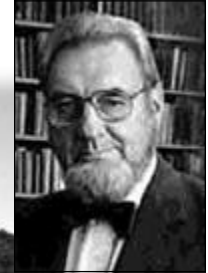E-HEALTHCARE CONNECTIONS & THE NATIONAL CONGRESS
HEALTHCARE CONFERENCE SERIES
present

Dean Edell, MD

C. Everett Koop, MD, Scd

George D. Lundberg, MD

Russell J. Ricci, MD

The Symposium on
E-Healthcare Strategies for Physicians, Hospitals & Integrated Delivery Systems
A Strategic Roadmap to the Internet Healthcare Revolution

Co-sponsored by: AHA News, Group Practice Journal, Health Affairs and Modern Healthcare
Modern Physician, Health Foreign Journal, Trustee, Hospitals & Health Network

February 6-8, 2000
Early Registration for Reduced Rates Must Be Postmarked by January 15, 2000

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Vision

A revolution is underway that will change the way physicians, hospitals and integrated delivery systems do business. This fundamental shift isn't driven by the threat of a President's solution to rising healthcare costs. It isn't driven by managed care or breakthrough discoveries in medicine. It is driven by consumers who are rushing onto the Internet in search of information and tools that will empower them to take charge of their own healthcare. By and large, it isn't hospitals or physicians responding to this phenomenon. It is a new breed of entrepreneurs, who are adding an estimated 1500 new health-related Web sites per month.

Both healthy consumers and patients are taking more responsibility for their own care as a result of what they learn on the Internet. This will have a direct impact on traditional healthcare providers. According to a Louis Harris poll in March, 60 million Americans searched for healthcare information last year, and more than 90% said that they were satisfied with the information they found. That is an estimated 68% of all adults who had Internet access last year. The Louis Harris poll also found that two-thirds of those who searched the Internet talked about the information they found with their doctors.

Even more relevant is the fact that consumers who search the Net are looking for information on disorders that now account for a significant portion of total healthcare resource consumption. The top ten health conditions prompting a search, for example, were depression, allergies (or sinus conditions), cancer, bipolar disorder, arthritis/rheumatism, high blood pressure/ hypertension, migraine, anxiety, heart disease, and sleep disorders. Think of the potential power to influence quality and costs if we could harness the energy of these web surfers. But the use of the Internet by consumers is going beyond simply looking for healthcare information.

A report from Piper Jaffray predicts that healthcare will surpass online book retailing, which to date has been the most successful e-commerce model. The report points out that each year Americans spend four times as much per capita on prescription drugs as on books. Piper Jaffray also noted the tremendous potential for efficiency improvement in the industry. Their research indicates that one of every four dollars spent on healthcare is wasted through delivery of unnecessary care, redundant tests, and excessive administrative costs and that six percent of hospital admissions result in adverse drug events (most of which are preventable).

So why haven't physicians and hospitals converted many of their business and consumer communications to the "Web way of life?" Until recently, a very big factor has been physician resistance based on lack of computer-savvy, accuracy of data concerns, privacy concerns, and difficulty of incorporating a new routine.

Where are physicians as we enter the Internet age? In 1996, only 7% of physicians were using the Internet. A survey reported by Healtheon in mid-June now indicates that over 85% of physicians have gone online. Physicians are using e-mail (74%) and searching for medical information (60%). Physicians are doing research online, communicating with hospitals and labs or updating their medical training.

The shift onto the net by consumers and physicians has been very quick. In fact, it has happened so quickly that legal, financial, political and business structures have been caught off guard. Technically, for example, physicians throughout the world now have the ability to treat patients in cities, counties and countries online. Yet in America, physicians must be licensed in the state where care is provided.

There have been a number of reasons physicians and hospitals have lagged behind other industries. But now there is evidence that this is beginning to change. And consumers are the driving force. For example, in a recent survey, at least 64% of Americans said they would like to be able to send e-mail messages to their doctors, but only 34% of the doctors said they were interested. Given the ease of using e-mail compared to licking stamps, listening to Musak on the telephone, or sitting in a waiting room, it's only a question of time before this situation changes.

