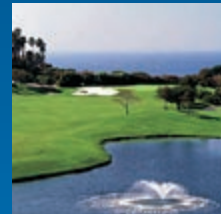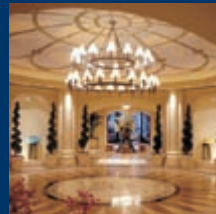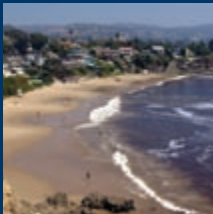# *Managing the Business of Healthcare*

EXECUTIVE FORUM 2006

JANUARY 15-18, 2006   ST. REGIS RESORT & SPA   MONARCH BEACH, CALIFORNIA

PROGRAM GUIDE   JANUARY 9, 2006

ECLIPSYS®
The Outcomes Company®

EXECUTIVE FORUM 2006

The pace of change in healthcare is accelerating. And managing healthcare has never been more complex. The challenge is to successfully balance cost, quality, patient/clinician satisfaction in the face of …

- the explosive growth of outpatient care
- emerging health information standards
- pervasive "pay for performance" initiatives
- numerous quality and safety programs

Facing declining reimbursement, increasing volumes, and competition from teaching hospitals to specialty clinics, steering your organization through this minefield requires commitment, leadership and vision.

In response to these challenges, Eclipsys has chosen "Managing the Business of Healthcare" as the theme for our 2006 Executive Forum. This conference is a unique opportunity for healthcare executives to gain a glimpse of the future direction of healthcare in a relaxed, collegial setting. This year's conference has more presentations than ever – general session keynotes on major trends, clinical track sessions to hear best practices in deploying and managing electronic health record systems, financial tracks to provide insights into economic trends, and a technical track including CIOs from leading institutions offering their perspective on IT challenges. You'll return home rejuvenated, with new ideas, tactics and strategies to put in place.

We are honored to have Mark Leavitt, MD, PhD, Chairman of the Certification Commission for Healthcare Information Technology (CCHIT), serve as this year's keynote speaker. There couldn't be a more appropriate choice at this time. In the aftermath of President George Bush's call for achieving computerized medical records for all Americans in 10 years, the U.S. Department of Health and Human Services named CCHIT as the organization to develop criteria and evaluation processes for certifying EHRs and the infrastructure or network components through which they interoperate. Through Dr. Leavitt's leadership, CCHIT has successfully begun work on "creating an efficient, credible, sustainable mechanism for the certification of healthcare information technology products" to ensure interoperability, driving down the cost of healthcare IT and ensuring that patient safety and patient care is not compromised, but enhanced.

We've chosen a world-class location for a world-class conference – The St. Regis Monarch Beach Resort & Spa in Southern California. Situated high on a bluff overlooking the majestic Pacific Ocean stands this landmark resort of legendary proportions. Located midway between Los Angeles and San Diego, the five-diamond St. Regis Monarch Beach Resort & Spa, built in Tuscan-style, is devoted to the pursuit of service and elegance with a seamless blend of comfort and technology. Play golf on a Robert Trent Jones masterpiece. Go whale watching off the California coast. Or bike the gorgeous vistas of Laguna Point. This is a conference at an unforgettable venue that you don't want to miss.

This conference is by invitation only to senior healthcare clinicians and executives. Registration includes:

- Attendance at two-day educational program
- All meals from Sunday evening welcome reception through Wednesday morning farewell breakfast*
- A wealth of recreational activities for you and your accompanying guest to enjoy during your stay*

We hope you'll join us January 15-18, 2006 for an unforgettable getaway. For more information and to register for this conference, visit the Executive Forum Web site at *www.eclipsys.com/executiveforum/2006.* For further details, please read on.

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* One guest per attendee for meal functions and activities. Guest must be at least 21 years of age.

SPEAKERS

R. Andrew Eckert
*President and Chief
Executive Officer
Eclipsys Corporation
San Jose, CA*

Mr. Eckert brings to Eclipsys a proven track record of success in both healthcare and enterprise software. Before joining Eclipsys, Mr. Eckert was Chief Executive Officer of SumTotal Systems, Inc., the leading provider of learning and business performance technologies and services. Under Mr. Eckert's leadership, SumTotal became the clear leader in its market space – moving up from #4 in 2002 – with two times the revenues, three times the customer base and four times the cash position of any direct competitor. From 2002 to March 2004, Mr. Eckert was the CEO of Docent, Inc., until it merged with Click2learn to form SumTotal Systems in 2004.

Previously, Mr. Eckert spent 11 years with ADAC Laboratories, a global leader in nuclear medicine and radiation therapy planning systems, where he served as CEO (1997 to 2001), Chairman (1999 until its sale to Philips Medical Systems in December 2000), and President (1994 to 1997).

During Mr. Eckert's tenure, ADAC achieved record financial performance and customer satisfaction as he streamlined operations and refocused the business on strategic growth markets. Under his leadership, the company significantly grew its share of the U.S. nuclear medicine market and added new businesses in both the cancer treatment and healthcare information systems industries. In 1996, ADAC was the first healthcare company to be honored with the Malcolm Baldrige National Quality Award.

Before joining ADAC, Mr. Eckert worked in the consulting and finance industries with Goldman Sachs, Summit Partners and Marakon Associates.

He serves on the Boards of Directors of Connetics Corporation, a specialty pharmaceuticals company, and Varian Medical Systems, Inc., a manufacturer of integrated cancer therapy systems. Mr. Eckert is a Fellow of the College of Nuclear Medicine and co-chairman of the Pacific Vascular Research Foundation, a vascular disease research and public awareness organization.

Mr. Eckert earned a BS in Industrial Engineering with distinction from Stanford University and an MBA from Stanford Graduate School of Business.

**Mark Leavitt,
MD, PhD**
*Chairman
Certification Commission
for Healthcare Information
Technology (CCHIT)
Washington, DC*

Mark Leavitt, MD, PhD, is Chairman of the Certification Commission for Healthcare Information Technology (CCHIT). The Commission's goal is to build the organizations and processes to certify healthcare information technology products and solutions as meeting interoperability standards. Ensuring that connectivity and information-sharing between different facilities and institutions regardless of affiliation is based on universal standards is a key building block for the development of both local and national health information infrastructures. CCHIT's goals also include enhancing the availability of HIT incentives from public and private purchasers/payers that will help accelerate the adoption of robust, interoperable HIT throughout the U.S. healthcare system.

In his role, Dr. Leavitt leads and provides the strategic direction for the Board of Commissioners as well as working groups that are developing certification frameworks and methods. He is on leave from his role as Medical Director for HIMSS. He brings to CCHIT and HIMSS his technical expertise and hands-on experience in working with IT and management systems in an ambulatory setting.

