



**INAUGURAL BRG
HEALTHCARE RESTRUCTURING CONFERENCE**

APRIL 9-10, 2018
NEW YORK, NEW YORK
3 WEST CLUB

SCHEDULE AT A GLANCE

MONDAY, APRIL 9

6:00 – 8:00 P.M. WELCOME DINNER

TUESDAY, APRIL 10

7:15 – 8:15 A.M. BREAKFAST

8:15 – 9:15 A.M. Welcome and Opening Session

9:15 – 9:45 A.M. Networking Break

9:45 – 10:35 A.M. Education Session

10:35 – 10:50 A.M. Networking Break

10:50 – 11:40 A.M. Education Session

11:40 A.M. – 12:15 P.M. LUNCH

12:15 – 1:30 P.M. **Keynote, Jeb Bush**

1:30 – 1:45 P.M. Networking Break

1:45 – 2:35 P.M. Education Session

2:35 – 2:50 P.M. Networking Break

2:50 – 3:40 P.M. Education Session

3:40 – 4:00 P.M. Break

4:00 – 5:45 P.M. Regulatory and Reimbursement Series

EVENT BRIEF

Businesses in transition face enormous financial and operational challenges, especially in overleveraged situations. As a result, providers, investors, and lenders in healthcare encounter significant risks and opportunities.

The 2018 BRG Healthcare Restructuring Conference will be held from April 9–10, 2018, at 3 West Club in New York City. The conference is expressly designed for stakeholders from across the healthcare continuum, including financial institutions, private equity firms, and their professionals as they take advantage of these opportunities.

It offers a unique opportunity for leaders to meet, discuss, and learn methods to identify the forces driving dislocation in healthcare and likely future risks in order to develop an investment strategy to address the opportunities that present themselves in industries in transformation.

WHO ATTENDS

Attendance is by invitation only and limited to senior management from healthcare organizations, as well as senior executives from various supplier organizations including financial institutions, private equity firms, and other executives in the healthcare finance industry.

REGISTER TODAY

Visit our website for more information on how to register for this event:
www.brghealthcarerestructuring.com

CONFERENCE FEES		
	Early Registration <i>(through February 28, 2018)</i>	Regular Registration
Provider Attendee	\$500	\$750
Private Equity Attendee	\$500	\$750
Other Attendee	\$800	\$1000
Partner Attendee	Included in Sponsorship	Included in Sponsorship

CANCELLATION POLICY

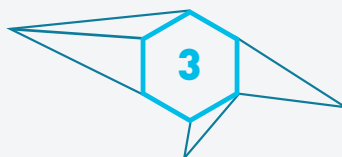
If you cannot attend the 2018 conference, please notify us by February 9, 2018. We will either carry over your registration to the 2019 conference without penalty, you may appoint a substitute senior-level executive from your organization, or you may receive a full refund.

If you cancel after February 9, 2018, your registration credit will be rolled over to 2019 less a 20 percent cancellation fee. A refund cannot be given.

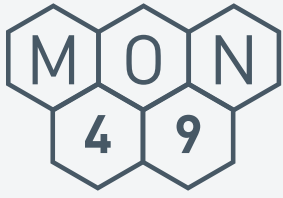
All-Inclusive Attendance

Your attendee fee covers all education sessions, conference materials, three meals, receptions, and networking coffee breaks (everything except lodging and incidental personal expenses).

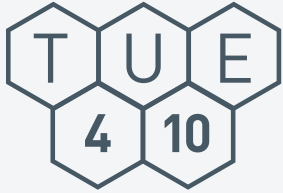
CONTACT Meredith Anastasio at manastasio@thinkbrg.com or 203.292.6483 with questions.



CONFERENCE AGENDA



6:00–8:00 p.m. **Welcome Reception**



7:30–8:15 a.m. **Networking Breakfast**

8:15–9:15 a.m. **Welcome and Opening Session**

THE POLITICS OF HEALTHCARE

Healthcare policy has presented a constant clash of ideologies for decades and will continue to be a hard-fought battle in the future. In recent years, Democrats and Republicans have both attempted significant changes to US healthcare programs, and more change is inevitable as deficits are projected to increase in the 2020s. Join key players in health policy as they discuss what is next for US policy generally and the politics of healthcare.

Moderator: John Kelliher, Former Chief Counsel of the Committee on Ways and Means, US House of Representatives; Managing Director, Berkeley Research Group

Panelist: Nicholas Uehlecke, Professional Staff, US House of Representatives, Ways and Means Health Subcommittee

Panelist: Andrew B. (Drew) Willison, Partner, Oldaker & Willison LLP

9:15–9:45 a.m. **Networking Break**

9:45–10:35 a.m.

THE COST-CUTTING IMPERATIVE AND RESTRUCTURING STRATEGIES FOR HOSPITALS AND HEALTH SYSTEMS

In an environment of reimbursement reductions and declining revenue yields, cost reductions of 10 percent or more will be a top priority for hospitals and health systems. To achieve this level of savings and continue to fulfill their missions, hospitals and health systems will need a proven, yet nontraditional, approach capable of producing transformational cost reduction. Such an approach must enable health systems to simultaneously cut costs and grow stronger, unite everyone in the organization in a systematic and long-term cost reduction effort, and drive away the fear that inevitably accompanies and often blocks sustainable cost savings.

