

The 2012

Employee Health Care Conference

Embracing a New Era: The Spectrum of Opportunity

March 29-30, 2012, Hilton San Diego Bayfront, San Diego, CA Pre-Conference Workshops March 28, 2012

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Presented with assistance from



Health Equity



Anthem National Accounts















Pre-Conference Workshops March 28, 2012

REGISTRATION 12:30-1 PM WORKSHOPS A & B 1-5 PM

Workshop A: Employee Health Care Lab: When Claims Data Aren't Enough: How to Measure, Benchmark and Use Workforce Health and Productivity Outcomes

This workshop is based on several new realities. In an increasingly competitive business era, companies are shifting focus from the cost of health care to the value of a healthy workforce to improve their competitive position in world markets. In doing so, employers understand that attempting to control claims costs in separate benefit-program silos has reached a dead end. New health and productivity management strategies require employers to shift gears from managing costs to managing population health; to go beyond medical care costs and to quantify and manage the productivity consequences of workforce health. During this interactive workshop, industry experts and leading employers will teach you how to successfully launch and sustain health and productivity measures to improve health, reduce lost time and enhance productivity in your workforce.

Author and Facilitator

John E. Riedel, M.B.A., M.P.H, President, **Riedel & Associates Consultants, Inc.** Co-Author: "Workforce Health and Productivity: How Employers Measure, Benchmark and Use Productivity Outcomes," a series of nine case studies of leading employers

Gary Billotti, Global Leader, Health and Human Performance Dow Chemical Company

Thomas Parry, Ph.D., President, Integrated Benefits Institute Robert E. Stone, Vice President and Co-Founder, Healthways, Inc.

Workshop B: Behaviors Change . . . Bring on the Fogg: Modeling Motivations, Abilities and Triggers to Create Sustained Behavior Change

By now, it's a broken record. Unhealthy behaviors are driving uncontrollable health care costs. But how do you drive sustained, habit-forming behavior change? Renowned behavioral expert Dr. B.J. Fogg, founder of the Persuasive Technology Lab at Stanford University, will host a behavior design boot camp including showing what causes behavior, automating behavior change, persuading people via mobile technology, and the practical skills to become a master of behavior design. The work will focus on the convergence of motivations, abilities and triggers to form habits and how to take one-time behavior changes and make them lifelong. Kim Berdinsky, veteran Benefits Manager and leader of award-winning health management initiatives at Alliance Data, will speak to the practical application of behavior change theory and practice within a large employer population.

Faculty

Kim Berdinsky, Benefits Manager, Alliance Data Jeff Dobro, M.D., Chief Medical Officer, RedBrick Health B.J. Fogg, Ph.D., Director, Stanford Behavior Design Lab Eric Zimmerman, Chief Marketing Officer, RedBrick Health

March 29, 2012

REGISTRATION AND CONTINENTAL BREAKFAST 7:15-8 AM

HOSTED BY Healthyroads...

WELCOME AND INTRODUCTION 8-8:10 AM

Health Care in Context: The Economic and Business Outlook

Sharing fresh data and new insights, the chief economist from The Conference Board offers perspectives on U.S. and global business and the evolving role of workforce health and health care.

Bart van Ark, Chief Economist, The Conference Board

A 8:10-8:35 AM

Embracing a New Era: The Spectrum of Opportunity

Health care is the most visible and most costly benefit companies provide. Optimizing performance and value is imperative. With reform opening an era of sweeping change, health care is now a total business issue for employers. The stakes are high. The strategies needed for success are far more complex than just "pay" or "play." And the employer response should be decisive.

Mark Maselli, Towers Watson

Bold Steps for Performance: Fast-Forward to Results

Leading employers are taking a fresh look at best practices and considering new ways to get results today while preparing for change. Starting points may differ, but this session will provide actionable insights into the newest value-add tactics, and how bold actions now can: More effectively reduce costs for the short and long term, enhance the employee experience and increase value, improve engagement and position the organization for success in a new health care marketplace ahead.