Strategic use of the Internet holds the potential for achieving the vision of a seamless, coordinated, accessible and comprehensive integrated health care system. And that's without sinking large dollars into legal forms and infrastructure. The goal of this conference is to help physicians and health systems to seize the opportunities to become connected in the new digital age.

Goals

The goals of the symposium are:
- ◆ To provide physician and health system leaders with a better understanding of Internet healthcare market forces and trends.
- ◆ To examine the impact of the Internet on relationships among consumers, patients, physicians, hospitals, and integrated delivery systems
- ◆ To present lessons from actual case studies of Internet-based, patient-accessible, interactive electronic medical records.
- ◆ To address the issues of patient interactivity, privacy and accuracy of health information on the Web
- ◆ To assist physicians and hospitals in redesigning their business processes to facilitate integration, connectivity coordination, communication and patient interactions.
- ◆ To present strategies for encouraging physicians to make the Internet a vital component of their practices.
- ◆ To provide a forum for examining, comparing and contrasting Internet companies that assist physicians and hospitals to realize their full "Internet potential."
- ◆ To examine the role that business to business e-commerce can play in lowering health system costs.
- ◆ To provide an unparalleled opportunity for networking.

Who will attend

This conference is designed for physicians, medical group & IPA presidents & directors, health system & hospital CEOs/COOs, chief information officers, vice presidents for strategic planning, marketing & communications, vice presidents for managed care, MSO administrators, physician medical informatics executives, and others in the provider community who expect to be "connected" in the e-healthcare world of the 21st century. But it is not limited to these groups. The Internet, like healthcare, is a ubiquitous subject involving a host of players. We hope to attract a diverse audience as a means for enhancing the learning process. In many ways, the Internet holds the promise of assisting hospitals and healthcare systems to achieve the goals of integrated healthcare a lot more easily than the attempts to structure legal arrangements. The goal of this conference is to point the way.

Symposium Agenda

Sunday, February 6, 2000

9:00 am-12:00 pm — *Optional Session: Legal and Ethical Issues in the Healthcare Internet and E-Commerce*

Peter N. Grant, JD, Ph.D.	*Gerry Hinkley, JD*	*Reece Hirsch, JD*
Partner, Davis Wright Tremaine	Partner, Davis Wright Tremaine	Partner, Davis Wright Tremaine
San Francisco, CA and Seattle, WA	San Francisco, CA	San Francisco, CA

Expo Overview

Partnerships in Cyberspace Expo

Sunday, February 6, 2000

EXHIBITS OPEN 12 Noon- 6:00 pm	WORKSHOP PRESENTATIONS ON THE HOUR 12 Noon- 5:00 pm

EXHIBITOR WINE & CHEESE RECEPTION 5:00 PM-7:00 PM

Monday, February 7, 2000

7 - 8 AM Continental Breakfast	
CONFERENCE PRESENTATIONS	**EXHIBITS OPEN**
9:45 - 10:15 AM Morning Break	
CONFERENCE PRESENTATIONS	**EXHIBITS OPEN**
12:15-1:15 PM LUNCH	
CONFERENCE PRESENTATIONS	**EXHIBITS OPEN**
2:45 - 3:00 PM Afternoon Break	
CONFERENCE PRESENTATIONS	
5:30 PM Adjournment	
6:30 - 7:30 PM Reception	
7:30 PM Faculty Dinner	

Tuesday, February 8, 2000

7 - 8 AM Continental Breakfast
CONFERENCE PRESENTATIONS
9:45 - 10:15 AM Morning Break
CONFERENCE PRESENTATIONS
12:00-1:00 PM LUNCH
CONFERENCE PRESENTATIONS
2:30 - 2:45 PM Afternoon Break
CONFERENCE PRESENTATIONS
5:00 PM Adjournment

WORKSHOPS*

3Com.com	Cybear.com	LifeMastersonline.com
AmericasDoctor.com	Data General	MediBuy.Com
Asterion.com	Drkoop.com	MedicaLogic.com
Axolotl Corp/Accent Health.com	Greenstone Healthcare Solutions	NaviMedix.com
Cancerfacts.com	(a div. of Pharmacia & Upjohn)	Neoforma.com
CBS/Medscape.com	HealthCentral.com	Passport Health Communications
CertSite.com	Healtheon/WebMD	PlanetRx.com
ClinEffect	Healthgate.com	Proxy Med, Inc.
Clinical Support Technology	Health Hero Network, Inc.	SoftWatch (SoftWatch.com)
Confer Software Inc. (confer.com)	Health Network Ventures	Sybase.com
	Laurus Health.com (VHA)	