A HIMSS Fellow, Dr. Leavitt also has been a long-time participant in HIMSS activities. A practicing physician and an innovator in the EHR arena, he founded MedicaLogic in 1985. The company became a pioneering developer of the ambulatory electronic health record and Dr. Leavitt served as its CEO and Chairman until 2002, when GE Medical Systems acquired MedicaLogic. Dr. Leavitt was with GE as the Vice President of Clinical Initiatives until he came to HIMSS.

Dr. Leavitt will be providing an overview of CCHIT's activities and progress to date, as well as an expected timeline for when these standards become a reality for commercial use.

Barry Hieb, MD
*Research Director
Gartner, Inc.
Phoenix, AZ*

Barry Hieb is a Research Director in Gartner's Healthcare research group. In his capacity, Dr. Hieb researches, publishes, speaks on and advises healthcare organizations on the evaluation, selection, implementation and management of Computer-Based Patient Records as well as IT Outsourcing.

"Healthcare automation has the potential to improve life for virtually every person. It is extremely gratifying to be able to participate in work to help make that potential benefit a reality," he says. Dr. Hieb speaks regularly at both Gartner and industry conferences on the impact of healthcare information technology for providers and organizations.

In Gartner's view, healthcare automation today interacts real-time in every aspect of clinical care and the revenue cycle, crossing departmental, institutional and stakeholder boundaries. IT choices and management are now vital to the success of a care delivery organization. Gartner industry research is widely read among executives and IT decision-makers because of the in-depth analysis it provides on options confronting healthcare IT decision makers.

Dr. Hieb is a veteran healthcare information technology analyst. Prior to Gartner Group, he was a Product Manager for Sunquest Information Systems. He also worked at First Data Corporation, and previously was at Digital Equipment Corporation where he served as DEC's healthcare marketing manager. Dr. Hieb has an MD and MS in Computer Science from Washington University in St. Louis, MO.

Speakers

Maureen Kahn, RN
Chief Executive Officer
Blessing Hospital
Quincy, IL

Maureen Kahn became President and CEO of Blessing Hospital on May 1, 2005. Her nearly 30-year nursing career includes close to 20 years as a chief nursing executive. She joined Blessing as Senior Vice President/Chief Nursing Officer in April 2001 after serving as Senior Vice President of Patient Services at Newton-Wellesley Hospital in Newton, Mass., a Boston suburb. She has worked in Boston, New York and Philadelphia in both teaching and community health systems.

Alberto Kywi
Chief Information Officer
Cottage Health System
Santa Barbara, CA

Alberto Kywi is Chief Information Officer for Cottage Health, a forward-looking hospital system in Santa Barbara, CA. He is responsible for the strategic direction and day-to-day operation of Cottage's information technology systems and services, including long-range and strategic planning for Information Technology and Telephone Communications.

As part of the Information Technology long-range plan, Mr. Kywi presided over a series of major initiatives for all CHS sites, including deployment of systems for clinical documentation, PACS, electronic signature, physician portal, CPOE and other systems. Based on his leadership and working with the nursing staff, Cottage has since achieved a fully paperless nursing documentation environment.

He is Cottage's representative to the Santa Barbara County Care Data Exchange, a community-wide initiative designed to improve the quality, clinical efficiency, and safety of healthcare by making inter- and intra-organizational, patient-specific information readily available at the point of care. He holds a MS in Biomedical Engineering with a specialization in hospital systems from University of Southern California, as well as a BS in Industrial and Systems Engineering from University of Southern California.

Robert Reid, MD
Director of Medical Affairs
Cottage Health System
Santa Barbara, CA

Dr. Reid is the Director of Medical Affairs of the Cottage Health System which consists of Santa Barbara Cottage, Goleta Valley Cottage and Santa Ynez Cottage Hospitals. He has held that position for 10 years.

In 1998 Dr. Reid served as President of the California Medical Association representing over 35,000 physicians in the state. Prior to joining the hospital system he practiced Obstetrics and Gynecology in Santa Barbara for 24 years delivering over 5000 babies. In 1982 he was President of the Santa Barbara County Medical Society and served as Chief of Staff of Santa Barbara Cottage Hospital 1991-92. He then was a member of the Board of Directors of the Cottage Health System until assuming his current position.

In addition, Dr. Reid serves on the Boards of the Family Service Agency of Santa Barbara and Blue Shield of California, California's third-largest health plan. He is chairman of the Center for Medical Executives of the California Hospital Association and also serves on the CHA Board.

Dr. Reid received his BA in English Literature at the University of Colorado and his Medical Degree and post-graduate training in Obstetrics and Gynecology at the same institution. He served as a Captain in the medical corps at Vandenberg Air Force Base 1966-68.

SPEAKERS

Paul R. DeMuro
Partner
Latham & Watkins LLP
San Francisco, CA

Paul R. DeMuro is a partner in the Los Angeles and San Francisco offices of Latham & Watkins LLP. He is a CPA with an MBA in finance who has practiced corporate and healthcare law since 1979. Mr. DeMuro has practiced extensively in the areas of corporate transactions, joint ventures, mergers and acquisitions (M&A), governance, finance and regulatory compliance. He works with hospitals, health plans, e-health and healthcare technology companies, medical groups, physician practice management companies and integrated delivery systems. He also practices in the areas of Medicare reimbursement, fraud and abuse, compliance and managed care.

Mr. DeMuro is Editor and Contributing Author for the Aspen publication *Topics in Health Care Financing Issue on Integrated Delivery Systems*. He has authored over 50 publications on M&A, Medicare reimbursement, fraud and abuse, physician practice, integrated delivery systems, capital finance and managed care topics. He is on the Editorial Board of the Aspen Publications *Managed Care Law Manual, Atlantic Information Services' Report on Medicare Compliance* weekly newsletter, and *Brownstone's Managed Care Contract Negotiator* and on the National Advisory Board for the *Healthcare Leadership & Management Report.* He has delivered nearly 300 presentations on national and regional healthcare issues over the last few years.

Mr. DeMuro is listed as a leading California Healthcare lawyer by Chambers and Partners USA – America's Leading Business Lawyers, 2005-06. LawDragon recently named Mr. DeMuro to its 2005 "500 Leading Lawyers in America" list. He has been listed in Who's Who in American Law and The Best Lawyers in America. Mr. DeMuro was named one of the top 40 healthcare attorneys in the United States by the National Law Journal and in the Los Angeles Business Journal's Who's Who in Healthcare. He received his MBA from the University of California, Berkeley, his JD from Washington University, and his BA from the University of Maryland.

