



Third Annual

Southwest Healthcare Transactions Conference

Growth and Opportunity in Times of Change

Keynote Address by
Stephen L. Mansfield, President & CEO, Methodist Health Systems

- ❖ The Emergence of New Care Models
- ❖ Washington Update: Medicare and Health Reform
- ❖ Medical Office Building Monetization
- ❖ Financing Healthcare Transactions
- ❖ Interest Rate Outlook: Achieving a Sustainable Recovery
- ❖ The M&A Market for Healthcare Service Companies
- ❖ Post Acquisition Integration Lessons
- ❖ M&A Accounting Rules for Non-Profits
- ❖ Finding Tomorrow's Healthcare Talent Today
- ❖ Update on Healthcare Anti-Trust
- ❖ "Deal Risk" Management Strategies
- ❖ Investors' Roundtable



We are pleased to announce a partnership with Texas Christian University's Harris College of Nursing & Health Sciences and the Neeley School of Business for the co-location of an executive education pre-conference on leadership and change management for healthcare industry professionals. The impact of attending both will prepare you for a more productive year.



**Pre-Conference On
Healthcare Leadership for Tomorrow:
Translating Complex Opportunities into Action**

**The Adolphus Hotel at Dallas
May 5-6, 2010**

**TCU's
Pre-Conference**
Approved for 4 ACHE
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Approved for 6 ACHE
Cat. II hours.

Don't miss the **Cocktail Reception and Dinner,**

beginning at 6PM, May 5
featuring

Dinner Keynote Speaker
Charles S. Lauer,
Former Publisher and Editorial
Director of *Modern Healthcare*.

We will also be honoring
Nightingale's Healthcare News'
People to Watch in Healthcare
Transactions in the Southwest.

**Click here to
Register for TCU's
May 5 Pre-Conference
Cocktail Reception and
Dinner are included.**

**Click here to
Register for the
May 6 Southwest
Healthcare Conference.
Cocktail Reception and
Dinner are included.**

We Are Grateful to Our Sponsors

Guarantor



The Health Industry Council was organized to unify the health-related entities and accelerate the growth of the health industry in the North Texas area. It serves as a catalyst to gather and continuously update pertinent health industry data. The Council organizes industry conferences, meetings, and conventions; and provides resources for health industry expansions and relocations to the Dallas/Fort Worth area. In addition, monthly task force meetings and quarterly roundtables offer members access to networking, business development, education and the sharing of best practices. Visit us online at www.healthindustrycouncil.org for a calendar of events, membership information and health industry data.

Supported By



ACHE is the premier professional society for healthcare leaders, providing valuable member services such as credentialing, education, publications, books, research, career development and public policy. To learn more

about the local North Texas Chapter of ACHE and upcoming events please visit www.northtexas.ache.org



The Dallas-Ft. Worth Hospital Council believes in "Excellence Through Collaboration". We are a 73 hospital, member-driven organization with approximately 40 years of service to the healthcare community of North

Texas. As a hospital trade association, our commitment is to the continuous improvement of patient care. For more information visit our website at www.dfwhe.org or call 972-719-4900.

Young Healthcare Professionals of Dallas-Ft. Worth is an organization within the healthcare industry that allows its participants to cultivate lasting relationships and share ideas through educational events and networking opportunities, while pursuing the common goal of addressing the challenges facing the healthcare industry.

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GE Capital Healthcare Financial Services is the premier provider of capital, financial solutions, and related services for the global healthcare market, offering a full

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K&L | GATES

Ranked one of the top 20 largest healthcare law firms by *Modern Healthcare* in 2009, **K&L Gates'**

healthcare practice encompasses deep-seated industry knowledge and extensive regulatory experience to provide clients doing business in the healthcare industry a full array of routine and mission-critical legal services. We advise clients in designing, organizing and financing new ventures and emerging businesses. Our lawyers guide clients through complex mergers and

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PRICEWATERHOUSECOOPERS

PricewaterhouseCoopers' Transaction Services group advises healthcare companies and private equity firms on acquisitions, divestitures, joint ventures, initial public offerings and other capital markets transactions. Our practice consists of experienced deal professionals and industry specialists providing financial, tax and other due diligence services. With the in-depth transaction experience gleaned from serving our healthcare and private equity clients globally, we can help you do the right deals, negotiate with power and control, close faster, integrate expeditiously and increase your chances of generating greater returns from transactions.

