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Present

*Second Annual*

# Southwest Healthcare Transactions Conference

*Successful Strategies for Mergers,  
Acquisitions, Divestitures, and Restructurings*

- ❖ Perspectives on Healthcare Business Model Innovation
- ❖ Financing Healthcare Transactions in Today's Market
- ❖ Federal Legislative Update: A Look Back at Obama's First 100 Days
- ❖ Private Equity's Outlook on the Healthcare Industry Under the Obama Administration
  - ❖ Federal Regulatory Update
  - ❖ Investors' Roundtable
- ❖ Making Money in a Down Economy: Which Sectors Are Working?
- ❖ The Art and Science of Communicating Value in Healthcare Transactions
- ❖ Cycles of Opportunity: Acquisition and Consolidation Strategies for Distressed Healthcare Companies

*Keynote Address: **James D. (Denny) Shelton**, Chairman, Legacy Hospital Partners, Inc.: "Innovation and Opportunity in Healthcare Delivery"*

**The Omni Mandalay Hotel  
Dallas at Las Colinas  
May 20-21, 2009**

*Don't miss the pre-conference cocktail reception and awards dinner for  
Nightingale's Healthcare News' People to Watch in Healthcare Transactions in the Southwest for 2009!*

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**The Health Industry Council** was organized to unify the health-related entities and accelerate the growth of the health industry in the Dallas/Fort Worth 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 DFW area. In addition, a breakfast series, 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](http://www.healthindustrycouncil.org) for a calendar of events, membership information and health industry data.

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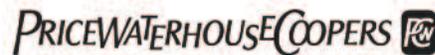
Ranked one of the top 20 largest healthcare law firms by *Modern Healthcare* in

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**Patton Boggs LLP** is the premier national law firm to the healthcare industry. Covering the entire spectrum of substantive legal

specialties affecting the healthcare industry – from public policy, reimbursement, compliance, FDA, fraud & abuse, enforcement, governmental investigations and white-collar defense to mergers & acquisitions, securities, finance, restructuring, intellectual property and general litigation – Patton Boggs has been the choice of leading healthcare providers, private equity sponsors, financial institutions and investment funds for their legal needs in this area. Patton Boggs is one of the only major law firms that has been able to bring together the public policy, regulatory, business and litigation specialties to maximize our clients' opportunities for successful results. We also have prominent physical presence in the Southwest healthcare market, with over 100 of our lawyers based in Texas.



**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.

## We Are Grateful to Our Sponsors ...continued

We would invite you to discover more about our industry leadership, substantive specialties, client successes and other important information about us by visiting [www.pattonboggs.com](http://www.pattonboggs.com) and clicking on the link to our Healthcare Industry Information. Or, call us at 214-758-1500 or 202-457-6000.

### Break, Luncheon and Reception Sponsors



**Alvarez & Marsal's** Healthcare Industry Group is committed to changing the business of healthcare. Alvarez & Marsal's dedicated healthcare professionals have built a successful track record of working with management, boards of directors and stakeholders of both investor-owned and non-profit providers, payors and suppliers to improve financial, operational and clinical performance.

For 25 years, Alvarez & Marsal (A&M) has set the standard for working with organizations to tackle complex issues, boost performance and maximize value for stakeholders.

As a leading independent professional services firm, Alvarez & Marsal delivers independent, fact-based and fresh perspectives to healthcare leaders across the continuum of care. The firm's comprehensive healthcare industry services include strategic advisory; financial, operational and clinical performance improvement; interim, crisis and contract management; turnaround and restructuring, transaction and financial advisory; compliance, governance and investigations. Whether serving in advisory, interim or contract management roles, Alvarez & Marsal professionals bring an operational focus and hands-on approach to serving clients, and excel at leadership, problem-solving and value creation.

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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.

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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](mailto:dkillebrew@fkp.com).

**LLB&L**

Locke Lord Bissell & Liddell

**Locke Lord Bissell & Liddell LLP** offers the dedicated services and legal savvy of approximately 700 attorneys in 13 offices. 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.