Lisa Zuckerman
Director
Standard & Poor's Corporation
San Francisco, CA

Lisa Zuckerman is a Director in Standard & Poor's San Francisco office, and the Healthcare Sector Leader for the Western Region. She also serves as Sector Leader for Standard & Poor's national senior living practice. She is the Primary Analyst for large healthcare systems such as Banner Health, Catholic Health Initiatives, Catholic Healthcare West, Kaiser Permanente, Presbyterian Health Services, Providence Health System, and Sutter Health.

In addition, Ms. Zuckerman has a broad range of experience in specialty areas such as academic medical centers, children's hospitals and healthcare-focused foundations and research institutes. She currently serves on the Board of the National Federation of Municipal Analysts, and previously spent four years on the Board of the California Society of Municipal Analysts, most recently as Board Chair.

Before joining Standard & Poor's in 1996, Ms. Zuckerman worked as a budget analyst for the City and County of San Francisco, and as a consultant to local governments throughout California, specializing in county hospitals and health departments. During her graduate studies, she held an internship and a summer research position with Pacific Business Group on Health, during the pivotal development of its first group-negotiation initiative.

Prior to attending graduate school, Ms. Zuckerman worked in public and corporate finance with major investment banking firms. She holds a Master in Public Policy from University of California, Berkeley, and a Bachelor of Arts from Harvard University.

Jeff Flick
Regional Administrator
Centers for Medicare &
Medicaid Services (CMS)
San Francisco, CA

Jeff Flick is the Regional Administrator (RA) for the Centers for Medicare & Medicaid Services' (CMS) San Francisco Regional Office and has served in that role since September 2003. Jeff moved to San Francisco with a broad range of public and private sector experience, including service as a Special Assistant to the former CMS Administrator, Tom Scully. In that role, Jeff worked personally with Mr. Scully on a day-to-day basis dealing with a broad range of healthcare issues.

Before joining CMS, Jeff spent over 20 years working in the private healthcare sector. Jeff served for four years as Founder and President of New American Health, a Physician/Hospital Organization, affiliated with the North Arundel Health System. Jeff also worked with the Upper Chesapeake Health System (UCHS) for over 17 years in a variety of senior management positions including Senior Vice President for UCHS, Chief Operating Officer for Harford Memorial Hospital, and President of UCMS, a large medical group practice managing full capitation contracting with a number of Health Maintenance Organizations.

Jeff holds an MBA degree from the University of Baltimore, has a Bachelors of Science degree from Villanova University, and is a Certified Public Accountant.

SPEAKERS

Scott Young, MD
Director of Health Information Technology
Agency for Healthcare Research and Quality (AHRQ)
Rockville, MD

Scott Young, MD is the Director for Health Information Technology at the Agency for Healthcare Research and Quality, a division of the U.S. Department of Health and Human Services. Dr. Young leads a series of AHRQ-sponsored research and demonstration programs aimed at utilizing IT as an integral component in the improvement of healthcare efficiency, patient safety and quality of care.

AHRQ's current health IT research and demonstration programs, with an annual $60-million budget, demonstrate the benefits of information technology, while developing actionable strategies to lower the barriers impeding its widespread diffusion and adoption. He offers the Executive Forum an opportunity to identify which approaches have proven to result in the highest use of electronic health records and computerized patient order entry.

Prior to his present position Dr. Young served in a number of senior healthcare and policy positions and participated in initiatives ranging from Medicare payment policy, graduate medical education, care of the underserved, improvements in the quality of care and health information technology. He has worked for the Centers for Medicare and Medicaid Services and served as a Robert Wood Johnson Health Policy Fellow in the Office of Senator Jeff Bingaman.

Dr. Young was a founding member and later served as the Executive Vice President for the Utah Healthcare Institute, overseeing the daily operations for the organizations clinical, graduate medical, research and health policy activities. He currently serves as a volunteer faculty member at the George Washington University School of Medicine and continues a clinical practice, caring for uninsured patients in Montgomery County, Maryland. Dr. Young is a board-certified family physician. He received an MD from the University of Oklahoma and completed his training at the Fairfax Family Practice Residency. He is a fellow of the American Academy of Family Physicians. Dr. Young is a recipient of the Mead-Johnson Research Award and the 2000 American College of Physician Executives Award of Excellence.

John Gomez
Executive Vice President Product Development & Delivery, and Chief Technology & Strategy Officer Eclipsys Corporation
Malvern, PA

John Gomez is Executive Vice President of Product Development and Delivery, and Chief Technology & Strategy Officer (CTSO) at Eclipsys Corporation.

In this role, Mr. Gomez helps Eclipsys successfully optimize the use of technology and architecture to support the company's strategic plan and the needs of its customers. He is charged with providing technical vision to complement the company's business vision, and develops the strategic technology plan by identifying, tracking and evaluating new technologies. He is also responsible for research and development and customer support activities.

A highly respected executive in the healthcare information technology industry, Mr. Gomez brings to Eclipsys a broad scope of experience in technology strategy, e-commerce, development and architecture. He worked on the pre-releases of .NET and currently is a featured lecturer and author on .NET and advanced technology. His most-recent position was Senior Vice President and CTO of WebMD, where he was responsible for all technology-related aspects of the company's consumer and physician portals.

Among Mr. Gomez's other previous positions is CTO/Senior Vice President of Strategic Business Development at Brill Media Holdings in New York; Managing Consultant at Microsoft Corporation, where he was the Lead Program Manager and Architect for the MicroWarehouse e-Commerce System; Chief Architect for HRBlock Advanced Technology; and President/CEO and CTO of KYMA Technologies, Inc. Mr. Gomez has a passion for advanced math such as chaos and emergence mathematics and artificial intelligence.

Stephanie L. Reel
Vice Provost
The Johns Hopkins University Chief Information Officer
The Johns Hopkins Hospital
Baltimore, MD

Stephanie L. Reel has been Vice Provost and Chief Information Officer for Information Technology for The Johns Hopkins University since January 1999. As Vice President for divisions of Johns Hopkins University and Health System, she leads the implementation of the strategic plan and operational redesign for information services, networking, telecommunications, as well as clinical, research and instructional technologies. Ms. Reel formed a governance structure to support funding and priority setting across both university and health system to meet the education and research needs of the enterprise.

Under her direction, the health system implemented a version of the electronic patient record which was honored for its innovation by *Computerworld* magazine and the Smithsonian Institution with an award that remains on display in the Smithsonian's Museum of American History. She is now working with other leaders toward a regional electronic patient record. Ms. Reel is involved in several other Web-based development initiatives across the university, such as: a university-wide Internet student information system (ISIS) to provide easy access for students about admissions status, financial aid, registration, grades, student accounts, procurement support systems, and an Enterprise Resource Planning System, a combined JHHS/JHU financial systems solution.