Bernadette Branosky, Managing Director, Benefits, JPMorgan Chase & Co.

NETWORKING REFRESHMENT BREAK 9:20-9:40 AM

CONCURRENT SESSION C1 9:40-10:30 AM

Reform Update: What's Certain, What's Not

With implementation dates for key reform provisions now clearly visible on the planning horizon, employers must define their field of action now—in an environment where only part of what they need to know is actually documented and available. This session gives you an update on the legal, regulatory and judicial landscape with up-to-the minute information that clearly delineates what we do (and don't) know.

James A. Klein, President, American Benefits Council

CONCURRENT SESSION C2 9:40-10:30 AM

Health and Productivity: Culture of Health Take 2

The impact of several years of slow growth and limited hiring are bringing productivity issues into sharp relief for many companies today. In this environment, leading employers are using their health benefit experience to develop new ways to manage, communicate and measure health-related productivity issues, linking benefit strategies and messages across health, disability and absence management programs. Hear how this next step in building a culture of health is paying dividends for leading employers today—and positioning them for success in the new era of reform.

Laura Bercier, Senior Manager, Benefits Design & Planning

Allstate Insurance Company

Lee Sparling, Associate Manager, Employee Assistance and WorkLife Services Chevron

Amy Shannon, Advisor, Health & Productivity, Chevron

CONCURRENT SESSION C3 9:40-10:30 AM

Embracing Wellness and Prevention as the Centerpiece of a Successful Health Benefits Strategy

When you focus on wellness and prevention, a healthier, happier workforce will follow, and so will lower claim costs. Sounds good, but does it really work? Learn how one company that took this approach to heart has successfully implemented a full replacement consumer-driven health plan strategy in tandem with a strong wellness and prevention program – leading to measurable health improvements in their employees, favorable claims trend and employee loyalty.

Chuie Yuen, Vice President, Chief Clinical Sales Officer, WellPoint, Inc. Karen Monroe, Senior Benefits Analyst, Zimmer Holdings, Inc. Tony Linares, M.D., Medical Director, Anthem

Conference KeyNotes

CONCURRENT SESSION C4 9:40-10:30 AM

Utilizing Health IT to Deliver Advanced Clinical Care Through Community Pharmacists

The session will discuss an innovative initiative, known as SOCRxATES®, which aims to improve health and quality of life for patients with chronic conditions while reducing medical costs for patients and payers. The presenters will share findings from a 6-month, quality assurance clinical study, led by the University of Illinois College of Pharmacy and conducted at 45 Illinois community pharmacies with 1.500 State of Illinois members.

Scott McKibbin, Former Special Advocate for Prescription Drugs, **State of Illinois** G. William Strein, R.Ph., M.S.P.H., Vice President of Provider Relations, Pharmacy Network Management, **Medco Health Solutions**, Inc.

CONCURRENT SESSION C5 9:40-10:30 AM

Comprehensive Study of On-site Clinic Quality and Operational Efficiencies Demonstrates Value and Improvement Opportunities

As employee populations change over time, so does the delivery of on-site clinic services. Discover how Sandia National Laboratories analyzed clinic data to increase the quality and efficiency of its on-site clinic to better manage population health trend.

Rob Nelson, Deputy Director of Health, Benefits and Employee Services Sandia National Laboratories

Michael J. Taylor, Senior Vice President, OptumHealth Reporting and Insights

CONCURRENT SESSION C6 9:40-10:30 AM

Comparative Effectiveness of In-Person verses Telephonic Coaching to Achieve Sustained Weight Loss

Although obesity is a significant health problem which poses substantial direct and indirect financial burden on employers, evidence supporting best practices to achieve sustained weight loss is scant. This session will review new evidence recently reported in two weight-loss trials published in the New England Journal of Medicine. These NIH-funded, randomized, controlled trials examined the comparative effectiveness of methods to achieve sustained weight loss over two years. Results of telephonic weight loss coaching, in-person weigh loss clinic, as well as coaching in the primary care office setting—with and without the use of packaged meal replacement or weight loss medications—will be reviewed during this session.