Breakfast, Lunch and Break Sponsors



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FKP Architects is a leading, full-service design practice focused on Transforming Business by Design® in the healthcare, research and academic markets. Providing best in class architecture, interior design, equipment integration and organizational consulting, the firm works with top-tier pediatric and cancer institutions, academic medical campuses and health science centers throughout the world. For more information, contact Dan Killebrew at dkillebrew@fkp.com.

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At Fulbright & Jaworski our Healthcare Group is a key strategic partner in every engagement by helping our clients to continue to succeed and comply with the law, particularly as the health care industry changes in response to competitive marketplace forces, new payor arrangements, and governmental regulation. We integrate the strengths and knowledge of our lawyers in other practice groups including our public finance, labor and employment, corporate and securities, tax, real estate, litigation, technology, and trusts and estates sections. Our Healthcare Group offers sound and creative solutions tailored for each client. For more information Please go to: www.fulbright.com/healthcare.

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Locke Lord Bissell & Liddell

Locke Lord Bissell & Liddell LLP is a full-service, national law firm with offices in 12 cities. Our firm assists clients in achieving their business objectives and enabling them to navigate the legal and regulatory complexities unique to the healthcare industry. We possess extensive experience in healthcare law and a significant record of success in representing healthcare industry clients on transactional, regulatory, enforcement, litigation and insurance matters. We respond with a diverse and experienced team designed to develop and to execute innovative solutions to complex issues.

General Sponsors



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D'ANTONI PARTNERS
Healthcare & Life Sciences Executive Search

D'Antoni Partners is a retained executive search firm focused on Board, C-level and other executive positions in three primary markets: Healthcare Services, Healthcare Technology, and Life Sciences. Our clients range in size from start-ups to multi-billion dollars in revenue. Many of the firm's clients are high growth and/or emerging companies, funded by private equity or public shareholders. Turnaround or challenged organizations play to our strengths of rapid assessment and focused solutions. For more information go to: www.dantonipartners.com.

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Working with healthcare and life sciences companies, **Deloitte Financial Advisory Services LLP** (Deloitte FAS™) has assembled a dedicated team of health sciences industry professionals with significant experience in corporate and government investigations, litigation and dispute support, corporate finance, strategic financial planning and financial analysis, business valuation, transaction advisory and turnaround and workout services. We combine our skills with the collective knowledge and experience of our colleagues in the other Deloitte U.S. entities (Deloitte & Touche LLP, Deloitte Tax LLP and Deloitte Consulting LLP) to help support our clients. Because we are backed by the worldwide resources of the Deloitte Touche Tohmatsu ("DTT") network of member firms, we are able to support our clients within the U.S. and around the world. For more information, please visit our website at: www.deloitte.com/us/fas, or contact Don Barbo at dbarbo@deloitte.com or John Boettiger at jboettiger@deloitte.com.

FirstSouthwest
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FirstSouthwest is a Dallas-based diversified investment bank with 23 offices in 11 states and over 350 employees. FirstSouthwest offers professional expertise in public finance, corporate finance, asset management, capital markets, and correspondent clearing.

FirstSouthwest is a part of PlainsCapital Corporation, a diversified financial services company with over \$4.7 billion in assets. Our dedicated healthcare practice, consisting of experienced corporate and public finance bankers, advises healthcare providers and payors, healthcare technology and service companies, and private equity firms on a variety of capital markets transactions including acquisitions, divestitures, recapitalizations and joint ventures. Since its inception in 1946, FirstSouthwest has maintained prominence in the investment banking industry by adhering to its core values of integrity, dedication to hard work and steadfastly putting clients first. Find more information at www.FirstSW.com.

NEXUS
HEALTH CAPITAL, LLC

Nexus Health Capital, a New York-based investment banking firm with offices in Dallas, Texas, provides financial and other M&A advisory as well as institutional capital financing services to middle-market healthcare-focused companies. The firm's client roster includes a broad spectrum of leading healthcare provider, payor and business process outsourcing (BPO) services and information technology (HCIT) organizations.