Ms. Reel is the 2002 recipient of the National CIO 20/20 Vision Leader Award and was named CIO of the Year 2000 by the College of Healthcare Information Management Executives. She is a member of Educause, the Healthcare Information Systems Executive Association, the College of Healthcare Information Systems Executives, and the Healthcare Information Management and Systems Society, and the Inaugural Board of Directors Member of the National Alliance for Health Information Technology. She currently serves on the client advisory boards of IBM, GE Medical Systems, Eclipsys, Verizon, Compuware, and the Information Systems Advisory Council for the U.S. Department of Homeland Security.

Ms. Reel joined Johns Hopkins in 1990 with more than fifteen years of experience in information systems. She graduated from the University of Maryland with a degree in information systems management and holds an MBA from Loyola College in Maryland.

Speakers

Mary Kay Payne
Vice President and Chief Information Officer Hoag Memorial Hospital Presbyterian Newport Beach, CA

As Vice President and Chief Information Officer, Mary Kay Payne provides oversight, leadership and management to several departments and areas including: information systems, telecom-munications, strategic planning, decision support and licensing. For these areas, she provides leadership regarding the hospital's strategic information systems plan. Additionally, she facilitates the development of the overall strategic plan for the hospital, and oversees market analysis through research and data management.

Her responsibilities also include developing and maintaining an information support infrastructure to assist hospital staff, management and medical staff in their day-to-day activities. Ms. Payne is also responsible for developing a resource structure to assist all hospital and medical staff personnel in meeting the regulatory requirements with respect to information management and HIPAA.

Ms. Payne participates on several internal committees including the Quality Improvement Council, Operations Improvement Committee, Electronic Medical Record Advisory Committee, Corporate Compliance Committee, Capacity Management Committee and Management of Information Task Force. She serves the community as a board member for the Share Our Selves Clinic and her professional affiliations include the Healthcare Financial Management Association and Health Information Management System Society. A Hoag Hospital veteran since 1984, prior to her current role, Ms. Payne was the Director of Planning. Before joining Hoag, she worked for the Alameda County Public Health Department, Mental Health Division where she performed data collection and reporting for grant proposals. Ms. Payne received her bachelor's degree in political economics from University of California, Berkeley and her master's degree in public health from the University of California, Los Angeles.

William Trafford
Vice President, Advanced Technologies Calgary Health Region Calgary, AB

Bill Trafford joined the Calgary Health Region in December of 2004 to bring seasoned business and information management skills to the challenge of implementing major new systems and technology to all facets of the Region's operations. Mr. Trafford was formerly Chief Executive Officer of a consulting firm and in that capacity has worked with the Region on a number of strategic projects.

Mr. Trafford's background includes developing and leading large initiatives in transforming Information Technology systems and organiza-tions to new models that substantially improve effectiveness, capability and cost. In his role as a senior executive at MCI Systemhouse he was responsible for developing and delivering a large portfolio of client systems across North America and Europe.

Patricia C. Skarulis
Vice President and Chief Information Officer Memorial Sloan-Kettering Cancer Center New York, NY

Pat Skarulis joined Memorial Sloan-Kettering Cancer Center as Vice President and CIO in January of 2002. Prior coming to MSK, she was Vice President and CIO for Rush Presbyterian-St. Luke's Medical Center in Chicago for 11 years. While at Rush, she also served as an Assistant Professor in their Department of Health Systems Management. Before her tenure at Rush, Ms. Skarulis was Vice President and CIO at Duke University in Durham, North Carolina where she was also Professor of the Practice of Computer Science.

Pat Skarulis started her career in an operations research group at Bell Laboratories in Holmdel, New Jersey. Afterwards, she joined Bowdoin College in Maine, Rutgers University in New Jersey and then served as Director of Administrative Systems and Services at Princeton University.

Ms. Skarulis has been the Chair of CHIME in 2005, the professional association of CIOs in healthcare, a member of HISEA, and a member of the Healthcare Sector Coordinating Council, a group chartered by the Secretary of Health and Human Services (HHS) to work closely with HHS and the Department of Homeland Security (DHS) to protect the cyber and physical infrastructure of the healthcare sector.

Speakers

Eric A. Pifer, MD
*Chief Medical
Informatics Officer
University of Pennsylvania
Health System
Philadelphia, PA*

Eric A. Pifer, MD, is an assistant professor of medicine at the University of Pennsylvania and Chief Medical Informatics Officer for the University of Pennsylvania Health System (UPHS), serving as the Medical Director for EMR Systems for UPHS. He is a practicing internist at Presbyterian Medical Center in Philadelphia and is actively involved in training Penn's primary care residents.

Dr. Pifer's teaching, administrative and research activities give him broad exposure and insight into the information needs of primary care practitioners. He works with physicians from a variety of practice settings as he oversees the deployment of a computerized patient record system for both inpatient and outpatient settings at Penn.

Dr. Pifer served as Chief Medical Resident at Temple University Hospital, where he was named Distinguished Resident. He has received the Distinguished Fellow Asthma Education Award as well as the Marinari Award for his work in studying and treating congestive heart failure.

Dr. Pifer has written and lectured on the topic of computer technology in practice. He focuses on practical solutions to real healthcare problems through technology. Many of these thoughts are coalesced in the guide which he co-authored for HIMSS entitled "Improving Outcomes through Clinical Decision Support. An Implementers Guide."

Blackford Middleton, MD, MPH, MSc
*Corporate Director, Clinical
Informatics R & D
Chairman, Center
for IT Leadership
Partners HealthCare System
Assistant Professor of Medicine
Harvard Medical School
Boston, MA*

Blackford Middleton is Corporate Director of Clinical Informatics Research & Development, and Chairman of the Center for Information Technology Leadership (CITL) at Partners HealthCare System, and Assistant Professor of Medicine at Brigham and Women's Hospital, Harvard Medical School.

Dr. Middleton studied Molecular Biology and Biochemistry at the University of Colorado, Boulder. He received an MD from SUNY School of Medicine at Buffalo, and trained in internal medicine at the University of Connecticut Health Sciences Center. He received an MPH from the Yale University School of Medicine with a dual concentration in Epidemiology, and Health Services Administration. His Fellowship was at Stanford University, where he received an MS in Health Services Research, focusing on medical informatics.

As Corporate Director for Partners Clinical Informatics R & D, he leads enterprise clinical systems strategy, software product management, and conducts clinical informatics research. He was a co-founder of CITL at Partners in early 2002, and led the design of its mission, goals and objectives, and leads its research in value-based technology assessment.

Prior to joining Partners HealthCare and Harvard Medical School, he was Medical Director of Information Management and Technology at Stanford Health Services from 1992 to 1995, and Senior Vice President and Chief Medical Officer for MedicaLogic/Medscape from 1995 to 2001. He has authored over 150 articles and presentations on electronic health records, the Internet in healthcare, and related policy and technical issues. Dr. Middleton was recognized by *Modern Physician* as one of the Top 50 most powerful physician executives in 2005.