Moderator: Peter Chadwick, Managing Director, BRG

Panelist: Michael J. Roesenthaler, Partner, Whiteford Taylor Preston

Panelist: Michael Myers, Vice President Healthcare, Meridian Leasing

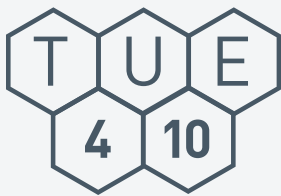
Panelist: Nicole L. Greenblatt, PC, Partner, Kirkland & Ellis, LLP

10:35–10:50 a.m. **Networking Break**



Additional panelists to be announced

CONFERENCE AGENDA



10:50–11:40 a.m.

HEALTHCARE DEAL STRATEGIES AND TRENDS

The rapid pace of change throughout the healthcare continuum, coupled with the uncertainty of the Trump administration, is bringing about new strategies and trends in healthcare transactions. Discover the thinking behind these strategies—where the money is coming from and where it is going—from the perspectives of buyers, sellers, and investors in healthcare.

Moderator: Peter Freyer, Managing Director National Healthcare, Silicon Valley Bank

Panelist: Kenneth J. Ottaviano, Partner, Katten Muchin Rosenman LLP

Panelist: Brian J. Carroll, Managing Director, Golub Capital

Panelist: Ian P. Wijaya, Managing Director, Lazard Frères & Co. LLC

Panelist: Joseph A. Weissglass, Partner, Configure Partners LLC

11:40 a.m.–12:15 p.m. **LUNCH**

12:15–1:30 p.m. **JEB BUSH KEYNOTE**

BEYOND THE POLITICAL CHAOS: RESTRUCTURING HEALTHCARE IN AN UNCERTAIN TIME

BRG is thrilled to welcome former Florida governor Jeb Bush as the featured keynote! Looking beyond the 2017 political climate, Bush will provide insight on an environment of futures that grows and changes from the interaction of new technologies, new pathways of care, and new economics. He will offer his experience as these deep disruptive trends mix and recombine to restructure healthcare in ways that are more powerful and fundamental.

1:30–1:45 p.m. **Networking Break**

1:45–2:35 p.m.

FINANCIAL MARKET CHALLENGES AND THE IMPACT ON NOT-FOR-PROFIT HOSPITALS

The outlook for not-for-profit hospitals and healthcare in the US remains negative for 2018, which reflects the impact of a continued erosion in payer mix as the aging baby boomer generation moves into Medicare and as newly eligible Medicaid patients access more healthcare services to address deferred care and chronic conditions. Over the longer term, not-for-profit hospitals will be increasingly challenged by regulatory and political uncertainty. Given all this, what is the financial outlook for the remainder of 2018, and what challenges will not-for-profit hospitals face in the future?

Moderator: Haywood Miller, Managing Director, BRG

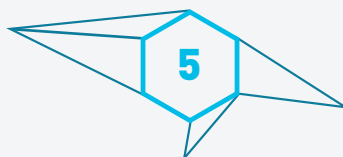
Panelist: Brent McDonald, Managing Director, Bank of America Merrill Lynch

Panelist: Mike Caruso, Managing Director, Health Trust Research Group

Panelist: Jeffrey P. Hoffman, Asset Based Product Leader, Capital One

Panelist: Ian A. Hammel, Member, Mintz Levin Cohn Ferris Glovsky and Popeo PC

2:35–2:50 p.m. **Networking Break**



Additional panelists to be announced

JEB BUSH

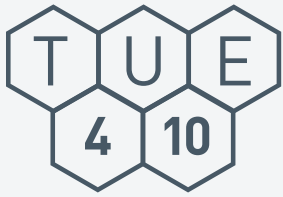
KEYNOTE

Bush was elected the 43rd governor of the state of Florida on November 3, 1998, and was reelected by a wide margin in 2002. His second term as governor ended in January 2007. Prior to his governorship, he served as Florida's secretary of commerce under Bob Martinez, Florida's 40th governor. As secretary of commerce, he promoted Florida's business climate worldwide. Following an unsuccessful bid for governor in 1994, Bush founded the nonprofit Foundation for Florida's Future, which joined forces with the Urban League of Greater Miami to establish one of the state's first charter schools.



Bush is one of America's most experienced reformers who led change by inspiring citizens, businesspeople, and policymakers. Before running for the Republican presidential nomination in June 2015, he served as the head of a consulting company whose clients ranged from technology startups to Fortune 500 companies. He offers comprehensive strategies to overcome difficulties by remaining focused on what matters most. An articulate student of policy, Bush dissects the current political climate by offering fresh insights on the hot-button issues in the news. Bush demonstrates his unwavering commitment to forging a better future for America as chairman of the Foundation for Excellence in Education, which focuses on transforming and providing an education system that maximizes every student's potential for learning and prepares all students for success in the 21st century.