Robert E. Stone, Vice President and Co-Founder, Healthways, Inc.

CONCURRENT SESSION D1 10:40-11:30 AM

Reform Update: What's Certain, What's Not (C1 repeated)

CONCURRENT SESSION D2 10:40-11:30 AM

A Watershed for Pharmacy: How Your Company Can Benefit

The convergence of key developments in pharmacy—important drugs coming off patent and sharp increases in specialty drug costs—are creating new challenges and opportunities for employer health programs. Case studies in this session will feature broad new pharmacy management approaches that optimize generic

utilization, increase cost transparency, and marry effective clinical management strategies with patient engagement and at-work accommodation programs.

Rick George, Director of Benefits, JB Hunt

Ann Marie Odrabina, Administrative Vice President, Employee Benefits, M&T Bank

CONCURRENT SESSION D3 10:40-11:30 AM

Embracing Wellness and Prevention as the Centerpiece of a Successful Health Benefits (C3 repeated)

CONCURRENT SESSION D4 10:40-11:30 AM

Utilizing Health IT to Deliver Advanced Clinical Care Through Community Pharmacists (C4 repeated)

CONCURRENT SESSION D5 10:40-11:30 AM

Measuring the Impact of Health Management Programs

Review the results from an independent research study of employers to better understand how employers measure the impact of health management programs.

- Explore the key challenges employers face when measuring program performance
- Discover how satisfied employers are with current program evaluation metrics provided by their health and wellness vendors
- Understand which metrics employers are using today and how these trends are impacted by employer demographics
- Learn more about how some employers are moving away from the traditional approaches to health management measurement

Dave Czerwinski, Director, Enterprise Value Solutions, **OptumHealth** Timothy A. Nanneman, Vice President, Director of Health Insurance Research **GfK Custom Research**

CONCURRENT SESSION D6 10:40-11:30 AM

The 360 Degree Employee: Leading Hospital System Shifts Culture from Productivity to Human Performance

Ed Hodge, Chief People Officer, Florida Hospital Ben Wiegand, Ph.D., Vice President, Science and Innovation Wellness & Prevention, Inc. a Johnson & Johnson Company

NETWORKING LUNCHEON 11:30 AM-12:30 PM



E 12:30-1:15 PM

The Spectrum of Opportunity: Point/Counterpoint on Reform

Business margins, workforce demographics, benefit costs, the role of health benefits in the employee value proposition—these are just some of the key factors that define a company's views on the opportunities offered by health care reform. In this panel discussion, leading employers share their thinking on how their business needs

drive alternative approaches to health benefits in the era of reform. Be prepared for debate as senior executives from HR and Finance bring differing perspectives.

Scott Beeken, Vice President of Corporate Services, American Financial Group Kathleen Federico, Chief Human Resource Officer, The MENTOR Network Denis Holler, CFO, The MENTOR Network Jon E. Lara, Senior Director, Benefits Finance, DIRECTV, Inc.

CONCURRENT SESSION F1 1:25-2:15 PM

The Spectrum of Opportunity: Workforce-Specific White Board Sessions

Your health care reform strategy will be shaped in large part by your organization's business model and workforce profile. The alternatives are far more complex than just "play or pay," and each specific path will produce different cost, competitive and workforce management impacts. This highly interactive session allows you to choose from a number of different tracks geared to your organization's key characteristics—such as the relative importance of human capital, active/retiree population size, turnover rates, and wage levels.