Dr. Middleton serves on the Boards of Directors of HIMSS and will be Chairman 2005-06, HealthAlliant, Inc., and MassPRO. He is Treasurer of the American College of Medical Informatics (ACMI), and past Chairman of the Computer-based Patient Record Institute. Dr. Middleton is a Fellow of the American College of Physicians, ACMI, and HIMSS.

Kent L. Gale
*President and Founder
KLAS Enterprises LLC
Orem, UT*

Kent Gale founded KLAS in 1996 when it was obvious that unbiased reporting of client satisfaction was missing from the HIT industry. He has been deeply involved in healthcare IT for 30 years serving healthcare providers, software vendors and research/consulting organizations both nationally and internationally.

Mr. Gale's software vendor experience began at Medlab Computer Services where he marketed laboratory and computer-assisted, invasive monitoring systems. This was the first product to come from Homer Warner, Sr., PhD, MD, and his team at LDS Hospital (part of the HELP system). Here, Mr. Gale gained an early appreciation for expert systems, clinical alerting and real-time decision support. At Control Data Corporation, he was the Regional Manager of the Eastern U.S; marketing laboratory, blood bank, pharmacy, radiology and clinical decision support software (HELP). As a Regional Director for Compucare, he was responsible for marketing facilities management (outsourcing) and the IBM PCS products.

Mr. Gale then joined Intermountain Health Care as a Director, marketing homegrown products built at the 23 IHC facilities (now referred to as MedSeries4 from Siemens). Through specific efforts on his part and in concert with the ASI management team, the IHC division was sold to GTE. As Vice President of Field Operations at GTE Health Systems, Mr. Gale marketed and implemented the full healthcare information system created by IHC to a worldwide market. While at 3M, he marketed the HELP system nationally. Prior to starting KLAS, he was over international sales/marketing, national account sales, client-based sales and business development at Sunquest Information Systems, Inc. While in Tucson, Mr. Gale also established Legacy Systems, Inc., a company providing support and custom development services for "legacy systems" in the healthcare IT industry.

Mr. Gale is a graduate of Brigham Young University, and has lived in Brazil, Germany and the Philippines. He has traveled worldwide exploring the use of HIT and is a frequent presenter at national and international conferences. He is a member of CHIME and former board member of the CHIME Foundation. Mr. Gale is a member of HIMSS and has participated in HIMSS Regional Seminars for over seven years. He was formerly a member of HISSG and SCAMC, and has also been affiliated with ECHO, an IBM Health Industry Professional Association.

AGENDA

Sunday, January 15

12:00 – 6:00 pm
Registration

6:30 pm
Welcome reception and dinner

Monday, January 16

6:45 am
Breakfast

7:00 – 7:45 am
Roundtable discussions

100,000 Lives and Safer Healthcare Now
The Institute for Healthcare Improvement's (IHI) 100,000 Lives Campaign is an initiative to engage U.S. hospitals to implement changes in care that will prevent avoidable deaths. The Campaign is the first national effort to promote saving a specified number of lives by a certain date (June 14, 2006). To date, 2,800 hospitals have joined the 100,000 Lives Campaign! This roundtable will discuss the level of commitment needed to participate, experiences of participating hospitals, working with a campaign field office for greatest effect, using clinical systems to collect relevant data, and how to enlist nurse and physician champions to ensure the program is adopted.

Moderators:
James A. Cato, RN, CRNA, MHS, MSN, CPEHR
Vice President and Chief Nursing Officer, Eclipsys Corporation

Diane Gilbert Bradley, MD
Chief Medical Officer, Eclipsys Corporation

Bonnie Wesorick, RN, MSN
Executive Vice President, Practice, Eclipsys Corporation

Towards Interoperability: What's Next?
How fast are Regional Health Information Organizations (RHIOs) forming? How are they different from Integrated Delivery Networks? What rules of engagement need to be in place between participating entities? What are the biggest "gotchas"? This roundtable will help those whose institutions are considering joining a regional health IT network avoid the land mines of earlier participants. Building secure

bridges within and across health systems requires data exchange that can be cost-effectively configured and maintained. As national health information standards emerge, what should hospital IT and operating executives do to prepare themselves to take advantage? Are there risks in being a late adopter or a first mover?

Moderators:
Hans Boerma, MD, MSc
Vice President, Product Solutions, Eclipsys Corporation

John Gomez
Executive Vice President, Product Development & Delivery, and Chief Technology & Strategy Officer, Eclipsys Corporation

8:00 – 8:15 am
Welcome and Opening Remarks

R. Andrew Eckert
President and Chief Executive Officer
Eclipsys Corporation
San Jose, CA

8:15 – 9:00 am
Emerging National Health Information Standards:
Status Update
The emerging national health information standards initiatives have created shock waves in the medical profession. Dr. Mark Leavitt will provide an update from his unique perspective as Chairman of CCHIT, what the likely next steps will be in standardization and interoperability, and the impact on healthcare organizations. Dr. Leavitt is an expert on electronic health records having spent 20 years as a developer and user of electronic health record systems.

Mark Leavitt, MD, PhD
Chairman
Certification Commission for Healthcare Information Technology (CCHIT)
Washington, DC

Agenda is subject to change.

AGENDA

9:00 – 9:45 am
Healthcare Information System Trends:
Gartner Predictions for 2006 and Beyond
Gartner is the leading industry analyst firm covering trends in the use of information technology in healthcare and other industries. Dr. Hieb will provide Gartner's overview of the healthcare IT market and predictions for 2006.

Barry Hieb, MD
Research Director
Gartner, Inc.
Phoenix, AZ

9:45 – 10:00 am
Break

Clinical Track

10:00 – 10:45 am
The Role of a Leadership-Driven, Workflow Redesign Model
in a Successful Clinical System Implementation
Making a wholesale change to clinical workflow design requires strong executive participation and leadership. CEO Maureen Kahn will outline the methods and techniques used to integrate workflow redesign and configuration, based on a successful activation of Sunrise Clinical Manager. Learn the model and process that Blessing Hospital used to define the potential impact of the new electronic system on the current workflow and to develop configurations that would enhance a new workflow to ensure maximum system utilization and value.

