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Present

Seventh Annual Conference On

Healthcare Transactions

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

- ❖ Contractual Joint Ventures
- ❖ Trends in Healthcare M & A
- ❖ Cash vs. Non-Cash Transactions
- ❖ Case Studies: Hillcrest HealthCare Systems,
Saint Vincents Catholic Medical Center, HCA

Keynote Speaker:

Keith B. Pitts

Vice Chairman of Vanguard Health Systems

Also a Comprehensive Workshop:

**Valuations in M & A:
The Role of Valuations in Transaction Negotiations**

The Millennium Knickerbocker Hotel

Chicago

April 6-7, 2006

Don't miss the Awards
Dinner Sponsored by:

GCD

Gardner Carton & Douglas

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Media Sponsor:

Chicago
Hospital News
THE REGION'S MONTHLY HEALTHCARE NEWS PAPER

We Are Grateful to Our Sponsors

CAIN BROTHERS **Cain Brothers** has one of the largest teams dedicated to the health care industry on Wall Street. The firm provides a broad array of M & A, restructuring, capital markets, and financial advisory services to providers, payors, and creditors across the nation. Cain Brothers has deep experience with distressed situations and often represents boards of trustees of non-profit health care providers, debtors, and creditors. In its most recent distressed credit engagement, Cain Brothers acted as financial advisor to the Board of Doctor's Community Healthcare Corporation, which was in bankruptcy. The firm has recently served as an advisor to St. James Place, Continuum Health Partners, St. Vincent Catholic Medical Centers, Baylor Health Care System, and Catholic Healthcare West.

GCD **Gardner Carton & Douglas** Founded nearly 100 years ago, **Gardner Carton & Douglas LLP** is a leading national law firm with more than 230 attorneys and advisors in offices in Chicago, Washington, DC, New York City, Albany and Milwaukee. GCD's Health Law Group, which received a #1 rating as one of the country's premier health care practices by Chambers USA, represents, among others, public and private hospitals and integrated health systems, academic medical centers, the pharmaceutical industry, physician practice groups, and licensed professional associations. GCD also represents venture capital funds, REITs and financial services companies that specialize in lending to health care entities, as well as technology companies and insurance companies, which serve the health care industry. **Harold L. Kaplan**, chairman of the Firm and co-chair of GCD's Corporate Restructuring and Financial Institutions Practice, is chair of the ABA Healthcare-Related and Not-for-Profit Bankruptcy Issues Working Group, and has been named in Turnarounds and Workouts' List of Outstanding Bankruptcy Lawyers in 2001, 2003, 2004 and 2005. **Douglas B. Swill** and **Neil S. Olderman** are co-chairs of GCD's Health Law Group. Keith Anderson, a partner in GCD's Health Law Group, is named one of *Nightingale's Healthcare News*' 2005 Outstanding Healthcare Transaction Lawyers. The Health Law Group has been servicing the health care industry for over 90 years and has over 45 health law professionals that specialize in business transactions, mergers and acquisitions, joint ventures, information technology, restructurings, compliance, licensing, tax, antitrust, managed care, Medicare reimbursement, medical staff relations, tax-exempt finance, patient care, HIPAA, labor and employment, clinical research, litigation and life sciences.

HOGAN & HARTSON LLP **Hogan & Hartson, LLP** is a leading national and international law firm with more than 1,000 lawyers in 23 offices worldwide. We are devoted to excellence, integrity, client responsiveness, efficiency and community service. Our firm consistently is ranked among the top law firms in the US and the world by industry publications. Our healthcare practice is one of the largest and most diverse in the nation, and received a #1 rating from Chambers, USA. We represent many of the nation's leading hospital systems, academic health centers, and healthcare organizations; many of the largest pharmaceutical and life sciences companies; hundreds of medical device, technology and healthcare informatics companies; some the largest health insurance and managed care organizations; many providers of outpatient and free-standing diagnostic and treatment services; public hospitals and government entities; and many investment banks and private equity funds who are active in healthcare and life sciences. Among the most active areas of our health practice are: mergers and acquisitions of health care facilities, academic affiliations, structuring of complex joint ventures, antitrust counseling, technology transfer and licensing, bond financing, and structuring of investments in life science companies, litigation, and advising on regulatory and reimbursement matters. For more information, please visit www.hhlaw.com.