Kathleen Federico, Chief Human Resource Officer, The MENTOR Network Denis Holler, Chief Financial Officer, The MENTOR Network

CONCURRENT SESSION F2 1:25-2:15 PM

From Data to Action: The Power of Measurement

Whether your data is carrier-based or drawn from a full-fledged data warehouse, the importance and impact of effective measurement strategies couldn't be more apparent as you rethink your health programs for a new era. Hear from peers who have developed meaningful measurement models to: support decision-making; demonstrate the value of health and wellness programs; and, link results to business outcomes in compelling ways for senior management.

Jim Dwyer, Vice President, Global Benefits, American Express Company Colleen Hansen, Benefits Director, Caesars Entertainment

CONCURRENT SESSION F3 1:25-2:15 PM

SESSION SPONSOR Best Doctors

Innovation in Global Benefit Design: Developing Successful Frameworks for Aligning International Benefit Programs

By establishing global integrated approaches to health and wellness programs, employers can ensure consistency, a dynamic culture of health, and worthwhile returns. Learn strategies to best align and maximize international benefit programs and to develop streamlined processes for effective communication.

Evan Falchuk, President and Chief Strategy Officer, **Best Doctors** Cindy Pulido, Senior Manager, Global Benefits, **Symantec Corporation**



Eye Health Management: An Enhancement to Your Wellness Program

People are three times more likely to get an eye exam than a regular physical. And because eye doctors are often the first to detect signs of chronic diseases, they play a critical role in a patient's overall health. During this session, we'll review the strategy and tactics UPS is using through its partnership with VSP Vision Care to increase employee wellness program participation and eye exam utilization, thereby reducing downstream healthcare costs.

Dan Morgan, Vice President, Southern Division, VSP Vision Care Al Rapp, Vice President, Corporate Healthcare, United Parcel Service of America Inc.

CONCURRENT SESSION F5 1:25-2:15 PM



Engaging Unique Populations in Health & Wellness

General Board of Pension and Health Benefits of the United Methodist Church's (GBOPHB) health management strategy is carefully designed to support their unique population of 15,000+ clergy and their spouses-a group that is geographically dispersed with an around-the-clock work schedule and an average age of 52. During this session, you will learn how GBOPHB has successfully engaged this population and mitigated key risks such as obesity, stress, and diabetes through comprehensive online/offline wellness resources, an advanced approach to incentives, and creative use of targeted communications and social media.

Scott Heimes, Chief Marketing Officer, WebMD Health Services Jon Jones, Managing Director-Health & Welfare Services General Board of Pension and Health Benefits Kelly Wittich, Health and Wellness Program Manager General Board of Pension and Health Benefits

CONCURRENT SESSION F6 1:25-2:15 PM

Comparative Effectiveness of In-Person verses Telephonic Coaching to Achieve Sustained Weight Loss (C6 repeated)

NETWORKING REFRESHMENT BREAK 2:15-2:40 PM

CONCURRENT SESSION G1 2:40-3:30 PM

Insurance Exchanges Go Live: Status, Directions, Implications

This session will cover current state of the exchanges and the implications for employers. You'll learn which states are moving forward and what approaches they are using; how you can effectively manage national programs; how will play/pay decisions be affected; and how employers who play will define eligibility, set rates and price plans.

Bobbie Honesty, Director, Strategic Benefit Services, ManpowerGroup Howard "Rocky" King, Executive Director, Oregon Health Insurance Exchange Corp. Bryce Williams, President & Chief Executive Officer, Extend Health, Inc.

Conference KeyNotes

Registration includes this summary of conference highlights and a post-conference interactive webcast

CONCURRENT SESSION G2 2:40-3:30 PM

Next Generation Rewards:

Health Care Strategy and the Evolving Employee Value Proposition

For many companies, changes in health care strategy will change the role of health benefits in the employee value proposition. For some, the impact will be significant, affecting workforce planning decisions, recruiting, retention and retirement strategies, and the composition of reward portfolios for key employee segments. And any new approaches will of course require skillful change management and communication. Come to this session to hear how leading employers are assessing their costs and competitive positioning, and rethinking rewards for the new era of reform.

