business Plan, and Launch into the Market

MaryDel Brady, CEO, RedPath Innovative Pathology, Pittsburgh, PA

Case Study: Signature Genomics Laboratories, Spokane, WA

Bassem Bejjani, M.D., Medical Director, Signature Genomic Laboratories, Spokane, DC

Panel: Developing Diagnostic Technology and Building the Specialty Testing Lab

Moderator: Dave Cupar; Panel: MaryDel Brady, Bassem Bejjani, M.D.

Lab Sellers General Learning Track

Personal, Tax, and Estate Planning Prior to the Sale—Essentials for Shareholders and Owners

Mark Klimek, Attorney; Brian Jereb, Attorney, McDonald Hopkins, Cleveland, OH

Legal aspects and Nuts and Bolts of the M&A Transaction

Anthony Konkoly, Attorney, McDonald Hopkins, Cleveland, OH

Basics of Valuation and Establishing a Reasonable Expectation of Sales Price for Laboratory Businesses

Christopher Jahnlé, Managing Director, Haverford Healthcare Advisors, Paoli, PA

How to Keep Key Employees Pre-Acquisition and Post-Acquisition

Adam Slone, Chief Executive Officer, Slone Partners, Miami, FL

General Session & Closing

2:45 PM–3:25 PM

Panel: Lab Buyers and Sources of Capital Discuss Current Lab M&A Market

Moderator: Richard S. Cooper; Panel: Brad Smith, LabCorp, Larry Siedlick, Sonic Healthcare, Ltd.; Doug Brown, Wachovia Securities

3:25 PM–4:10 PM

Panel: Lab Sellers and Advisors Discuss “Do’s & Don’ts” of Bringing Lab to Market

Moderator: Tony Konkoly Panel: George Branam, Pathology Group Seller; Michael Hanbury, Ph.D., CEO, DCL Medical Laboratories

4:10 PM–4:30 PM

Predicting What Lies Ahead for Laboratory Owners and Sellers

Robert L. Michel, Editor-In-Chief, THE DARK REPORT, Spicewood, TX

OFFICIAL END OF MERGERS & ACQUISITIONS DAY AT EXECUTIVE WAR COLLEGE 2008

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2008 Registration Form

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Name 3	Title	Email
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Groups of 2 or more save \$50 per registration.

TUITION DETAILS:

Seminar tuition is payable to THE DARK REPORT. Tuition includes all meeting materials, lunches and refreshments, as well as the evening receptions on Monday and Tuesday.

TUITION CALCULATOR

Executive War College (May 13-14)	# people x	
Register on or before March 31	_____ x \$845	= \$ _____
Register after March 31	_____ x \$945	= \$ _____
Less discounts (if applicable, 2 or more)	_____ x \$ 50	= \$ _____

(May 15—Post-Conference Workshop)	# people x	
Mergers & Acquisitions in Pathology and Clinical Laboratories		
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When is it? Where is it?

Executive War College 2008 takes place on Tuesday and Wednesday, May 13-14, 2008 at the InterContinental Hotel, 100 Chopin Plaza, Miami, FL 33131 – phone 305-577-1000.

Where can I stay?

The InterContinental Hotel, located at 100 Chopin Plaza, is on the water in downtown Miami, and it's just a short cab ride to the fine restaurants and entertainment in South Beach. As an Executive War College 2008 attendee, your special discounted room rate is \$199 for single or double occupancy. To guarantee a room at these rates, please call the hotel before April 17, 2008—rooms will be released after that date. The toll-free number is 866-231-9572. Be sure to mention Executive War College 2008 when making your reservation. To reserve a room online, go to www.ichmiami.com, follow the instructions, and enter EW8 for the Group Booking Code.

How much does it cost?

Tuition is \$945 for Executive War College 2008. Attendance is optional at the one-day post-event seminar (\$395 tuition) on Thursday, May 15, 2008.

How can I save money on registration?

You have TWO ways to save money on tuition fees. If you register by March 31, your tuition is reduced to \$845. We'd also like to give your colleagues the opportunity to share the techniques and new information you'll gain there, so we're offering a \$50 discount per registration for 2 or more colleagues registering from your company or organization. (\$50 discount applies only for May 13-14 War College tuition.)

What happens if I need to cancel?

Substitutions may be made at any time. Cancellations through April 25 will receive a full refund. Cancellations after 5:00 P.M. on April 25 are subject to a \$75 cancellation fee.

Can I guarantee my investment?

If you aren't completely satisfied with the scope and content of Executive War College 2008—if you don't leave with dozens of new techniques to improve the way you do business—we'll refund your tuition in full, promptly and courteously. We're confident you'll find Executive War College 2008 to be time and money very well spent.

Can I earn continuing education credits?

Application has been made to make continuing education units (CEUs) available through the American Association of Clinical Chemistry.

How do I register?

1. Register online at: www.executivewarcollege.com
2. Call 800-560-6363. Our friendly staff can register you as well as answer any questions you may have.
3. Fax this completed form to 512-264-0969
4. Mail the form with payment to: THE DARK REPORT, 21806 Briarcliff Dr., Spicewood, TX 78669.

Can I sponsor at this event?

A limited number of sponsorship and advertising opportunities remain for this event. Please contact Deborah Lucas, R.N. at 512-264-7103

Space is limited. It is essential to register early!

Plus...Lab Industry First!

**Merger & Acquisitions in Pathology
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**A full day for lab buyers
and lab sellers**

see pgs 12 & 14



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Lab Industry Breakthroughs

- **Medicare Competitive Bid Demo:**
Unreported new developments
- **Savvy pathologists make money from TC/PC anatomic pathology deals**
- **Profitable molecular diagnostic tests for community hospital laboratories**
- **Essential methods for integrating the LIS with doctors' EMRs**
- **Powerful uses for Lean/Six Sigma throughout the laboratory**
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- **PAML, Inc.**
Spokane, Washington
- **William Beaumont Hospital**
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