SKADDEN, ARPS, SLATE, MEAGHER & FLOM LLP

Skadden, Arps has one of the most active health care transactional practices in the country, serving clients across all segments, including health services, pharmaceuticals, medical devices and life sciences/biotech. The Firm's health care practice group includes leading practitioners from its M&A, corporate finance, private equity, restructuring, bank finance, government investigation/enforcement, federal and state regulatory, antitrust, products liability, intellectual property (patent, technology and licensing), tax and legislative areas. In the last year, the Firm has been involved in some of the most significant U.S. and international transactions in the area, including representing Guidant Corp. in competing \$25 billion bids from Johnson & Johnson and Boston Scientific; and PacifiCare Health Systems in its \$9.2 billion sale to UnitedHealth Group.

Waller Lansden Dortch & Davis
www.wallerlaw.com

Waller Lansden Dortch & Davis, PLLC

Headquartered in Nashville, TN, often called the "Silicon Valley of healthcare," Waller Lansden's healthcare practice dates back to the infancy of the investor-owner hospital and surgery center industry. Since that time, our attorneys have assisted numerous public and private companies, not-for-profit entities and physicians in buying, selling, joint venturing and syndicating hospitals and outpatient facilities. Our clients value a multi-disciplinary approach -- a team of lawyers who, collectively, have the tax, healthcare regulatory, M&A, securities and corporate finance expertise necessary to successfully complete these transactions. The type of facilities with which Waller Lansden regularly has experience includes: acute care hospitals, non-urban hospitals, behavioral hospitals, ambulatory surgery centers, imaging centers, cardiac cath labs, radiation oncology centers, cyberknife joint ventures, medical device distribution companies, per click arrangements involving medical equipment, and specialty hospitals. For more information please go to www.wallerlaw.com.



WEIL, GOTSHAL & MANGES LLP **Weil Gotshal & Manges LLP** is an international law firm of approximately 1,200 attorneys with offices in 19 cities in the United States, Europe, and Asia. Our Healthcare Practice Group is an interdisciplinary effort involving the attorneys from the Business Finance & Restructuring Department, the Insurance Practice Group, and the firm's Corporate and Litigation Departments. The Healthcare Practice Group developed from our representation in 1995 of one of the nation's largest payors in its efforts to avoid insolvency. Since its inception, the Healthcare Practice Group has evolved into one of the dominant healthcare restructuring groups in the country. We have represented or been involved in the financial restructuring of all major types of healthcare organizations. Clients and/or major chapter 11 cases in which we have been involved include Saint Vincent Catholic Medical Centers, Omnicare Inc., Healthcare Management Services Group, Doctors Community Healthcare Corp., National Benevolent Association of the Christian Church, Greater Southeast Community Hospital Corporation, United Healthcare (Newark Hospital for Children), FPA Medical Management, Inc., Allegheny Hospital Systems, Michigan Health Care, PCP Health Care, Florida Health Plan, Vista Health Plan, Michael Reese Medical Center, Pacifica of the Valley, Hadley Memorial Hospital, Mariner Health Care, and Genesis Health Ventures Inc. To learn more about the firm's healthcare practice, please visit www.weil.com or contact Deryck A. Palmer at 212-310-8721.

WELLSPRING VALUATION LTD
VALUATION SOLUTIONS FOR THE HEALTHCARE INDUSTRY

Wellspring Valuation is the nationally recognized leader in providing independent valuation and financial advisory services specifically tailored to the healthcare industry. We are a national, full service valuation and financial advisory firm, with senior level healthcare expertise. Financial advisory and valuation services are used for transaction due diligence, financing and support, as well as corporate compliance and financial reporting. Our clients include hospitals, ambulatory surgery centers, diagnostic imaging, laboratories and dialysis centers, long-term care facilities, medical office buildings, and all types of ancillary operations. For more information, please visit www.wellspringvaluation.com.