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2:50–3:40 p.m.

INTEGRATION 2.0 – REALIZING SYNERGIES POST TRANSACTION

As hospitals, hospital systems, and healthcare organizations acquire and merge with a distressed organization, the process of efficiently executing the integration to realize synergies is as crucial to the ultimate success of a merger/acquisition as the structure of the transaction itself. A clear understanding of where the greatest opportunities for synergy exist is an important first step toward integration. However, navigating integration pitfalls, creating a plan for integration, and implementing with speed and certainty can perhaps be challenging even in the best of circumstances. Building a roadmap of deliverables leading up to Day 1, the first one hundred days, and beyond is essential to ensuring that the value of transaction is fully realized.

Moderator: David Wildebrandt, Managing Director, BRG

Panelist: Ralph E. Lawson, FHFMA, CPA, EVP & Chief Financial Officer, Baptist Health South Florida, Inc.

Panelist: Jeff Potter, VP Strategic Alliance and Business Development, CHRISTUS Health

Panelist: Chad Wable, FACHE, Senior Vice President and Chief Operating Officer, Trinity Health of New England

3:40–4:00 p.m. **Break**

4:00–5:45 p.m. **Regulatory and Reimbursement Series**

REGULATORY AND REIMBURSEMENT INFLUENCES

The past few years have been tumultuous for most healthcare organizations as payment models, competition, regulatory changes, clinical advances, digital and information technology, and workforce trends have created the need for rapid transformation in just about every area of healthcare delivery and management. Layer on top of that uncertainty about the future of the Affordable Care Act, and 2017 was another watershed year for healthcare.

The goal of this series is to help organizations prepare so that they are not only competitive, but also can also thrive under the varying regulatory and reimbursement influences.

4:00–4:45 p.m. **Section 1**

FREESTANDING SURGICAL CENTERS

The growth of freestanding surgical centers has raised concerns about the impact of these new facilities on healthcare costs, access, and quality of care.

Facilitator: Michael Sullivan, Managing Director, BRG

Panelist: Cory Countryman, VP of Operations, Valor Healthcare

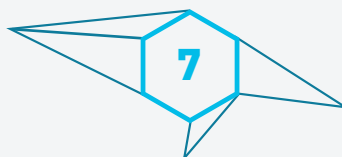
Panelist: Mike Caruso, Managing Director, Health Trust Research Group

LARGE MULTISPECIALTY GROUP PRACTICES

A variety of forces, including increasing healthcare costs and the passage of the Affordable Care Act, have led providers and payers to experiment increasingly with payment models other than fee-for-service.

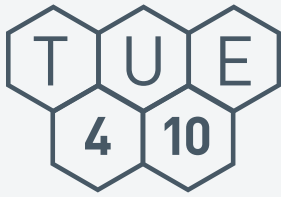
Panelist: Sean Glass, Founder & CEO, Advantia Health

Panelist: John Kelliher, Former Chief Counsel of the Committee on Ways and Means, US House of Representatives; Managing Director, BRG



Additional panelists to be announced

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4:45–5:00 p.m. Break

5:00–5:45 p.m. Section 2

INCREASING REIMBURSEMENTS AND ACCURATELY PROJECTING REVENUE: STRATEGIES AND ISSUES YOU HAVEN'T CONSIDERED (BUT SHOULD)

Insurers regularly deny meritorious claims, under-reimburse covered claims, and change payment methodologies without warning. You know about the importance of filing clean claims, accurately coding claims, and appealing denials. This section will discuss other strategies you can employ to remedy these problems.

Panelist: D. Brian Hufford, Partner, Zuckerman Spaeder LLP

Panelist: Jason Cowart, Partner, Zuckerman Spaeder LLP

BEHAVIORAL HEALTH

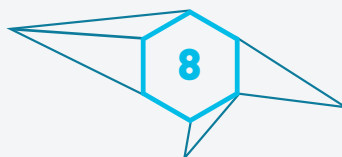
The coverage of and increasing demand for psychiatric services is occurring at the same time as a growing shortage of outpatient and inpatient programs. The lack of access has created a crisis throughout the US healthcare system that is harmful and frustrating for patients, their families, and other healthcare providers, and is becoming increasingly expensive for payers and society at large.

Moderator: Bryan Cote, MA, Managing Director, BRG; Founder, Migrant Family Behavioral Health Network

Panelist: John Capobianco, RN, Vice President of Operations, Charlotte Hungerford Hospital

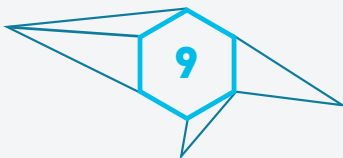
Panelist: Lynn Veith, RN, Case Manager, St. Francis Hospital & Medical Center

Panelist: Barry Lachman, MD, MPH, Medical Director, Parkland Community Health Plan



Additional panelists to be announced

CONFERENCE SPONSORS





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