EXHIBITORS*

3Com Corporation	Data Geneal	MedicaLogic.com
Asterion.com	Health Network Ventures	Medscape.com
Care Soft	Heidrick & Struggles	Neoforma.com
ClinEffect Systems	MediBuy.com	Passport Health Communications
Clinician Support Technology	** partial list*	Sybase.com

7:00 am   Continental Breakfast

8:00 am   *Welcome & Introductions*
John D. Cochrane, M.H.A. (Moderator)
Editor, E-Healthcare Connections
San Diego, CA
jcochrane@ehealthcareconnections.com
www.ehealthcareconnections.com

Peter N. Grant, Ph.D., JD (Co-Director)
Partner, Davis Wright Tremaine
San Francisco, CA and Seattle, WA
Petergrant@dwt.com
www.dwt.com

8:15 am   *21st Century Technology Solutions for Physicians, Hospitals, & Integrated Delivery Systems*
Russell J. Ricci, MD
General Manager Global Healthcare, IBM Corporation
Atlanta, GA

> *IBM is a global leader in technology and has committed its substantial resources to encouraging the advancement of Web-enabled healthcare. Dr. Ricci is a well known authority and frequent speaker on the impact of 21st century technology on the shape of the healthcare delivery systems in America. Russell J. Ricci, M.D. General Manager, IBM Healthcare Industry, leads the IBM team whose mission is to deliver information technology solutions to healthcare payors, providers, pharmaceutical companies and other related orgniazations that will use information to help improve the delivery of healthcare to populations worldwide.*

9:00 am   *Dilemmas & Opportunities in the Internet Transforamtion of American Healthcare*
C. Everett Koop, MD, ScD, Senior Scholar
Chairman of the Board, DrKoop.com
Austin, TX

> *Dr. Koop, the former U.S. Surgeon General, has more than 58 years of experience in healthcare, government and industry. Dr. Koop is a drkoop.com co-founder, shareholder and Chairman of the Board. Dr. Koop graduated from Dartmouth College in 1937 and received his M.D. degree from Cornell Medical College in 1941. Dr. Koop is the recipient of numerous honors and awards including 35 honorary doctorates.*

9:45 am   Coffee Break & Exhibits

10:15 am   *Building Physician & Hospital Success Strategies for the Emerging E-Health Environment*
Graham Pallett
Principal, Deloitte Consulting Health Care Practice
Boston, MA

Liz Melcher, EVP
Cyber Dialogue
New York, NY

> *Research compiled by Deloitte and Cyber Dialogue, a leading Internet market research company, reveal the five key forces accelerating the evolution of a new e-health consumer. Based on the findings they predict that only those companies acknowledging the new demands for information, customization and convenience will emerge as winners. Their report on this and subsequent research will help physicians and hospitals to better understand the new breed of e-healthcare consumer. This will provide a knowledge base for building success strategies for the emerging e-health environment.*

11:00 am   *Case Study: What Happens When Patients Have Online Access to their Health Records?*
Richard Gibson, MD
Chief Medical Information Officer,
Providence Health System
Portland, OR

Richard Skinner
Chief Information Officer, Providence Health System
Portland, OR

Mark Leavitt, MD, Ph.D.
President & CEO, Medicalogic
Hillsborough, OR

> *MedicaLogic and the Providence Health Systems have a pilot project underway that allows patients to access their medical records and provide input in Portland, OR. This remarkable program dovetails with a practice EMR program offered by the company. Mark Leavitt founded MedicaLogic in 1985. He holds a doctorate from Stanford University in electrical engineering and a doctor of medicine from the University of Miami. Board-certified in internal medicine and geriatrics, Dr. Leavitt practiced full-time for 10 years, then served as medical director of information systems at Providence Health System for two years.*