**Principle Valuation, LLC**  
PEOPLE AND VALUES YOU CAN TRUST

**Principle Valuation LLC** is an independent firm specializing in the valuation of hospitals, senior living and related entities. Our professionals are known for their personal integrity and are highly respected in the healthcare and senior living industries. Valuations are performed for allocation of purchase price, impairment, financing, and tax related issues to name a few. Our goal is to provide the most accurate, objective, and fair valuations possible and take both great personal and professional pride in doing so. Our values are based upon in-depth knowledge of the operations of healthcare, senior living, and other facilities. Our professionals are knowledgeable in real estate, business enterprise, equipment, and building cost issues such as segregated cost and facility life studies. For more information, please call David Felsenthal at 312-422-1010 or email at [dsf@principlevaluation.com](mailto:dsf@principlevaluation.com).

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**CBIZ Valuation Group, LLC**

**CBIZ Valuation Group** consultants undertake hundreds of assignments each year. Our valuation professionals bring insight drawn from management experience in a variety of industries including consumer products, energy, financial services, healthcare/life science, high technology/telecommunications, industrial products and real estate. This diverse professional background and experience allows us to knowledgeably undertake financial advisory and valuation assignments for virtually every possible business and purpose.

**Deloitte.**

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](http://www.deloitte.com/us/fas).

Wednesday, May 20, 2009

6:00 PM

For All Sponsors, Speakers and Delegates

Cocktail Reception

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Dinner

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PATTON BOGGS LLP

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Don't miss the pre-conference cocktail reception and awards dinner for  
Nightingale's Healthcare News' People to Watch in Healthcare Transactions in the Southwest for 2009!

Thursday, May 21, 2009

7:30

Registration and Continental Breakfast

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Principle Valuation, LLC  
PEOPLE AND VALUES YOU CAN TRUST

8:00

Conference Begins with Co-Chairs'  
Opening Remarks

**Jonathan K. Henderson**

Partner

K&L GATES

**Richard W. Varalla**

Senior Vice President/Corporate Finance

GE HEALTHCARE FINANCIAL SERVICES

8:10

Keynote Address: Innovation and Opportunity in  
Healthcare Delivery

**James D. (Denny) Shelton**

Chairman

LEGACY HOSPITAL PARTNERS, INC.

8:30

Perspectives on Healthcare  
Business Model Innovation

Few major healthcare service providers or payors ever show up on lists of the most innovative companies; even most major biopharma and medical device companies fail to make the lists. While technological innovation in drugs and devices is important, what American healthcare needs is radical business model innovation in delivery and payment for services that leverage technology in transformational ways. We can learn a lot from several innovative companies that are leading the way and revolutionizing healthcare in the process.

**Christopher Wasden, Panel Moderator**

Transaction Services Strategy

PRICEWATERHOUSECOOPERS LLP

**Ted Dacko**

Chief Executive Officer

HEALTH MEDIA INC.

**Edward Goldman MD**

Chief Executive Officer

MDVIP

**Peter Hotz**

Divisional Vice President, WALGREENS, and President,

TAKE CARE HEALTH EMPLOYER SOLUTIONS

**Tom Wadsworth**

Managing Director

CLEVELAND CLINIC BUSINESS INTELLIGENCE

**Heather Wilson**

Vice President, Strategic Projects and Innovation

KAISER PERMANENTE

9:30

Financing Healthcare Transactions in  
Today's Market

The financial crisis has impacted healthcare transactions as it has all areas of the economy. This session will 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.

**Richard W. Varalla, Panel Moderator**

Senior Vice President/Corporate Finance

GE HEALTHCARE FINANCIAL SERVICES

**Joshua T. Davis**

Senior Vice President

D.E. SHAW & CO.

**Mark Francis**

Managing Director

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**Todd R. Nordeen**

Senior Vice President, Healthcare

J.P. MORGAN CHASE BANK, N.A.