Maureen Kahn, RN
Chief Executive Officer
Blessing Hospital
Quincy, IL

10:45 – 11:30 am
Going to RHIO:
Early Experiences in a Fast-Forming Health Network
Cottage Health System is a major participant in the Santa Barbara County Care Data Exchange, a community-wide initiative designed to improve the quality, clinical efficiency, and safety of healthcare by making inter- and intra-organizational, patient-specific information readily available at the point of care. The initiative also hopes to establish a new business model for sharing

investments in IT in a community setting. Supported by a grant from the California HealthCare Foundation, the Care Data Exchange is in its third year. In the eyes of Cottage Health providers and IT executives, how successful has the project been? What have the benefits been to clinicians, patients and other constituents? What pitfalls have arisen and how have these been avoided?

Alberto Kywi
Chief Information Officer
Cottage Health System
Santa Barbara, CA

Robert Reid, MD
Director of Medical Affairs
Cottage Health System
Santa Barbara, CA

Financial Track

10:00 - 10:45 am
Addressing Emerging Contracts Issues for
Hospital-Based Physician Relations
The latest waves of "pay for performance," gainsharing and consumer-directed health programs are moving from pilot demonstrations to standard practice. What is the impact of these new financial relationships on provider organizations and physicians? This presentation will highlight and address the financial and legal issues arising from new business relationships between payers, health systems and physicians. Attendees will have a new understanding of how to address emerging contract issues for hospital-physician relations.

Paul R. DeMuro
Partner
Latham & Watkins LLP
San Francisco, CA

Agenda is subject to change.

AGENDA

10:45 - 11:30 am

Healthcare Costs and Care Management: Still the Name of the Game in Managing the Business of Healthcare

This presentation from a senior Standard & Poor's healthcare analyst will review key factors and current trends in overall health costs, including medical and capital costs, as well as their impact on future profitability. In the past, utilization rates were a key business indicator. What's the future for utilization and care management, as well as reimbursement? What in Standard & Poor's view is the likely impact of new government programs promoting consumerism, electronic medical records, and provider quality measures on financial performance? How will these developments alter the balance of power between provider and payer?

Lisa Zuckerman
Director
Standard & Poor's Corporation
San Francisco, CA

11:30 am
Lunch and afternoon activities

11:45 am - 12:30 pm
Roundtable discussion

What's In Your Budget?
A Healthcare Financial Management Association survey from 2004 shows: Capital spending at hospitals will increase in the next 5 years; 64% of hospitals plan to purchase a CPOE system within the next five years; 61% say they will invest in a major information system within the next 5 years. How can a healthcare organization balance the cost of healthcare information technology with other needs and how will this impact the organization?

Moderator:
Frank Stearns
Senior Vice President, Services, Eclipsys Corporation

6:45 pm
Reception and dinner

Tuesday, January 17

6:45 am
Breakfast

7:00 - 7:45 am
Roundtable discussions

Evidence-Based Content:
Improving Point-of-Care Decisions and Documentation
As clinical systems have evolved from record-keeping devices to decision support capabilities, medical content at the point of care is an essential element of improving quality of care and patient safety. How should this content be developed and maintained? What is the impact of pre-configured evidence-based content on the implementation process? What is the short- and long-term financial, clinical and operational impact of these new content-based systems?

Moderator:
Bonnie Wesorick, RN, MSN
Executive Vice President, Practice, Eclipsys Corporation

Outcomes-Based Incentives
As performance measures are becoming more widespread, remuneration tied to improvements are gaining favor. Two – gainsharing and pay-for-performance – directly tie the quality of care with its economics. Gainsharing – hospitals sharing cost savings with physicians – and pay for performance – meeting standards of care as defined by outcomes – have emerged. How do these systems change care and hospital management? How does the role of clinical systems change in these settings?

Moderators:
Frank Stearns
Senior Vice President, Services, Eclipsys Corporation

Rick Mansour, MD
Chief Medical Information Officer, Eclipsys Corporation

8:00 – 8:15 am
Opening Remarks

8:15 – 9:00 am
Modernizing Medicare:
Progress Report on New CMS Initiatives
The Center for Medicare and Medicaid Services (CMS) is working to bring fundamental change to healthcare reimbursement in the

Agenda is subject to change.

Agenda

United States. CMS, which spends 1 of every 3 healthcare dollars, has a number of new and exciting initiatives underway. Jeff Flick, Regional Administrator for CMS, will share with the audience an update on several of these demonstration programs, including pilots being conducted on disease management - which CMS hopes will generate a 5% savings nationally for Medicare, and pay for performance. CMS is also planning to make changes to Medicare Advantage that will affect consumers and providers alike. As CMS has a rapid timetable for implementing these programs, it is essential that hospital executives understand these programs and their impact on care and finances. What is CMS's long term strategy? How is this likely to affect both community, urban and teaching hospitals?

Jeff Flick
Regional Administrator
Centers for Medicare & Medicaid Services (CMS)
San Francisco, CA

9:00 – 9:45 am
Driving Efficiency, Quality and Safety Benefits:
AHRQ Programs Update

Everyone talks about how IT can improve the quality and safety of healthcare, but where's the proof? Dr. Young leads a series of AHRQ-sponsored research and demonstration programs aimed at utilizing IT as an integral component in the improvement of healthcare efficiency, patient safety and quality of care. He will provide updates of AHRQ's current health IT research and demonstration programs supported by AHRQ's $60-million annual funding. Dr. Young will highlight benefits of information technology and actionable strategies to lower the barriers to widespread adoption and diffusion from ongoing AHRQ-sponsored projects.

Scott Young, MD
Director of Health Information Technology
Agency for Healthcare Research and Quality (AHRQ)
Rockville, MD

9:45 – 10:00 am
Break

Technology Track

10:00 – 11:30 am
Panel Discussion

CIO Challenges: Managing in the Healthcare Fast Lane
With the pace of change in healthcare accelerating, CIOs are faced with the demanding prospect of getting more done with less. The initiatives are staggering - pay for performance, national health information standards, interoperability, and regional health information networks. With limited IT funds, supporting each of these initiatives requires carefully building on and extending existing business and clinical systems. John Gomez, Chief Technology and Strategy Officer for Eclipsys, will moderate a discovery session in which attendees will hear the perspectives of four health system CIOs on topics such as how some of the world's leading research and teaching hospitals are integrating IT into both teaching and care, as well as advances in disease management; how IT in regional health organizations supports the continuum of care and how an innovative community hospital manages through growth. These information technology leaders will engage in a spirited discussion of what they see unfolding in the future and will take questions from the audience.

Moderator:
John Gomez
Executive Vice President, Product Development & Delivery, and Chief Technology & Strategy Officer, Eclipsys Corporation

Panelists include:
Stephanie L. Reel
Vice Provost
The Johns Hopkins University
Chief Information Officer
The Johns Hopkins Hospital
Baltimore, MD

Mary Kay Payne
Vice President and Chief Information Officer
Hoag Memorial Hospital Presbyterian
Newport Beach, CA

William Trafford
Vice President, Advanced Technologies
Calgary Health Region
Calgary, AB

Patricia C. Skarulis
Vice President and Chief Information Officer
Memorial Sloan-Kettering Cancer Center
New York, NY

Agenda is subject to change.