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In terms of domain expertise, dedicated resources, and transaction track record, the Health Care Investment Banking Group of **Raymond James & Associates** is one of the oldest, largest, and most successful health care-focused advisory services practices in the United States. The Group provides a broad range of advisory and capital-raising services to middle-market health care companies and health care-focused financial sponsors and has senior banking personnel focused on a wide variety of health care sectors. The Group's investment bankers have advised on over 300 transactions, including mergers and acquisitions with an aggregate value of over \$13.5 billion and equity and debt financings in excess of \$12.5 billion. The Group has offices in Nashville, Tennessee, St. Petersburg, Florida and Denver, Colorado.



TEXAS CAPITAL BANK™ understands the unique challenges your business faces in the ever-changing Healthcare industry requiring us to focus on delivering innovative solutions that go far beyond your expectations. Our Healthcare Solutions team uses technologically-advanced services and delivery systems that optimize your business operations and allows you time to do what you do best, caring for your patients. Our relentless focus on providing superior client service and maintaining value-based relationships are the keys that make us the bank of choice for our healthcare clients. Please visit www.texascapitalbank.com.

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ATTORNEYS

Winstead has experience in a wide range of transactions and dispute resolution matters involving the growing and dynamic healthcare business sector. We deploy the vast resources of our integrated firm, with a strategic combination of big-picture perspective and industry-specific technical and tactical knowledge. We represent hospitals, ambulatory surgery centers, physician groups, developers, educational institutions, wellness companies, third party administrators, pharmacies, pharmaceutical manufacturers, medical device manufacturers and various healthcare facilities, vendors and business entities in corporate, real estate and finance transactions, as well as regulatory and licensing healthcare issues.

Wednesday, May 5, 2010



12:30

Pre-Seminar Registration

(There will be two networking breaks during the seminar.)

1:00

Part I: Effective Leadership

This session will analyze the dynamics within the leadership group and how the executive most effectively communicates and supports the team and adds value to the institutional vision or mission. It will also examine a step-by-step approach to implementing changes in the dynamics to improve effective leadership throughout the institution so that there is institutional adoption of the strategic goals. These and other topics will be covered:

- Understanding the management team dynamics in healthcare
- Finding your value statement
- Advocating for value creation
- Translating institutional values to team values
- Developing and managing your talent

Jon C. Carr, PhD, *Assistant Professor*
NEELEY SCHOOL OF BUSINESS AT TCU
TEXAS CHRISTIAN UNIVERSITY

Part II: Communication Between Leaders

With healthcare management ever more complex, an effective leadership team cannot afford “failures to communicate”. This session will examine the intricacies of decision making and its impact on communication within the leadership team. Specific concepts to be addressed include:

- Defining the process of decision genesis, decision making and decision analysis
- Translating value-based information into measurable and meaningful data
- Examining components of decision analysis that demonstrate value-added function
- Discovering rapid decision analysis techniques and ways to communicate findings

Glenn Raup, PhD, RN, NE-BC, CNS, CNL, *Assistant Professor*
Doctor of Nursing Practice Program
HARRIS COLLEGE OF NURSING AND HEALTH SCIENCES
TEXAS CHRISTIAN UNIVERSITY

5:00 PM

Seminar Adjourns for Cocktail Reception and Dinner

6:00

For all Sponsors, Speakers and Delegates

Cocktail Reception and Dinner

Sponsored by: **K&L|GATES**

Don't miss the pre-conference cocktail reception and awards dinner for Nightingale's Healthcare News's People to Watch in Healthcare Transactions in the Southwest for 2010!

Thursday, May 6, 2010

7:30

Registration and Continental Breakfast

Sponsored by:



ALVAREZ & MARSAL

8:00

Conference Begins with Co-Chairs Opening Remarks

Jonathan K. Henderson, *Partner*

K&L GATES

Richard W. Varalla, *Managing Director/Corporate Finance*

GE CAPITAL HEALTHCARE FINANCIAL SERVICES

8:10

Keynote Address: One Health System's Story of Change and Growth in Uncertain Times

Stephen L. Mansfield, PhD, *President & CEO*

METHODIST HEALTH SYSTEMS

8:40

The Emergence of New Care Models and How They are Being Impacted by Reimbursement Changes

Even before the current healthcare debate, there were many discussions and efforts to make the healthcare delivery system more efficient and effective. These actions will and are already having an impact on all stakeholders. This session will address changes as a result of healthcare reform and changes in reimbursement models and incentives. Join us as our distinguished panelists discuss this hot topic, including:

- What are some of the new care models currently evolving in the marketplace?
- What are the factors driving these new care models, who is driving these initiatives and how is reimbursement being or expected to be impacted?
- What are the challenges being encountered by the various stakeholders and how are they being resolved?
- Who are the likely 'winners' and 'losers' in these new care models - providers (specialists, etc.), payors or consumers?