12:15 pm   Lunch (Provided)
Luncheon Speaker:
What Do Internet-Savvy Consumers Expect of Hospitals & Physicians?
Dean Edell, MD
Syndicated Radio Talk Show Host

> *Dr. Dean Edell is a physician broadcaster, author, and host of the nationally syndicated radio talk show, "The Dr. Dean Edell Show." He is also the anchor of "Medical Minutes" and host of the daily "Medical Report." Dr. Edell has been active in the media since 1978. Prior to his career as a media doctor, he was an ophthalmologist and surgeon in private practice, as well as an instructor at the Department of Surgery for the University of California, San Diego, School of Medicine. He earned his M.D. at Cornell University Medical School.*

1:15 pm   *Why Should Physicians & Hospitals be Concerned About the Quality of Health Information on the Net? What Can We Do About it? Should Physicians Exchange E-Mail with Patients?*
Helga Rippen, MD, Ph.D., MPH
Director of Medical Informatics, Pfizer Health Solutions

> *Dr Rippen is leading an effort to develop an Internet-based tool to help consumers assess the quality of health information on the Internet. This tool will be based on the recommendations of the Health Summit Group whose mission is to develop criteria to assess the quality of health information on the Internet. Dr Rippen is Chairperson of the Health Education Subcommittee of IEEE's Medical Technology Policy Committee, External Liaison to HHS's Science Panel on Interactive Communications and Health, and Board chairperson of the Internet Healthcare Coalition. Dr. Rippen is boarded in Public Health and Preventive Medicine. She received her Ph.D. in biomedical engineering from Duke University, a M.D. with honors from the University of Florida, and a M.P.H. from the Johns Hopkins School of Hygiene and Public Health.*

2:00 pm *Preparing for HIPAA: What You Have to Do to Assure Privacy of Patient Information*
Presenting a "HIPAA Tool Kit"
Ted Cooper, MD
National Director of Security & Privacy,
Kaiser Permanente
Oakland, CA

Bruce Patterson
Director of 3Com Healthcare Worldwide
Winston Salem, NC

Jeff Collmann, Ph.D.
Department of Radiology,
Georgetown University Medical Center
Washington, D.C.

> *As healthcare enters a new era with the emergence of eCommerce, the risk of violating patient privacy has never been greater. The Health Insurance Portability & Accountability Act (HIPAA) is being heralded at Y2K II. In a recent Healthcare Informatics survey, nearly 60% of respondents said that they haven't even began working on HIPAA compliance. Yet, the new privacy rules impose both requirements and sanctions on hospitals and physicians. It will be one of the top challenges in 2000 and this team will present a solution.*

2:45 pm Afternoon Break

3:00 pm *Case Study: View from the Office of a Wired Family Practitioner in a Saturated Managed Care Market*
Robert Rowley, MD
Family Practice Physician & Hill Physicians IPA Member
Hayward, CA

> *Dr. Rowley is the other end of the Healtheon/WebMD deal with Hill Physicians. As a busy 3 physician primary care office in Hayward, Dr. Rowley addresses the issue of just how "wired" is it practical to become. Information from a vast array of sources flows into the practice by phone, paper, fax and Internet. It flows out of the practice in similar form. What can be done to electronicize all this? What is Dr. Rowley's future on the Net?*

3:45 pm *Case Study: A Day in the Life of a Wired Internist*
David Litoff, MD
Internist, Harbor Medical Group
Chicago, IL

> *Dr. Litoff is an internist with a concentration on gerontology at the Harbor Medical Group in Chicago. He first became interested in computers to help organize his nursing home practice. Beginning with an old 386 he has graduated to using palmtops (PDAs) extensively. Whether it's keeping patient records, writing prescriptions, communicating with patients by e-mail, keeping track of charges, or looking up information on the Net, Dr. Litoff is not only "wired" — he is "wired-less."*

4:30 pm *The Race to Find and Keep "Cyber-Talent": Can Hospitals Compete, or Should They Outsource? Where will Tomorrow's E-Health Technical & Management Leadership Come From? Should Physicians be Looking to Hospitals, Medical Groups, IPAs, MSOs or Dot-Com Companies to Support Their Web Strategies?*