AGENDA

Clinical Track

10:00 - 10:45 am
Affecting Outcomes through Clinical Decision Support

The University of Pennsylvania is working on a series of specific initiatives to implement and evaluate the impact of the clinical decision support features offered in Sunrise Clinical Manager. These include a comprehensive change to diabetes prescribing, a project to improve core measures, projects aimed at anticoagulant prescriptions, and projects aimed at laboratory test utilization. Presenters will describe the development of each of these projects and how they have overcome them.

Eric Pifer, MD
Chief Medical Informatics Officer
University of Pennsylvania Health System
Philadelphia, PA

10:45 - 11:30 am
Improving America's Healthcare System by Investing in Healthcare Information Technology

Despite growing support for the adoption of electronic health records (EHR) to improve U.S. healthcare delivery, EHR adoption has been slow to date due to a fundamental failure of the healthcare IT marketplace. Reasons for the slow adoption include a misalignment of incentives, limited purchasing power among providers, variability in the viability of EHR companies, and limited demonstrated value of EHRs in practice. One recent study estimated a net savings from national implementation of fully standardized interoperability between providers and five other types of organizations could yield $77.8 billion annually, or approximately 5 percent of the projected $1.7 trillion spent on U.S. healthcare in 2003. This presentation will review the details of this study and a prescription for helping our healthcare system achieve these potential benefits through EHR adoption.

Blackford Middleton, MD, MPH, MSc
Corporate Director, Clinical Informatics Research and Development
Chairman, Center for Information Technology Leadership
Partners HealthCare System
Assistant Professor of Medicine
Harvard Medical School
Boston, MA

11:30 am
Lunch and afternoon activities

11:45 am - 12:30 pm
Roundtable discussion

Electronic Health Record: Fact or Fiction

President Bush has called for the majority of Americans to have electronic health records that can be shared between unaffiliated healthcare providers within 10 years. Eclipsys customers will be among the leaders in this effort but many organizations have enormous work ahead of them to meet this objective. How far has your effort progressed? What is your biggest challenge? What strategies are working? What haven't?

Moderators:
Hans Boerma, MD, MSc
Vice President, Product Solutions, Eclipsys Corporation

Diane Gilbert Bradley, MD
Chief Medical Officer, Eclipsys Corporation

6:45 pm
Reception and dinner

Agenda is subject to change.

AGENDA

Wednesday, January 18

8:00 am
Breakfast

8:15 - 9:00 am
Roundtable discussions

Outsourcing: When, Where, How and Why
The movement to outsourcing certain services and skills is increasingly being adopted by healthcare organizations. While services such as transcription and claims processing have long been performed by a third party, more recently, mission-critical systems and resources – such as server hosting and even IT staff – are being outsourced as well. Beyond cost savings, what are the additional benefits of outsourcing systems or people? When is it appropriate, and under what conditions? What best practices for contracts should be employed?

Moderators:
John Adams
Executive Vice President, Business Solutions
Eclipsys Corporation

Pete Mounts
Vice President, Sourcing and Technology Sales
Eclipsys Corporation

Attracting and Retaining Your Team
Chronic shortages in nursing and other key positions may put a healthcare organization at risk of not being fully or appropriately staffed. Where is the pain being felt the greatest in your institution? How can you effectively measure satisfaction in order to stay ahead of potential turnover? What steps can be taken to improve staff satisfaction and also attract new talent? At the root of retention and recruitment is the health of the culture and the necessary support for clinicians to practice. Technology has the ability to enhance both when deployed within the context of interoperable technology, practice, content and service.

Moderators:
James A. Cato, RN, CRNA, MHS, MSN, CPEHR
Vice President and Chief Nursing Officer, Eclipsys Corporation

Bonnie Wesorick, RN, MSN
Executive Vice President, Practice, Eclipsys Corporation

9:00 - 9:45 am
Roundtable discussion

Healthcare Market and IT Forces: Impact on Clinical Practice
Clinical care, decision support and clinical documentation processes are all steadily evolving in no small part due to revolutionary initiatives such as pay for performance, disease management, outcomes management, and quality-related programs, as well as faster adoption of electronic health records. What will be the impact of these initiatives on the practice of care? How soon will they be upon us? How interdependent will clinical care and information technology become in the near future?

Moderators:
Kent Gale
President and Founder, KLAS Enterprises LLC

Mike Etue
Executive Vice President, Sales Support, Eclipsys Corporation

Rick Mansour, MD
Chief Medical Information Officer, Eclipsys Corporation

10:30 am
Program Concludes

Agenda is subject to change.

ACTIVITIES AND GUEST PROGRAM

Eclipsys is pleased to host a full program of recreational activities on Monday and Tuesday afternoons following the morning General Sessions. Many of the activities are also offered in the morning for accompanying guests. Enjoy these networking activities and take advantage of the full array of recreational activities offered by both the resort and the Laguna Beach area.

Whale Watching Safari
Monday and Tuesday afternoon

Whales are truly one of the most spectacular creatures on our planet; the opportunity to view them closely is unique and becoming more rare with each passing year. Between December and April each year the graceful gray whales leave their home in the Chuckchi Sea in Alaska and head for the warm lagoons of Baja, California. More than 15,000 whales make the journey and as many as 200 a day have been counted just off shore during the peak in mid-January. We've arranged for a private Whale Safari aboard a high-tech, USCG-certified sailing catamaran designed to give you the most intimate experience you could hope to have. This ultra-stable vessel is equipped with underwater video camera, hydrophone, and underwater sound system. Guests can stay dry in the protected and comfortable cockpit area, or venture out on the special 'Tram Net' for a really close encounter!

Bike Tour: Laguna Point Roundabout
Monday afternoon

Hop aboard your bike and set off for a few hours of fun and exercise! With verdant canyons that spill into the sea, Laguna is the quintessential Southern California seaside community. This cycling tour of Laguna begins at our hotel, follows a coastal stretch, turns inland for a slight climb through a scenic environmentally protected canyon, then makes its way back to the sea through quaint coastal neighborhoods, the harbor and marina. It's a short bike ride from there back to the departure hotel. This novice to intermediate ride comprises 12-15 miles and 3 ½ to 4 hours.

Golf
Talega Golf Course – Monday afternoon
Monarch Beach Golf Links – Tuesday afternoon

Tee off in Orange County at Monarch Beach Golf Links and Talega Golf Course. Cooled by gentle ocean breezes, the Monarch Beach Golf Links – the on-site, 18-hold Robert Trent Jones, Jr.-designed masterpiece course – runs along the dramatic bluffs of the Pacific Ocean and is fashioned in Scottish links tradition. Enjoy panoramic ocean views, and two holes adjacent to the beach. Talega (an 18-hole Fred Couples Signature course) evenly meanders through natural canyons, rugged marshes, and undulating terrain. Both courses offer private locker room facilities, bag storage, rental clubs and carts.