**David M. Schuppan**

Principal

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10:15

Networking Break  
Sponsored By:



FKP Architects

10:30

Federal Legislative Update:  
A Look at Obama's First 100 Days

The First 100 Days in office define the goals of a new president. Since his inauguration, President Obama and the 111th Congress have brought the debate on healthcare reform to the forefront in a way not seen since the mid-1990s. This session takes a look back at the First 100 Days and what it will mean for the U.S. healthcare industry in 2009 and beyond.

**David J. Farber**

Partner

PATTON BOGGS LLP

**Brian Fortune**

Political Strategist

MARWOOD GROUP & CO.

**11:15**

### **Private Equity's Outlook on the Healthcare Industry Under the Obama Administration**

The Obama administration's healthcare team is committed to sweeping changes in the U.S. healthcare system. This panel of experienced healthcare private equity investors will assess the challenges and opportunities created by these changes.

**Todd P. Kelly, Panel Moderator**

*Partner*

**FULBRIGHT & JAWORSKI LLP**

**Koleman Karleski**

*Managing Director*

**CHRYSALIS VENTURES**

**Christopher W. Kersey**

*Managing Member and Partner*

**CAMDEN PARTNERS**

**Walter Lin MD**

*Investment Manager*

**ASCENSION HEALTH VENTURES**

**Greg Moerschel**

*Partner*

**BEECKEN PETTY O'KEEFE & COMPANY**

**12:00**

### **Luncheon for all Delegates and Speakers**

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#### **Luncheon Address: "After the Stimulus"**

Historically stressed financial conditions and dramatic economic weakness have resulted in an extraordinary and controversial government response. This presentation will examine the potential economic impact of current U.S. monetary and fiscal policy. An analysis of related concerns will include:

- America's dependence on foreign capital
- The attractiveness of the U.S. Treasury market
- The fascination with gold
- What the futures markets are saying

**Robert L. Podorefsky**

*Interest Rate Strategist*

**GE COMMERCIAL FINANCE**

**1:30**

### **Federal Regulatory Update**

Successfully executing healthcare industry transactions requires negotiating minefields of legal traps arising from an increasingly complicated network of federal antitrust, Stark, anti-kickback, false claims, privacy and other civil and criminal healthcare laws and regulations. Deal-makers, and those who advise and finance them, must stay armed with knowledge of the current rules and governmental enforcement initiatives. Learn the latest from the DOJ's lead health care fraud prosecutor.

**John "Jay" S. Darden**

*Assistant Chief for Healthcare Fraud*

**U.S. DEPARTMENT OF JUSTICE**

**2:00**

### **Investors' Roundtable**

This panel is an open-ended discussion with experienced healthcare private equity investors and a healthcare investment banker. Anything relevant to healthcare investing and deal-making is fair game.

**Jonathan K. Henderson, Panel Moderator**

*Partner*

**K&L GATES**

**David Kosloff**

*Vice President*

**FRAZIER HEALTHCARE VENTURES**

**William D. Lautman**

*Managing Partner*

**NEXUS HEALTH CAPITAL LLC**

**Kevin O'Brien**

*Managing Director*

**CCMP CAPITAL**

**James K. Outland**

*Managing Partner*

**NEW CAPITAL PARTNERS, INC.**

**David M. Schuppan**

*Principal*

**CRESSEY & COMPANY LP**

**2:45**

### **Making Money in a Down Economy: Which Sectors Are Working?**

During the past 18 months, the overall economic environment has continued to worsen, with many industries, including the historically recession-resistant healthcare industry, showing the strains. However, certain healthcare sectors and specific companies have continued to thrive and grow (organically and through acquisition) during this period. These panelists will share their companies' stories and their perspectives on the following:

- What have been some of the keys to continued success in the face of an "economic meltdown"?
- How are the recent actions in Washington, both from a regulatory and financial stimulus perspective, expected to impact their businesses (both positively and negatively)?
- What are the challenges to continuing their success as well as to gaining additional opportunities in 2009 and beyond?
- What changes are necessary to the overall U.S. healthcare system to help "stem" the tide?