7:30

Registration and Continental Breakfast (Registration for the Conference will continue through the Workshop)

Co-Chairs:

Keith R. Anderson

Partner

GARDNER CARTON & DOUGLAS

David S. Felsenthal

Principal

WELLSPRING VALUATION

Paul T. Schnell

Partner

SKADDEN ARPS SLATE MEAGHER & FLOM LLP

Conference Coordinator:

Lawrence A. Manson

OFFICE OF LAWRENCE A. MANSON

8:00

Valuations in a Merger/Acquisition: Role of Valuation in Transaction Negotiation and Support

Transactions involving healthcare entities require not only the coordination of numerous parties, but also the formulation of a defensible valuation. A tenable valuation is critical to the negotiation of the transaction by development personnel as well as other parties for purposes such as third party compliance and tax opinions. Successful transactions involve a solid strategic and economic rationale and rigorous financial and legal due diligence buttressed with justifiable valuation that encompasses all of the critical deal points.

The Valuation Workshop will explore:

- Critical aspects of financial and legal due diligence and the need for a rigorous valuation
- The valuation process and elements that are required in providing a supportable and defensible valuation
- Two case studies designed to highlight the importance of valuations. These cases will center on a large multi-specialty medical practice acquisition and a dominant hospital transaction.

Manfred Steiner, Panel Moderator

Senior Vice President

WELLSPRING VALUATION

Jay Alfirevic

Senior Vice President

WELLSPRING PARTNERS

Michael F. Anthony

Partner

MCDERMOTT WILL & EMERY

Jeff Puckett, Invited

Corporate Vice President

CHRISTUS HEALTH

9:45

Conference Begins Co-Chairs' Opening Remarks

10:00

The Year in Review and Trends in Healthcare M & A

Thomas M. Barry

Principal

CAIN BROTHERS

10:30

Anatomy of a Deal

In 2005, HCA entered into a definitive agreement for the sale of ten hospitals for a purchase price in excess of \$545 million. This presentation will include:

- Valuation metrics
- The auction process
- Transaction Structure: Stock vs. Assets
- Drafting and negotiating definitive agreements
- Health care regulatory hurdles
- FTC hurdles
- Transition services
- Closing the deal

Joseph A. Sowell, III, Panel Moderator

Partner

WALLER LANSDEN DORTCH & DAVIS

Scott Rayson

Partner

WALLER LANSDEN DORTCH & DAVIS

Senior HCA executives involved in negotiating the transaction

11:15

Cash vs. Non-Cash based Healthcare Transactions

Virtually all hospital systems, specialty provider networks and health technology companies want to achieve large scale market penetration. They can do this by monetary purchase price acquisitions, or by a variety of non-cash-based combinations, affiliations, and alliances. This session will discuss the differences between these approaches - strategically, legally, financially, and in operational terms. Practitioners experienced in both models will address issues such as funding mechanisms, an assessment of what each participant brings to the table, governance, legal representations and warranties, and creative options for "getting to yes."

Clifford D. Stromberg, Panel Moderator

Partner

HOGAN & HARTSON LLP

Joseph G. Beck

Principal and Co-Founder

SHATTUCK HAMMOND PARTNERS, INC.

Michael Finnerty

Vice President

KAUFMAN HALL & ASSOCIATES

12:00

Luncheon for All Delegates and Speakers Sponsored by: **GMAC RFC Health Capital**

GMAC-RFC Health Capital brings unmatched financial resources, innovative products and powerful new tools to the healthcare industry. We are committed to helping our clients achieve aggressive business goals and sustained profitability. We provide a consistent source of capital - and we are committed to extending credit in a variety of market conditions. We hold all loans on our books, which allows us to be more flexible. We do not sell or securitize loans, so outside investors do not affect our credit policies.