Thaddeus C. Kresho, *Panel Moderator*

Partner, Healthcare Transaction Services

PRICEWATERHOUSECOOPERS LLP

(Other speakers have been invited to join this panel and will be added to the brochure when confirmed. For updates please go to: www.renaissanceamerican.com.)

9:25

Washington Update: Medicare and Healthcare Legislation

With healthcare legislation passed and signed, this session will examine its effects on Medicare and Medicaid including:

- The impact of the massive health reform effort on health care providers, payors, and suppliers
- The CMS agenda: what changes to expect in the Medicare program
- Risks and opportunities in health care investing in the next three years

Lambert van der Walde, *Capital Markets Advisor*
CENTERS FOR MEDICARE & MEDICAID SERVICES

10:10

Networking Break
Sponsored by:



FKP Architects

10:25

Medical Real Estate: Medical Office Building Monetization

In the current economic climate, hospital systems face lower cash levels and fewer and more expensive financing options. These factors have led many systems to evaluate selling their non-core assets, such as medical office buildings, to experienced health care asset owners/managers, to provide cash for use for core hospital operations. The monetization of non-core assets provides the hospital with other benefits, including expertise in the management of the asset, insulation of the hospital from regulatory issues, which arise in the direct negotiation of leases with physicians, and allow management to focus more on core hospital operations. This panel will look at real estate monetization issues and potential alternatives to monetization from the health system's perspective.

T. Andrew Dow, *Shareholder/Chair, Healthcare Industry Group*
WINSTEAD PC

Lydia W. Jumonville, CPA, *Senior Healthcare Executive, Former CFO*

BAYLOR HEALTH CARE SYSTEM

Timothy P. Schier, *Senior Vice President*
CAIN BROTHERS

C. Gregory Schonert, *Vice President*
HEALTH CARE REIT

11:10

Financing Healthcare Transactions in a Complex Environment

With the possibility of economic recovery in sight, this session will look at the fallout of the crisis and bring you up to date on the state of the debt markets. With a wide variety of perspectives, the broad experience of this panel will provide a lively discussion of what is possible in this demanding environment. You will have an opportunity to raise questions and issues facing your business.

Noel R. Ryan, Jr., Panel Moderator, *Managing Director*
HOULIHAN LOKEY

Richard W. Varalla, *Managing Director*
GE CAPITAL HEALTHCARE FINANCIAL SERVICES

Joshua T. Davis, *Senior Vice President*
D.E. SHAW & CO.

Mark O'Brien, *Vice President*
GEMINO HEALTHCARE FINANCE

12:00

Luncheon for all Delegates and Speakers

Sponsored by:

LLB&L

Locke Lord Bissell & Liddell

Luncheon Address: Achieving a Sustainable Recovery

The financial markets have stabilized and the U.S. economy is growing again, in part, due to an exceptionally accommodative Federal Reserve and sizeable Federal deficit spending. These government supports are generally unsustainable, have become increasingly controversial and are creating imbalances of their own. This presentation will examine the challenges of maintaining economic growth in the face of the Fed's eventual exit strategy and Washington's budget dilemma. An analysis of related concerns will include:

- Current and expected economic trends
- The case for increased capital expenditures
- The potential for increased market volatility
- What the futures markets are saying

Robert L. Podorefsky, *Interest Rate Strategist*
GE CAPITAL

1:15

Looking Past the Distractions: The M&A Market for Healthcare Service Companies

Since the election in 2008 there has been a lot of uncertainty in the healthcare industry, but now that healthcare reform is a reality, there are indications that the impact could be a boon to the M&A market. This session will examine the pressures created by the legislation and which healthcare services sectors are likely to see the greatest increase in consolidation.

Mark Francis, **Panel Moderator**

Managing Director

HOULIHAN LOKEY

Burk Lindsey, *Managing Director*

RAYMOND JAMES HEALTHCARE INVESTMENT BANKING

Victor J. Schmerbeck, *Managing Director, Corporate Finance*
FIRSTSOUTHWEST

(Other speakers have been invited to join this panel and will be added to the brochure when confirmed. For updates please go to: www.renaissanceamerican.com.)