CONCURRENT SESSION G3 2:40-3:30 PM

How to Win With Regulatory Change: Keeping It Between the Lines— How HSAs Allow Employers to Stay PPACA Safe

Understand how pro-active education, customized plan design and high-touch member services resulted in CDH adoption and cost savings. You will learn how Tyco and U-Haul transitioned employees from passive participants to engaged consumers of health care services.

Angie DeWinter, Director of Benefits/Privacy Officer, **U-Haul** Steve Neeleman, Chief Executive Officer, **HealthEquity** Mark Tenney, Health & Welfare Benefits Director, **Intermountain Healthcare**

CONCURRENT SESSION G4 2:40-3:30 PM

Optimizing Employee Health through Innovative, Action-Oriented Incentives

Hear how a national employer engages their employees to make better health decisions through an incentive program centered on the completion of specific health actions relevant to an individual's health needs and status. Learn how this incentive program fits within an overall benefit strategy, how it can be integrated with financial rewards, and how to navigate the complexities of offering the program to multiple employee populations.

Mary Bradley, Director of Health Care Planning, **Pitney Bowes**Patti Walsh, Vice President, Sales and distribution, Innovation Resource Group **UnitedHealthcare**

CONCURRENT SESSION G5 2:40-3:30 PM

Driving Better Outcomes

Come hear your peers from three unique organizations share the progressive, innovative solutions they've implemented. Their designs and programs are improving the health and performance of their employees while achieving reduced benefits spend. What's next in their arsenal for driving the next wave of success?

David Kasper, Vice President, Employee Benefits, Waste Management, Inc.
Shawn Leavitt, Vice President, Global Compensation and Benefits, Carlson
David Stacey, Senior Vice President, Cigna National Accounts, West Region
Barbara E. Wachsman, Director, Program Development, The Walt Disney Company

CONCURRENT SESSION G6 2:40-3:30 PM

Approaching Employee Engagement with Data and Innovation

This panel session will address how to utilize employee and health plan data to reinforce and evaluate workforce health initiatives. Panelists will share innovative approaches on how they help employers measure current engagement and use predictive modeling to identify and engage individuals with emerging risk for high cost conditions.

Tom Carter, Vice President, Sales and Advisor Relations, **Kaiser Permanente** David Schweppe, National Vice President of Customer Analytics and Reporting **Kaiser Permanente**

Chris Stenzel, Chief Executive Officer, Avivia Health From Kaiser Permanente

CONCURRENT SESSION H1 3:40-4:30 PM

Innovative Employee Engagement:

Incentives, Behavioral Science and Technology Converge

Behavioral economics, social media, game mechanics and incentive design are coming together in new and compelling ways in employer health programs. This session will push the envelope—and engage you in the process. You'll see (and experience): why framing choice is as important as educating people to make reasoned choices; the power of peers and groups in driving individual behavior; and, how games—and fun—can become tools in the exciting new world of employee engagement.

Bernie Knobbe, Senior Director, Global Benefits, Yahoo! Audrey Im, Assistant Vice President, Health and Welfare Benefits Lincoln Financial Group

CONCURRENT SESSION H2 3:40-4:30 PM

Behavioral and Patient Community Based Platform to Drive Employee Engagement and Decision Support

SESSION SPONSOR Wisether

During this session, you will learn how to reach and engage employees (and their families) to help them use healthcare more wisely and help make better health decisions that will result in better outcomes at lower cost. Issues to be discussed include: evidence based treatment effectiveness; doctor and patient reported treatment effectiveness data; treatment choices mapped to plan coverage, cost, FSA/HSA eligibility; and, patient community forums and peer referral approaches to drive engagement.

Shub Debgupta Ph.D., Chief Executive Officer, WiserTogether Inc. Ken Shachmut, Senior Vice President, Safeway Inc.; Executive Vice President & Chief Financial Officer, Safeway Health Inc.