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1:15

Novel Issues in Non-Profit Health Care Bankruptcies: The Saint Vincents Catholic Medical Center Chapter 11 Case

In July 2005, Saint Vincents Catholic Medical Center of New York filed one of the largest Chapter 11 cases of 2005, with assets of almost \$1 billion. Within the first six months there were several changes in its senior management. Despite these bumps, Saint Vincents has been successfully navigating the waters of Chapter 11.

In this presentation, Deryck A. Palmer of Weil, Gotshal & Manges LLP, the lead bankruptcy counsel for Saint Vincents, will discuss some unique issues inherent in non-profit health care bankruptcies, as they have played out in this case. These include:

- Tension between the duty to maximize value to creditors and the unique fiduciary duty of non-profit corporations to fulfill their charitable mission
- Benefits of using a collaborative selection process for a Chief Restructuring Officer to build understanding and consensus among the debtor, the creditors' committee, secured creditors, and the United States Trustee
- Complex issues involving endowments, grants, and other restricted funds
- How to manage potentially hundreds of millions of dollars of malpractice claims at different stages of litigation, involving different hospitals and various insurance companies
- Unique regulatory requirements that must be overcome when closing and selling hospitals and other assets in section 363 sales

Deryck A. Palmer, Panel Moderator

Partner

WEIL, GOTSHAL & MANGES LLP

Reverend Patrick J. Frawley

EVP and COO

FIDELIS CARE NEW YORK

Jane Iannucelli

Assistant to the President

SISTERS OF CHARITY

Guy Sansone

Managing Director

ALVAREZ & MARSAL

2:00

Current Developments and Issues in Tax-exempt Financials for Hospitals and Healthcare Entities

Robert W. McCann

Partner

GARDNER CARTON & DOUGLAS

Other panelists to be announced

2:45

Networking Break

3:00

Reviewing the Role of the U.S. Government in Healthcare Transactions

One GOP member of Congress said that the Deficit Reduction Act of 2005 signals that "the Republican Revolution is back" while another quipped that it is "an elephant spitting out a BB." What will its effects be on healthcare transactions in 2006? Does this signal a new era in government regulations? How will it affect the 2006 elections?

Robert L. Roth, Panel Moderator

Partner

CROWELL & MORING LLP

Thomas M. Barry

Principal

CAIN BROTHERS

3:45

Case Study: The Sale of Hillcrest HealthCare System to Ardent Health Services

This was one of the largest and most complex transactions in history involving the sale of a not-for-profit hospital system to an investor-owned hospital company. Hillcrest CEO and the bankers who advised on the transaction will review a number of the unique and interesting features of this landmark sale, including:

- Factors leading up to the transaction
- Challenges integrating downtown Tulsa hospitals
- The Board's actions and perspective leading up to the sale
- Challenges faced in selling a system having both urban and rural hospitals
- Impact relating to competition between M.D. and D.O. teaching hospitals
- The sale of rural hospitals whose economics and licensure were Hillcrest's but whose buildings were owned by municipalities
- Significant events associated with retiring tax exempt bonds which were trading at a large discount to par prior to knowledge of the transaction, but remained not-callable

David S. Felsenthal, Panel Moderator

Principal

WELLSPRING VALUATION

James E. Burgdorfer

Principal

JUNIPER ADVISORY LLP

David C. Gordon

Principal

JUNIPER ADVISORY LLP

Donald A. Lorack

Former Chief Executive Officer

HILLCREST HEALTHCARE SYSTEM

4:30

CLE Ethics Hour

Legal Ethics Issues in Health Care Transactions

- Representing healthcare clients with serious regulatory issues and maintaining your professional integrity
- Special concerns: Publicly traded companies and not-for profits
- Corporate Responsibility and Corporate Compliance: In-house and outside counsel relationships with the board of directors and with the compliance office
- What is your duty to investigate your clients?