Heidrick & Struggles Issues Discussion Panel

> *Heidrick & Struggles is an international executive search firm with heavy involvement in placing e-healthcare executive leaders. They will be moderating a panel of provider and e-healthcare executives discussing issues that go to the core of developing effective e-healthcare strategies. How do you attract and retain both technical and management talent in this turbulent, high-velocity arena? Major health systems throughout the country are wrestling with these questions.*

5:30 pm Adjournment

6:30 pm Hosted Reception

Tuesday, February 8, 2000

7:00 am Continental Breakfast

8:00 am *Introduction & Opening Remarks*
Hank Golembesky, MD (Moderator)
Medical Editor, E-Healthcare Connections
hgolembesky@ehealthcareconnections.com
www.ehealthcareconnections.com

8:15 am *Health System Case Study: An Advanced Web-Based Model for Integrated Healthcare*
Stan Pappelbaum, MD
President & CEO, Scripps Health
La Jolla, CA

> *Stan Pappelbaum, MD is the president and CEO of Scripps Health in San Diego, a large hospital system with multiple affiliated physician groups that is in the process of developing an extensive intranet, extranet, and internet market presence.*

9:00 am *IPA/Medical Group Case Study: The Internet is a Survival Strategy in Managed Care-Intensive Markets*
Steve McDermott
President & CEO, Hill Physicians
San Ramon, CA

> *Steve McDermott leads one of the nation's largest and most successful IPAs in a marketplace that is completely saturated with managed care. They have developed an interesting relationship with Healtheon that employs the web to improve practice efficiency and achieve savings that are essential to survival in a capitated environment.*

9:45 am Coffee Break

10:00 am   *The Future of Medical Practice on the Internet*
George D. Lundberg, MD
Editor in Chief, CBS/Medscape.com

> *George D. Lundberg, M.D., Editor in Chief. Prior to joining Medscape in February 1999, Dr. Lundberg served as Editor of the Journal of the American Medical Association for 17 years. Dr. Lundberg also served as the Editor in Chief of Scientific Information and Multimedia, a publication of the American Medical Association, from 1982 until 1999. Dr. Lundberg holds an MS degree from Baylor University and BS and MD degrees from the University of Alabama. Dr. Lundberg holds honorary degrees from four U.S. universities.*

11:00 am   *How to Develop a Comprehensive Integrated Healthcare "Net" Strategy*
David Pryor, MD
System Vice President & Information Officer
(& Practicing Cardiologist), Allina Health System
Minneapolis, MN

> *David Prior, MD is the system vice president and information officer for Allina, a major statewide integrated healthcare system in Minneapolis, MN. Over the years this $2.6 billion health system has grown to 19 hospitals, 7 nursing homes, several thousand physicians and one of the largest health plans in Minnesota. Dr. Pryor has been the point person in unifying many disparate, proprietary information systems that could not communicate with each other. He also has overall responsibility for the aggressive, consumer-oriented, multi-pronged Internet strategy the system has adopted. They recently launched a new consumer portal called MedFormation.com, which has exciting and greatly expanded options for consumer interaction. Dr. Pryor is also a practicing Cardiologist.*

11:45 am   **Morning Faculty Q & A (Audience Participation)**

12:00 pm   Lunch (Provided)
Luncheon Speaker:
Patient Consultation on the Web; Risk and Rewards
Scott Rifkin, MD
President, AmericasDoctors.com

> *AmericasDoctor.com is a consumer health portal that allows anyone in the world to log on and "talk" with physicians 24 hours a day. Its founder, Dr. Scott Rifkin, will be demonstrating how it works and the issues and experience's they have encountered. Who calls in? What questions do they ask? How do the physicians handle it without exposing themselves to malpractice? How is privacy assured? The web site also has affiliated with a large number of major hospital systems throughout the country.*

1:00 pm   *Disease Management: Can the Internet Improve Health Status?*
David E. Goodman, MD
Founder, Lifemasters
South San Francisco, CA

> *Dr. Goodman founded LifeMasters Supported SelfCare, Inc., in 1994. This company provides both web-based and offline programs focused on helping patients better control their chronic health problems while under the supervise of their physicians. He is the inventor of technology that employs wireless networks and handheld devices in a unique disease management program. He is also a Clinical Associate in the Department of Medicine at UC San Francisco School of Medicine. LifeMaster's has been testing their monitoring approach in the SF Bay Area.*