ACTIVITIES AND GUEST PROGRAM

Spa
Monday and Tuesday afternoon

Enter into the spirit of Spa Gaucin. Experience the intoxicating scent of fresh flowers and aromatherapy oils, the warm natural light of architectural splendor, spellbinding works of art and the quiet cascading whisper from three-story water walls and waterfalls. A place where soothing natural beauty and flawless service is abundant. Each treatment begins with the toss of a coin into the "Well of Desires," where symbolically all your cares will be left behind. Choose from exquisite treatments from the Southern California coast to the springs of Hungary that refresh, soften, and leave your mind and body wrapped in euphoria. Enjoy!

Laguna Beach Art Walk
Tuesday afternoon

Recognized as the Southern Californian epicenter for the arts, Laguna Beach has long stood as an aesthetic landmark. You will embark on a citywide sojourn to celebrate Laguna's affinity for the aesthetic process. Renowned local artist Marjorie Kinney will lead you on your art walkabout, upon which you will visit a variety of artisans employing mediums from sandblasted glass to silk paintings. Marjorie has the insider connections to ensure an exclusive and intriguing day of artful entertainment. You will also have some free time on Laguna's most popular street, Forest Avenue, to explore the galleries and local boutiques.

Cooking Class: Super Bowl Entertaining
Monday morning (spouse/guest program)

Just a couple of weeks before the Super Bowl, get ready for the big game! The Executive Chef from the St. Regis Monarch Beach Resort will delight you with his culinary expertise and will enliven your palate in this magnificent interactive cooking class on party appetizers. The chef will ask for some audience participation and, of course, the tasting of the final product will be the pièce de résistance. Bon appétit!

Let's Paint
Monday morning (spouse/guest program)

Join well known artist Marjorie Kinney for an enjoyable, casual, hands-on experience of impressionist-style painting. Ms. Kinney will help you to learn the joy of painting while also gaining a visual appreciation of the beautiful local landscape. Marjorie will teach a 2½ hour class that will include painting demonstrations, individual instruction and critique. You will "paint along" with Marjorie, completing a 9" x 12" canvas of Laguna's coastline, which you can take home as a memento of your visit. Unlock your creativity! The class is geared toward beginners, but advanced students will learn additional techniques in order to develop their unique style.

ACTIVITIES AND GUEST PROGRAM

Beach Yoga
Tuesday morning (spouse/guest program)

Let go of all of your tension on the Monarch Bay Club's Pacific shoreline! Yoga understands that tension in the body and mind can bring about emotional, behavioral and physical disorders. This class focuses on the physical practices of Asanas (postures), Pranayama (breath work) and meditation that will improve one's strength, flexibility, mental clarity and a deep sense of peace.

Las Brisas Breakfast & Shopping at Fashion Island
Tuesday morning (spouse/guest program)

Start off your day with a spectacular ocean view at one of Southern California's most popular restaurants, "Las Brisas". After breakfast enjoy a morning of shopping at Newport Beach's premier open-air Fashion Island shopping center. With Mediterranean-style walkways, fountains, and warm ocean breezes, you will find everything from white cotton espadrilles to white chocolate truffles in the collection of more than 200 stores, boutiques and restaurants.

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One guest per attendee for meal functions and activities. Guest must be at least 21 years of age.

LOCATION

The St. Regis Resort and Spa, located along the world-famous Pacific Coast Highway, has tremendous visibility in all directions from the heavily traveled thoroughfare. Pacific Coast Highway provides easy access to popular Southern California beach communities including La Jolla in San Diego, Newport Beach, and Laguna Beach in Orange County; and Beverly Hills, Hollywood, Manhattan Beach and Santa Monica located in Los Angeles County. For more information, visit its Web site at *www.stregismb.com.*

The Resort is located in Monarch Beach, an exclusive beachside community and one of Orange County's oldest communities. Monarch Beach's resort style atmosphere, quaint shops and majestic harbor, combined with its coastal location, create one of Southern California's most desirable destinations. Visitors enjoy white sandy beaches, sport fishing, whale watching, water sports, and miles of biking and walking paths.

HOTEL INFORMATION

Be sure to make your hotel reservations early to ensure you get the special discounted hotel rate of $255* plus taxes per room, per night during the Executive Forum conference dates (January 15, 16 and 17). For those attendees wishing to extend their stay, this rate is valid for up to three days prior to and following the conference, subject to availability. Reservation cut-off date is December 23.

Your hotel reservations should be made directly with the hotel. The St. Regis Monarch Beach Resort & Spa can be reached at (949) 234-3200 or reservations can be made online from the hotel page located on the Executive Forum Web site. Be sure to ask for the Eclipsys Executive Forum conference rate. A deposit equal to two nights' room rate and applicable taxes must be made at the time of reservation. The deposit is refundable if the individual gives notice to the hotel directly at least 14 days prior to arrival and a cancellation number is obtained.

For more information, please contact:
St. Regis Monarch Beach Resort & Spa
One Monarch Beach Resort
Monarch Beach, CA 92629
Tel: (949) 234-3200 or (800) 722-1543
Fax: (949) 234-3201

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* Subject to availability

GENERAL INFORMATION

Attire

Recommended attire for the Executive Forum General Sessions is business casual. Attire for the Sunday evening welcome reception and Monday and Tuesday evening dinners is casual.

Travel

The Resort is equidistant from both Los Angeles and San Diego and is strategically located for easy accessibility from several airports.

Recommended: Orange County/John Wayne (SNA) – 25 minutes, 21 miles. Approximate taxi fare $55 plus gratuity.

Los Angeles International (LAX) – 58 minutes, 60 miles.
San Diego International (SAN) – 64 minutes, 68 miles.
Long Beach/Daugherty (LGB) – 41 minutes, 41 miles.

Taxis are readily available in the airport's ground-transportation area near baggage claim, or you can contact Concierge Services at the St. Regis Resort at (949) 234-3200 for transportation assistance with local town car and limo services.

Driving Directions

For detailed driving directions from each airport visit *www.stregismb.com.*

Registration

Please visit our 2006 Executive Forum Web site at *www.eclipsys.com/executiveforum/2006* to confirm your participation. Registration deadline is December 23.

Eclipsys reserves the right to refuse any registration.

Questions

For questions on registration, activities or other Forum-related questions, please contact Meri Summers at 561-322-4361 or *meri.summers@eclipsys.com.*

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