2:00

Post-Acquisition Integration Lessons

Post acquisition execution risk is a function of an effective due-diligence process, rigorous business planning, and a disciplined and realistic post-closing integration process. This panel will explore both the pitfalls and the best practices based on experiences from both the for-profit and non-profit hospital and health system sectors. Integration topics to be considered will include revenue cycle and managed care, information technology, human resources (including culture, unions, benefits, training, span of control), shared and corporate services, physician and faculty relationships and clinical quality and revenue growth strategies.

Stuart McLean, *Managing Director*

ALVAREZ & MARSAL

Michael S. Cole, CPA, *Managing Director, Healthcare Transaction Advisory Leader*

ALVAREZ & MARSAL

J. Michael Mauldin, CPA, EVP & CFO
SPECIALTY CARE SERVICES GROUP

2:45

New M&A Accounting Rules for Not-for-Profit Entities: What Buyers Need to Know about the Changing Landscape

If you are a not-for-profit healthcare organization and are contemplating a merger, acquisition or an affiliation, or have previously recognized goodwill on your books you will need to consider the impact of recent financial reporting requirements, in particular SFAS 164. This session will be addressed to non-accountant executives in business development and will also be relevant to accounting executives. In particular the session will cover:

- Accounting for an acquisition & the new rules of purchase accounting
- Annual impairment testing of goodwill
- Developing and updating fair value estimates
- Due diligence for pre-deal business plans

G. Don Barbo, CPA/ABV, Director/Healthcare Valuation Services
DELOITTE FINANCIAL ADVISORY SERVICES LLP

John R. Boettiger, Jr., CFA, ASA, Principal/Healthcare Valuation Services
DELOITTE FINANCIAL ADVISORY SERVICES LLP

3:15

Networking Break

Sponsored by:



3:30

Healthcare Talent of Tomorrow, Needs of Today

As we go to press, we can now say that the new era has begun. But what are the leadership qualities and management skills that will be needed? This discussion session will address these needs, including:

- It's always been about the people
- Search for the right talent
- Defining the talent of tomorrow today

S. Kent Fannon, Panel Moderator, Executive Vice President
D'ANTONI PARTNERS

John Groover, Managing Partner
STRAWN ARNOLD ASHPITZ GROOVER, LTD.

Keith Southerland, Senior Client Partner
KORN FERRY INTERNATIONAL

4:00

Dealmakers' Hot Topic Update: Healthcare Antitrust

With industry consolidation the likely result of the economic crisis, especially among not-for-profits, this prickly topic will become even more acute. This will be a succinct update on what dealmakers need to know now about key federal antitrust issues in healthcare transactions.

Kenneth L. Glazer, Partner
K&L GATES

Markus Meier, Assistant Director, Health Care Division
FEDERAL TRADE COMMISSION BUREAU OF COMPETITION

4:45

"Deal Risk" Management Strategies

This session is an interactive panel discussion with business and legal professionals discussing financial, operational, structural and legal risks inherent in every significant healthcare business merger, acquisition, or joint venture transaction. The panel will cover areas of financial, operational, structural and legal risk in transactions and ways to manage and mitigate those risks. Additionally, the panel will use data points from M&A deal point studies to demonstrate how different techniques are being used by dealmakers in the marketplace. Attendees involved in dealmaking, due diligence and intergration of acquired operations will be interested in how these "deal risk" management strategies are structured and how they impact the financial and operational elements of organizations going forward.

Michael A. Austin, Panel Moderator
Managing Director

WAYPOINT HEALTHCARE ADVISORS, INC.

Jonathan K. Henderson, Partner
K&L GATES

Todd P. Kelly, Partner
FULBRIGHT & JAWORSKI LLP

Jim McCoy, Managing Director
WAYPOINT HEALTHCARE ADVISORS, INC.

5:30

Investors' Roundtable

This panel is an open-ended discussion with experienced healthcare private equity investors. Anything relevant to healthcare investing and dealmaking is fair game.