CONCURRENT SESSION H3 3:40-4:30 PM

How to Win With Regulatory Change: Keeping It Between the Lines— How HSAs Allow Employers to Stay PPACA Safe (G3 repeated) CONCURRENT SESSION H4 3:40-4:30 PM

Optimizing Employee Health through Innovative, Action-Oriented Incentives (G4 repeated)

CONCURRENT SESSION H5 3:40-4:30 PM

Clinical and Disability Strategies to Optimize Engagement, Drive Behavior Change and Deliver Real Results (G5 repeated)

CONCURRENT SESSION H6 3:40-4:30 PM

Approaching Employee Engagement with Data and Innovation (G6 repeated)

I 4:40-5:30 PM

Seizing the Opportunity for Change

A lively session that will engage you in taking on the challenges of a new era in health care: key trends, what's ahead, and how employers can help shape the future.

J.D. Kleinke, Medical Economist and Author

NETWORKING COCKTAIL RECEPTION 5:30-6:30 PM

HOSTED BY TOWERS WATSON







Anthem National Accounts

















March 30, 2012

Morning Walk/Run by The Bay





Anthem National Accounts

Start your Day with a 5k by the Bay. Whether you walk or run, you'll enjoy great views of San Diego Bay, camaraderie and a traffic-free paved path for this healthy start to the day. Anthem will provide water and fruit for finishers.

CONTINENTAL BREAKFAST 7:30-8 AM

HOSTED BY Healthyroads...

J 8:10-9 AM

The Spectrum of Opportunity:

Shaping Business-Focused Strategies and Action Plans

Health care is now a hot item on business agendas nationwide, and expectations are high. HR must deliver; and with less than two years of implementation time remaining before key reform provisions take effect, planning is important now. Take away some ideas and inspiration on how you can:

- Assess your organization's health care related business issues
- · Take advantage of an environment of change to shape your strategy
- Put key elements in place today and prepare for implementation
- Engage leaders

Beth Grella, Vice President, Compensation and Benefits Philips Electronics North America

CONCURRENT SESSION K1 9:10-10 AM

Innovation Showcase 2012

The health care industry is poised for major change, with or without health care reform. In this session, you'll hear about the hottest trends—in areas where employers have opportunities to make an impact, including: Quality and price transparency, advanced customer service tools and communication technologies, clinical advances, new approaches to health care delivery, and emerging vendor partnerships.

Seth Cohen, Senior Director of Sales, Castlight Health James Currier, Chairman, Jiff, Inc.
Noël Obourn, Senior Vice President, Employer Solutions American Well Corporation

Kara J. Trott, Founder and Chief Executive Officer, Quantum Health, Inc.

CONCURRENT SESSION K2 9:10-10 AM

Insurance Exchanges Go Live: Status, Directions, Implications (G1 repeated)

CONCURRENT SESSION K3 9:10-10 AM

New Directions in Employee Engagement

Employers are communicating in new and innovative ways to cultivate employee engagement in their health benefits, healthcare decisions and their lifestyle choices. During this session, you will learn how one employer used social networks and gaming applications to create an interactive and informative experience that is positively impacting their employees' behaviors.

Lesley Leiserson, Director, Benefits, **The Home Depot**Margie Lewis, Manager, Benefits Planning, **The Home Depot**Michael Phillips, Head of Adjacencies & Innovations, Aetna National Accounts, **Aetna**

CONCURRENT SESSION K4 9:10-10 AM

Building & Expanding Worksite Health Clinics:

A Winning Strategy to Integrate Wellness and Maximize Your Investment Mark Finger, Vice President of Human Resources, National Instruments

CONCURRENT SESSION K5 9:10-10 AM

Engaging Employees as CDHP Consumers: ADP's Success Using a Comprehensive Approach



Via multiple communications channels, financial incentives and a robust decision support tool, ADP achieved approximately 30% enrollment in an initial offering of CDHP. During this session, ADP will discuss strategy, tactics, demonstrate ADP's proprietary decision support tool and provide an opportunity for discussion.