1:45 pm   *Case Study: Practicing Psychiatry & Managing "Psycho-Babble" on the Net*
Robert Hsiung
Department of Psychiatry, University of Chicago
Chicago, IL

> *Robert C. Hsiung, MD, aka Dr. Bob, is an Assistant Professor of Clinical Psychiatry at the University of Chicago and an active Internet psychiatrist. He develops innovative web resources such as Psychopharmacology Tips, netcasts the Department of Psychiatry Grand Rounds, and has a grant to explore the use of desktop Internet videoconferencing for psychotherapy. He has presented his work and taught courses at national and regional meetings. He serves on the editorial boards of Psychiatry On-Line and CyberPsychology & Behavior. He has been a peer reviewer for JAMA and Applied & Preventative Psychology. He is a Founding Member and the current Secretary-Treasurer of the International Society for Mental Health Online and is on the steering committee of the Psychiatric Society for Informatics. He is also a member of the Associate Faculty of the MacLean Center for Clinical Medical Ethics at the University of Chicago. He chaired the Internet committee and serves on the Ethics Committee of the Illinois Psychiatric Society. Web Site: http://dr-bob.uchicago.edu/*

2:30 pm   Afternoon Break

2:45 pm   *Enabling the Mobile Healers: An Orthopedic Surgeon on the Move*
Lloyd Hey, MD
Department of Orthopedic Surgery, Duke University
Health System, (President, ClinEffect Systems)
Durham, NC

> *Dr. Lloyd Hey is a practicing Orthopedic Surgeon at Duke University Medical Center. In 1995 Dr. Hey founded ClinEffect to develop point of care software as a commercial product and to provide support for large-scale implementations of CSI Stations (handheld computer terminals) in group practices. CSI Station is installed at several major group practices across the country, and in 1998 Duke University Medical Center contracted to take CSI Station enterprise-wide. Designed to provide ease of use, speed and portability, CSI automates charge capture using handheld devices and the Internet. (www.clineffect.com)*

3:30 pm   *Case Study: A Day in the Life of a Wired Gastroenterologist*
Phillip Grossman, MD
Gastroenterologist
Miami, FL

> *Dr. Grossman is a gastroenterologist in Miami who describes himself as a totally "wired" gastroenterologist.*

4:15 pm   *Spinning the "Web": What it Means to be Wired?*
Kenneth Wang, MD
(Director of the American Gastroenterology Association
Symposium on Computers & Technology)
Department of Gastroenterology, Mayo Clinic
Rochester, MN

> *Kenneth Wang, MD is an Associate Professor of Medicine at the Mayo Clinic in Rochester, Minnesota. He is involved with the Electronic Medical Record projects at Mayo. He is in charge of the project that is focused on the integration of medical reports into the medical record. He is also the Webmaster of the American Society of Gastrointestinal Endoscopy Website which he helped to establish. He has been involved with the minimal Standard Terminology for gastrointestinal endoscopy as well as DICOM standards for imaging in Gastroenterology. He is a member of the Computer and Technology Sub-committee of the American Gastroenterology Association.*

5:00 pm   Adjournment

Registration Form

The Symposium on E-Healthcare Strategies for Physicians, Hospitals & Integrated Delivery Systems

Apply early as space is limited. Submission of an application does not guarantee a space. Symposium registration is confirmed upon full payment.

1

PLEASE COMPLETE THE FOLLOWING

Name of Organization: _____

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Person in Charge of Arrangements _____

Title _____ Telephone _____

Number of Registrants to Attend: _____

    * Please advise us if you will need interpretive services or other special accommodations.

2

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Price:

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First organization registrant $1195
Each additional organization registrant $1095
After January 15, 2000
First organization registrant $1295
Each additional organization registrant $1195

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3

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Check/money order enclosed (checks payable to):
E-Healthcare Strategies Symposium

Payment to be made by check/money order. Credit card given to hold registration. If payment not received by date of conference, credit card payment will be processed.