Philip L. Pomerance, Panel Moderator

Partner

KAMENSKY RUBINSTEIN HOCHMAN & DELOTT LLP

Speaker TBD

5:15

End of Session

6:00

Cocktail Reception

Hosted by Gardner Carton & Douglas



Is pleased to host the Awards Dinner for all Speakers and Delegates
 Honoring *Nightingale's Healthcare News'*
2005 Outstanding Healthcare Transaction Lawyers
191 North Wacker Drive, 37th Floor

Keith R. Anderson

Chicago

Provided exceptional transactional and strategic advice to the health industry for more than 20 years. Extensive experience in the development and implementation of strategic affiliations between health systems with different faith-based sponsors, integrated delivery systems, and managed care organizations.

GCD

Gardner Carton & Douglas

Barbara Bennett

Washington, DC

HOGAN & HARTSON LLP

Handles transactions and provides strategic business advice for healthcare industry payers, providers, and vendors. Recently structured and implemented national licensing and physician-affiliation strategies for two publicly-traded companies; handles ongoing informatics deals for leading healthcare data analytics entity.

Nancy E. Forbes

Boston

Extensive experience in handling healthcare mergers, acquisitions, and joint ventures. Advises on all aspects of business, reimbursement, and regulatory diligence and negotiated resulting price adjustments and indemnity provisions. Structures new business ventures. Oversees and directs internal audits and investigations.

**ROPES
& GRAY**

C. Frederick Geilfuss

Milwaukee

Lead counsel in many healthcare transactions, including development of a joint venture hospital, negotiation of a 15-year managed care contract between a leading healthcare system and a national managed care company with estimated value of \$5 billion. Represented health system in acquisitions of approximately 80 physician practices.

FOLEY
FOLEY & LARDNER LLP

John P. Krave

Los Angeles

Represents hospitals, health systems, and medical groups in a broad range of engagements, including mergers and acquisitions, regulatory compliance (including fraud and abuse and the Health Insurance Portability and Accountability Act), and the structure and operation of healthcare joint ventures.

Davis 
Wright
Tremaine LLP

Michael L. Malone

Dallas

Represents hospitals, physicians, physician groups, and other clients in a variety of transactional matters. Represents physician investors in multiple joint ventures, including a new physician-owned management service organization. Advises hospitals and health industry consultants on implementation of gain-sharing arrangements.

Vinson & Elkins LLP

Roger N. Morris

Phoenix

Successfully negotiated purchase of a large GPO, mid-size pharmaceutical wholesaler. Negotiated sale of a bioservice division, two large mail-order pharmacies, and many other physician deals. Involved with emergency relocation licensing/approval of several healthcare facilities in the Gulf States.

Quarles & Brady LLP
and affiliates

Patrick K. O'Hare

Washington DC

Negotiated management agreement for an HMO/insurance company with 200,000 covered lives. Represented healthcare system in acquisition of an acute hospital. Represented two discrete healthcare systems in creating several (unrelated) ancillary joint ventures with physicians.

OBER | KALER
Attorneys at Law

Ira J. Rapoport

Los Angeles

Significant experience in transaction work for both profit and non-profit healthcare clients. Represented Tenet Healthcare in divestiture of 420-bed Brotman Medical Center in Culver City, California. Represented Ascension Health in the sale of one of its facilities in Georgia.

**McDermott
Will & Emery**

Robert D. Reif

Washington, DC

Recent representations include: large nursing home companies in connection with disposition of over 150 properties; sellers of a multi-state diagnostic imaging company; sellers of large preferred provider organization in Ohio. Represented large mezzanine lenders in the healthcare industry with loans totaling in excess of \$50 million in 2005.

EBG
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HEALTH LAW®

8:00 Continental Breakfast

8:30 The In's and Out's of Healthcare M&A

The healthcare sector has witnessed dramatic development and consolidation in recent years as a result of ever changing strategic, market, political, and regulatory forces. It is a dynamic dealmaking arena and this panel brings together leading players from the corporate, investment banking, private equity and legal areas.