William D. Lautman, Panel Moderator
Managing Director

NEXUS HEALTH CAPITAL LLC

Perry O. Ballard, Principal
FLEXPOINT FORD LLC

Joseph S. Ibrahim, Principal/Healthcare Origination
RIVERSIDE

Christopher W. Kersey, Managing Member and Partner
CAMDEN PARTNERS

David Kosloff, Principal
FRAZIER HEALTHCARE VENTURES

6:15

Conference Concludes

The Industry Event in the Southwest for Healthcare Transactions

Dear Colleague:

We have all just come through a terribly difficult time and while the Southwest was not as devastated by the financial crisis as some parts of the country – and by world standards we were surely blessed – the healthcare industry is not the same place it was this time last year. Decision makers are naturally a little more cautious than they were coming out of the last economic downturn because it was different this time. Quantity affects quality of change.

Welcome to our Third Annual Southwest Healthcare Transactions Conference. This is the place to be to determine your next move based on the collective experience and gained wisdom of healthcare industry leaders. You and the people sitting around you will be peers of the speakers. That is the greatest thing about this conference: the relationship-building opportunities.

This conference just keeps getting bigger and better. We are pleased to be sharing the experience with the Neeley School of Business and the Harris College of Nursing and Health Science of TCU who are presenting a great pre-conference program for healthcare executives. I encourage you to take advantage of both days of events.

You know an economist is special when he keeps getting invited back by popular demand. **Rob Podorefsky** is the kind of “one-handed” economist Harry Truman so wanted: one who does not say, “on the one hand...but on the other hand...” For two years in a row we have had trouble getting delegates and other speakers out of the lunch room to get the next session started on time because they wanted to continue the discussion with Mr. Podorefsky.

Finally a big, Great Southwestern thank you to our sponsors and to all those who helped put the content together, and especially to our co-chairs, **Jon Henderson** and **Richard Varalla**. All of us who enjoy and profit from this conference are indebted to them.

Cordially,



David M. Henderson, *President*
RENAISSANCE AMERICAN MANAGEMENT, INC.

CLE Credits

The CLE Board of the State of Texas does not consider business-oriented conferences “education” for Texas lawyers, therefore they will not accredit a conference like this. We have no trouble getting our Healthcare Transactions conferences accredited in Pennsylvania and Ohio which have reciprocity with other states. We will get pre-approved, as we always do, for CLE credits from the Pennsylvania and Ohio Boards which will be applicable throughout the country except for Texas attorneys’ home-state requirements. Go figure.

Nightingale's

Healthcare
News

Upcoming Lists:

- **Outstanding Hospital Lawyers**
- **Outstanding Young Healthcare Lawyers**
- **Outstanding Fraud and Compliance Lawyers**

Third Annual
**Southwest Healthcare
Transactions
Conference**

The Adolphus Hotel
Dallas, Texas
May 5-6, 2010

To Register

Phone: 1-800-726-2524 or
903-595-3800
By Fax: 903-592-5168
Online: www.renaissanceamerican.com

Payments:

(Prices include cocktail reception and dinner)

Conference\$695
Healthcare Provider Discount\$595
Corporate check, American Express, Visa, or MasterCard

Cancellations: All cancellations will be subject to a \$100 administration fee. In order to receive a prompt refund, your notice of cancellation must be received in writing (by letter or fax) fifteen (15) business days prior to the conference. We regret that refunds will not be issued after April 14. The registration may be transferred to another member of your firm for this or any future Renaissance American Management Conference within 13 months. If you plan to send a substitute in your place, please notify us as soon as possible so that materials and preparations can be made. In the unlikely event of a conference cancellation, Renaissance American Management, Inc. and Beard Group assume no liability for non-refundable transportation costs, hotel accommodations or additional costs incurred by registrants.

Venue:

The Adolphus Hotel
1321 Commerce St.
Dallas, Texas 75202
Phone: 800-223-5652 (24/7) or 800-221-9083

Hotel Reservations: In order to get the group discount, it is important that you register by April 25, 2010 and tell them that you are with the Southwest Healthcare Transactions Conference.

Suggested Dress: Business Casual

**To Register by Phone for the
TCU Preconference
Call Paula Yoder at:
817-257-6033**

**Registration Form: Southwest Healthcare
Transactions Conference**

Name _____

Title _____

Company _____

Address _____

City/State/Zip _____

e-mail _____

Phone _____

Fax _____

Please RSVP for the Following Event:

- Cocktail Reception and Dinner on May 5 Yes No
 Luncheon on May 6 Yes No

Registration Fee

- Conference (includes dinner on May 5)\$695
 Healthcare Provider Discount (includes dinner on May 5).....\$595

Payment enclosed

*(Make check payable to Renaissance American Management, Inc.
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