Zafer Datoo, Vice President of Benefits, ADP Chris Johnson, Director of Benefits, ADP

NETWORKING REFRESHMENT BREAK 10-10:30 AM

CONCURRENT SESSION L1 10:30-11:20 AM

Insurance Exchanges Go Live: Status, Directions, Implications (H1 repeated)

CONCURRENT SESSION L2 10:30-11:20 AM

session sponsor Teladoc

Tearing Down Access to Care Barriers and Alleviating Extensive ER Utilization with Telehealth

With a unique employee-base, the U.S. operations of Barrick Gold, the world's largest gold producer, faced the daunting challenge of creating greater access to health care while minimizing the growing use of ER for non-emergency care. During this session, the incorporation of telehealth and its impact on expanding quality access to care while driving down costs will be discussed.

Jason Gorevic, CEO, Teladoc

Cara Horton, Benefits Manager, Barrick Gold of North America, Inc.

CONCURRENT SESSION L3 10:30-11:20 AM

New Directions in Employee Engagement (K3 repeated)

Leveraging Your Culture: Driving Participation in Consumer-Directed Plans in a 21st Century Workforce



As employee lifestyles and healthcare preferences change, so must employers' strategy to stimulate adoption of new health plans. Learn how one employer used their unique company culture and innovative technology to increase employee participation within their 21st century workforce.

Jason Howard, Director of Sales, Tango Health Tanya Ruyle, Benefit Manager, Rackspace

M 11:30 AM-NOON

The Spectrum of Opportunity: Ideas to Action

Join the experts and your colleagues for high-value conference take-aways.

Conference App



WiFi



Registration Information

Online www.conferenceboard.org/healthcare4
Email customer.service@conferenceboard.org

Phone 212 339 0345 8:30 am to 5:30 pm ET Monday through Friday

The 2012 Employee Health Care Conference

Embracing a New Era: The Spectrum of Opportunity

Conference

(B20012-4)

Dates: March 29-30, 2012

Location: Hilton San Diego Bayfront, CA

Associates \$2.250 Non-Associates \$2.550

Pre-Conference Workshops

Workshop A (B82012- 4) Date: March 28, 2012

Location: Hilton San Diego Bayfront, CA

Associates \$495 Non-Associates \$595

Workshop B (B68012-4)

Associates \$495 Non-Associates \$595

Hotel Accommodations

Fees do not include hotel accommodations. For discounted reservations, contact the hotel directly no later than the cut-off date and mention The Conference Board Employee Health Care Conference.

Hilton San Diego Bayfront 1 Park Boulevard San Diego, CA 92101 Tel 619 564 3333

Hotel reservations cut-off date Monday, March 5, 2012

Cancellation Policy

Full refund until three weeks before the meeting. \$500 administration fee up to two weeks before the meeting. No refund after two weeks before the meeting. Confirmed registrants who fail to attend and do not cancel prior to the meeting will be charged the entire registration fee.

Team Discounts per person

For a team of three or more registering from the same company at the same time, take \$300 off each person's registration.

One discount per registration. Multiple discounts may not be combined.







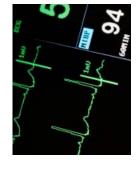
Printed on New Leaf Insight (FSC*), which is made with 100 percent recycled fiber and 100 percent post-consumer waste, processed chlorine free, and designated Ancient Forest Friendly[™]. Printed and bound by Sheridan Printing, Inc., Alpha, NJ, an FSC*-certified printer. No films or film-processing chemicals where used in the printing.

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Employee Health Care Conference The 2012

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The Spectrum of Opportunity



March 29-30, 2012

Hilton San Diego Bayfront, San Diego, CA

Pre-Conference Workshops March 28-CA **Promotion Code**