The panel will address recent deal technology and trends in healthcare M&A, based on "war stories" from some of the most interesting deals being done today. They will cover topics such as: practical dos and don'ts, hostile deals and shareholder activism; and dealing with financial, legal, regulatory and "scandal" issues that can make or break deals.

Peter C. Krupp, Co-panel Moderator

Partner

SKADDEN ARPS SLATE MEAGHER & FLOM LLP

Paul T. Schnell, Co-panel Moderator

Partner

SKADDEN ARPS SLATE MEAGHER & FLOM LLP

Chris A. Karkenny

Vice President, Corporate Development & Treasury

PACIFICARE HEALTH SYSTEMS, INC.

Kirk Ogrosky

Associate

SKADDEN ARPS SLATE MEAGHER & FLOM LLP

Todd E. Warnock

Founding Partner

ROUNDTABLE HEALTHCARE PARTNERS

9:15 Emerging Clinical and Economic Relationships: Contractual Joint Ventures and Related Arrangements

With increasing pressures on non-profit hospitals and health systems to forge new clinical and economic relationships to provide the newest diagnostic and treatment modalities, expand clinical programs to satisfy the needs of the communities, and address the myriad of physician concerns, contractual joint ventures and related arrangements (including provider-based joint ventures and incentive-based management arrangements) have emerged as innovated and effective means to achieve targeted strategic and programmatic objectives.

This panel will discuss critical legal, financial, structuring, and operational issues and options in the context of several recently completed transactions, including contractual joint ventures involving inpatient and outpatient cardiovascular services and comprehensive outpatient cancer care. In particular, the panel will offer unique insights into the recently completed management and joint venture arrangement with respect to cardiovascular services between Benefis Healthcare (Great Falls, Montana) and MedCath, Inc.

Carsten Beith, Panel Moderator

Managing Director

CAIN BROTHERS

Keith R. Anderson

Partner

GARDNER CARTON & DOUGLAS

John Goodnow

President and CEO

BENEFIS HEALTHCARE

10:00 Networking Break

10:15 Keynote Address "Successful Strategies in Healthcare M&A"

Keith B. Pitts

Vice Chairman

VANGUARD HEALTH SYSTEMS

10:45 Emerging Trends in the Hospital Merger, Acquisition, and Financing Market

This panel will explore the latest developments in the hospital deal market. Topics to be addressed include:

- The key drivers of hospital deal activity
- Deal structures being utilized
- Private equity's impact on the market
- The financing environment
- Current valuations and where they are headed
- Key diligence issues

The panel members will share their views on these points and more, providing the attendees with a perspective on the opportunities, risks and trends in the hospital transaction market."

Steven Elek, III

Partner-in-Charge, Healthcare Transaction Services

PRICEWATERHOUSECOOPERS LLP

Donald A. Adam

Senior Vice President

REHABCARE GROUP, INC.

C. William Beebe

Senior Vice President, Corporate Finance

**GE COMMERCIAL FINANCE, HEALTHCARE
FINANCIAL SERVICES**

Steven T. Davidson

Chief Development Officer & Secretary

PSYCHIATRIC SOLUTIONS INC.

11:30 Case Study: Out of court restructuring of tax-exempt debt; a case study of a non-profit acute care provider in New York

- Restructuring and Avoiding Chapter 11
- Nuances of defeasing tax exempt debt
- Recapitalization of non-profit provider through commercial markets
- Completing the transaction and dealing with the politics in the highly regulated New York market

Michael Lane, Panel Moderator

Managing Director

NAVIGANT CAPITAL ADVISORS

Chris Meyers

Director and Chief Restructuring Officer

NAVIGANT CAPITAL ADVISORS

Neil Luria

Director

NAVIGANT CAPITAL ADVISORS

Steve Anderson

Vice President

CAPITAL SOURCE

Drew Pallas

CFO

NEW ISLAND HOSPITAL

12:15 Conference Adjourns

The Forum for Healthcare Mergers and Acquisitions

Dear Colleagues,

The final numbers are not in yet, but according to The Dealmakers Forum, "For the 11 months ended November 30, 2005, more than \$6.7 billion in venture capital financing had already been raised by health care companies, in a total of 409 transactions. Both total spending and number of deals have already surpassed year-end totals for the last two years."