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Fully complete steps 1-3 (one form per registrant, photocopies acceptable). Payment must accompany each order.
Mail to: The Symposium on E-Healthcare Strategies for Physicians, Hospitals & Integrated Delivery Systems; Attn: Linda Jenkins
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Alternative registration available on website: www.ehealthcareconnections.com

For more information call: (800) 684-4549

CANCELLATION POLICY:
Cancellations must be submitted in writing. For cancellations received on or before January 1, 2000, tuition will be returned less a processing fee of $150 per attendee. After January 1, 2000, only 50% will be refunded, and after January 15, 2000, no refunds will be made, although registration is transferable to another person from the same organization.

CONFERENCE FACILITY & LOCATION

Located just nine miles from Phoenix Sky Harbor International Airport nestled at the base of Camelback Mountain in Scottsdale, Arizona, The Phoenician is a luxurious oasis for relaxation, celebration and rejuvenation, offering lavish decor and breathtaking surroundings. Unparalleled elegance is artfully expressed throughout the resort. A recipient of the Mobil Travel Guide Five Star Award and a member of the Leading Hotels of the World, The Phoenician offers a European Style Spa with a Meditation Atrium, 27-hole championship golf course and Tennis Garden each with their own clubhouse and pro shop, nine specialty restaurants, nine sparkling pools, shopping and more. Learn more about The Phoenician by visiting their website at ww.thephoenician.com.

CONFERENCE SPONSORING & EXHIBITING OPPORTUNITIES

On Sunday, February 6, 2000 from 12 noon to 6:00 p.m., the conference will feature a *"Partnerships in Cyberspace"* Expo. An agenda will be available at the registration desk for a Workshop Schedule. There will be a hosted wine and cheese reception from 5:00 to 7:00 p.m. Exhibits continue on Monday until 3 p.m.

HOTEL RESERVATIONS

A special rate has been arranged for attendees of The Symposium on E-Healthcare Strategies for Physicians, Hospitals & Integrated Delivery Systems. To make reservations please call The Phoenician Scottsdale directly at (800) 888-8234. Be sure to make your reservations by January 5th, 2000 and identify the meeting as The Symposium on E-Healthcare Strategies in order to receive the special conference rate. After January 5th, 2000, reservations will be accepted on a space-available basis. You will be required to guarantee the reservation with a major credit card. Call early to ensure availability.

The Phoenician Scottsdale
6000 East Camelback Road, Scottsdale, Arizona 85251
Reservations: (800) 888-8234 or (480) 423-2403
www.thephoenician.com

DELTA AIRLINES

To receive reduced air travel, you may make your reservations through ATC TravelDesk at (800) 779-5113 or (425) 643-5456, or directly through Delta Airlines Meeting Network at (800) 241-6760 (7:30 a.m. to 11:00 p.m. ET, Monday-Friday; 8:30 a.m.-11:00 p.m. ET, Saturday and Sunday). You will receive an additional 5 percent discount off the lowest applicable discount fare, including first class, or a 10 percent discount off the unrestricted mid-week coach fares, no advance purchase necessary. Delta is also offering an additional 5 percent off tickets purchased at least 60 days in advance. No discounts apply on Delta Express. Please refer to DELTA file number 135631A. Book early to take advantage of promotional fares that will give you the greatest discount. Mileage Plus members receive full credit for all miles flown to this meeting.

CAR RENTAL

Special meeting rates are available through ATC TravelDesk at (800) 779-5113 or (425) 643-5456, or directly through Avis Rent-A-Car Meeting Reservation and Information Desk at (800) 331-1600. Please mention the group number **J098956** in order to receive the special rates.

SHUTTLE SERVICE

Premiere Limousines is a full-service ground transportation company headquartered at the Phoenician hotel. We provide chauffeur driven, non-smoking sedans, limousines, vans and minibuses. All transportation is pre-arranged and based on a 2 hour minimum. Call (800) 957-4533 for arrangements.

GOLF & TENNIS

Golf tee time reservations can be arranged through the pro shop by calling (480) 941-8200, extension #2449. For reservations at the Tennis Garden, please contact the tennis pro shop at (480) 941-8200, extension #2488. Or the Phoenician's 24-hour Concierge desk would be happy to assist in making your reservations in advance or on property.