**Thaddeus C. Kresho, Panel Moderator**

*Partner, Healthcare Transaction Services*

**PRICEWATERHOUSECOOPERS LLP**

**Howard Deichen**

*Executive Vice President*

**MEDASSETS**

**Donald Dillahunty, DO MPH**

*Chief Executive Officer and President*

**PRIMACARE MEDICAL CENTERS**

**Michael Nadeau**

*Chief Executive Officer*

**VIVERAE**

**Peter C. November**

*SVP/General Counsel, Director of M&A*

**LHC GROUP**

**3:30**

### **Networking Break**

**3:45**

### **The Art and Science of Communicating Value in Healthcare Transactions**

In the year ahead, strategic investors and private equity will confront a novel set of challenges in communicating investing rationale and strategy to their stakeholders. Both equity and debt investors are increasingly skeptical, and in an era of mark-to-market accounting, more robust and timely reporting on the

value of transactions, will be critical. Join a cross-section of specialists for a discussion on communicating value to your stakeholders in an era of renewed regulatory and investor vigilance. Included in the session will be audience Q&A to address the pressing questions you want to discuss.

**John R. Boettiger, Panel Moderator**  
Principal/Healthcare Valuation Services  
**DELOITTE FINANCIAL ADVISORY SERVICE LLP**

**G. Don Barbo**  
Director/Healthcare Valuation Services  
**DELOITTE FINANCIAL ADVISORY SERVICE LLP**

**Jonathan Morgan**  
President  
**PERRY STREET COMMUNICATIONS**

**David G. Whalen**  
Chief Business Development Officer  
**MEMORIAL HERMANN HEALTH SYSTEMS**

#### 4:30 Cycles of Opportunity: Acquisition and Consolidation Strategies for Distressed Healthcare Companies

This panel will explore the similarities and differences between past business cycles and the current one. Today's cycle is different in that it is a true capital crisis. There is a cycle of opportunity, and a compelling story can be made to drive acquisition and consolidation strategies even now. Distressed situations create deal-making opportunities. This session will also examine the use of out-of-court restructurings, troubled NFPs, and other opportunities.

**Marc A. Cabrera, Panel Moderator**  
Managing Director  
**MORGAN JOSEPH & CO., INC.**

**Roger A. May**  
COO & Senior Managing Director  
**NEWPORT GLOBAL ADVI**

**David A. Murdoch**  
Partner  
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**Keith Pitts**  
Vice Chairman  
**VANGUARD HEALTH SYSTEMS**

**John T. Thomas**  
EVP/Medical Facilities  
**HEALTH CARE REIT**

**Martin Winter**  
Managing Director  
**ALVAREZ & MARSAL**

#### 5:15 Conference Ends with Co-Chairs' Closing Remarks

**Jonathan K. Henderson**  
Partner  
**K&L GATES**

**Richard W. Varalla**  
Senior Vice President/Corporate Finance  
**GE HEALTHCARE FINANCIAL SERVICES**

#### 5:25 Cocktail Reception Sponsored By:

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## Look at the Firms Represented at Southwest Healthcare Transactions '08:

### Public and Private Companies:

Accuro Healthcare Solutions  
Albert Einstein Healthcare Network  
Baylor Health Care System  
Broadlane, Inc.  
Caris Diagnostics  
Christus Health  
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FKP Architects  
Hammes Company  
Hillwood  
Trammell Crow Company

# Second Annual Southwest Healthcare Transactions Conference Steering Committee

We are indebted to the many people who have guided the shape of our content, including the members of our Steering Committee:

**Kyle Alexander**  
NEW CAPITAL PARTNERS, INC.

**Carolyn Beebe**  
FROST BANK

**John R. Boettiger**  
DELOITTE FINANCIAL ADVISORY  
SERVICE LLP

**Cheryl S. Camin**  
FULBRIGHT & JAWORSKI LLP

**Lisa Genecov**  
LOCKE LORD BISSELL & LIDDELL LLP

**Kenneth Gordon**  
BAKER & MCKENZIE

**Jonathan K. Henderson**  
K&L GATES

**Todd P. Kelly**  
FULBRIGHT & JAWORSKI LLP

**Thaddeus C. Kresho**  
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STAMER, P.C.

**Leslie Tieszen**  
TEXAS CAPITAL BANK

**Richard W. Varalla**  
GE HEALTHCARE FINANCIAL  
SERVICES

**Nancy Williams**  
THE HEALTH INDUSTRY COUNCIL OF  
THE DALLAS - FORT WORTH REGION

**Joe Zasa**  
WOODRUM/ASD

## *The Industry Event in the Southwest for Healthcare Transactions*

Dear Colleagues:

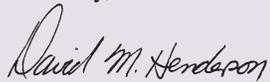
In introducing our **Second Annual Southwest Healthcare Transactions Conference**, I feel like one of those people who has received an Oscar and has so many people to thank. The largest thank-you goes to the Healthcare Industry in the region for embracing this as your "annual event". So many people devoted their time to it, especially our steering committee. Nancy Williams at the Health Industry Council of the Dallas-Ft. Worth Region kept us focused. But I especially want to thank our co-chairs, Richard Varalla and Jon Henderson. Jon especially has devoted hours and hours from the planning of topics to recruiting speakers. I also need to thank his colleagues at K&L Gates for all the time he put into it.

We have built on the success of our first conference last year which brought together a great mix of industry leaders. By popular demand we have brought back Robert Podorefsky of GE Commercial Finance who gives lie to the notion that economics is a "dismal" science.

The theme this year is innovation and opportunity. These perilous times provide great opportunity for innovation and growth. You will leave this conference better prepared to grow your business.

Finally, I encourage you to take advantage of the beautiful facility we have chosen for this conference. Bring your family and stay for the weekend. I look forward to seeing you there.

Cordially,



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

## CLE Credits

The Texas Bar CLE 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.

# Nightingale's

Healthcare  
News

### Upcoming Lists:

- Outstanding Hospital Lawyers
- Outstanding Young Healthcare Lawyers
- Outstanding Healthcare Transaction Lawyers

*Second Annual*  
**Southwest Healthcare  
Transactions  
Conference**

**The Omni Mandalay Hotel  
Dallas at Las Colinas  
May 20-21, 2009**

**To Register:**

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

**Payments:**

Conference Price .....\$595  
Healthcare Provider Discounted Price .....\$495  
Corporate check, American Express, Visa, or MasterCard

**Cancellations:** All cancellations will be subject to a \$200 administrative 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 30. 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 Omni Mandalay Hotel  
221 East Las Colinas Blvd.  
Irving, TX 75039  
Phone: 972-556-0800  
Fax: 972-869-9053

**Hotel Reservations:** Renaissance American Management, Inc. has secured a limited number of rooms at the Omni Mandalay Hotel at the special rate of \$109/night until April 30, 2009. To receive this special rate, call the hotel directly at 1-800-THE-OMNI and mention that you are a Southwest Healthcare Transactions registrant.

**Suggested Dress:** Business Casual

RENAISSANCE AMERICAN MANAGEMENT, INC.  
502 W. Patrick Street  
Frederick, MD 21701

Return Service Requested

**Registration Form: Southwest Healthcare  
Transactions Conference**

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**Please RSVP for the Following Event:**

Cocktail Reception & Dinner on Wednesday, May 20 at 6:00PM

Yes  No

Luncheon on Thursday, May 21 at 12:00 Noon

Yes  No

Conference Price \$595

Healthcare Provider Discounted Price \$495

**Payment enclosed**

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**Upcoming Conference**

**Healthcare Transactions**

**The Millennium Knickerbocker Hotel  
Chicago  
November 5-6, 2009**