So with billions in deal-making in the industry, we are pleased to offer highlights of the year in case studies and presentations at this our **Seventh Annual Conference on Healthcare Transactions**. With topics ranging from a Valuations Workshop, to case studies featuring HCA and Hillcrest HealthCare System, to issues arising from non-profit healthcare bankruptcies, this is the industry event for healthcare M&A.

We are pleased to have **Keith Pitts** - Vice Chairman of Vanguard Health Systems - as our keynote speaker. With Keith's years of transactions and his unique vantage point in the industry, you will learn from the experience of a seasoned professional.

Enjoy a delightful evening of food and drinks courtesy of our gracious sponsor, Gardner Carton & Douglas, at the reception and dinner honoring *Nightingale's Healthcare News'* 2005 Outstanding Healthcare Transaction Lawyers. Everybody who has been to one of these events says this is one of the best networking opportunities in the business.

A sincere thank you to all of our wonderful sponsors, **Cain Brothers, Gardner Carton & Douglas, GMAC RFC Health Capital, Hogan & Hartson, Skadden Arps Slate Meahger & Flom, Waller Lansden, Weil Gotshal & Manges, and Wellspring Valuation**, who help to make this conference the cutting edge event of the industry.

All of us who have worked on this, our **Seventh Annual Conference on Healthcare Transactions**, hope to see you in Chicago!

Cordially,



Rebecca Full

Conference Producer

RENAISSANCE AMERICAN MANAGEMENT, INC. AND BEARD GROUP

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Upcoming Lists:

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

Seventh Annual Conference on

Healthcare Transactions

The Millennium Knickerbocker Hotel
Chicago
April 6-7, 2006

To Register

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Online: www.renaissanceamerican.com

Payments:

Workshop only\$395
Conference only\$1095
Conference & Workshop\$1295
Conference & Workshop (Healthcare Provider)\$995
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Group Discounts Available: If your firm sends two delegates to this conference, third and subsequent delegates will receive a \$200 discount.

Cancellations: All cancellations will be subject to a \$200 administration fee. In order to receive a prompt refund, your notice of cancellation must be received in writing (by letter or fax) fifteen (15) business days prior to the conference. We regret that refunds will not be issued after March 15, 2006. The registration may be transferred to another member of your firm for this or any future Renaissance American Management Conference within 13 months. If you plan to send a substitute in your place, please notify us as soon as possible so that materials and preparations can be made. In the unlikely event of a conference cancellation, Renaissance American Management, Inc. and Beard Group assume no liability for non-refundable transportation costs, hotel accommodations or additional costs incurred by registrants.

Venue:

Millennium Knickerbocker Hotel
163 E. Walton Place
Chicago, IL 60611-1527
Phone: 312-751-8100 or 1-800-621-8140

Hotel Reservations: In order to get the group discount, it is important that you to make a reservation by March 15 and tell them that you are with the Healthcare Transactions Conference.

Suggested Dress: Business Casual

Upcoming Conference

Physician Agreements & Ventures

The Millennium Knickerbocker Hotel
Chicago
November 2 & 3, 2006

Registration Form: Healthcare Transactions 2006

Name _____

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Phone _____

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Please RSVP for the Following Events:

Luncheon on Thursday, April 6 at 12:00 Noon

Yes No

Awards Dinner on Thursday, April 6 at 6:00 PM

Yes No

Workshop only \$395

Conference only \$1095

Conference & Workshop \$1295

Conference & Workshop (Healthcare Provider) \$995

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