The Transition of Outreach to Inreach: Challenges and Opportunities in an Evolving Business Model

Most health systems are no longer seeing robust growth measured in double digits. Bottom-line revenues are tighter due to increased supply chain oversight, with little room to control cost per test. The financial burden of a national healthcare system producing suboptimal patient outcomes at extraordinary cost has become impossible to ignore and daunting to address for payers and providers alike.

Reform is underway to meet quality standards, optimize patient outcomes, and reduce the cost per case. Many hospitals consider the development of strong physician relationships as important as, if not more so, than additional outreach revenue. This is particularly relevant given that these relationships can translate into more significant income for the health system by contributing to patient care in multiple locations. The number of independent physician practices is steadily declining as health systems are aligning with physicians in an ownership model, hence the transition from outreach to inreach.

The 2013 Outreach Conference, hosted by ARUP Laboratories and its Institute for Learning, will address these issues and explore challenges and opportunities as we move to a healthcare delivery model that is value-based and patient-centric.

Attendees will hear from a variety of speakers addressing topics ranging from the impact of national healthcare reform and the movement toward managing population health, to specific pain points related to competitive pricing, declining reimbursement, billing, compliance, contracting, and connectivity. In addition to general sessions and networking opportunities with faculty and peers, attendees will participate in a workshop session during which knowledge gained at the conference can be turned into operational strategy.
Conference Topic Highlights

▸ Receive actionable intelligence for making your laboratory a health system asset.
▸ Discover the opportunities in the laboratory to respond and thrive in the face of healthcare reform.
▸ Gain insight into how the new molecular coding system and other payer initiatives have changed the way labs get reimbursed.
▸ Gain and leverage healthcare finance knowledge to better make the case for the lab's value to key decision makers.
▸ Hear why it is such an important time to raise the pathologist's profile from generator of data to laboratory consultant.
▸ Learn and practice techniques to deliver impactful presentations to the C-suite.
▸ Consider why the laboratory should shift from encounter-centric to patient-centric mode.
▸ Evaluate your laboratory's readiness to be competitive in an ACO-dominated market.
▸ Hear from a nationally recognized healthcare system on how they are responding to the cost vs. quality challenge.
▸ Hear from a compliance expert on how the new dynamic of value-based laboratory services will affect compliance programs.
▸ Work with a team of your peers to develop strategies and solutions based on lessons learned during this conference.

Conference Value

▸ This conference is tailored to hospital outreach programs and is designed to facilitate a highly interactive, hands-on experience that gives attendees the most current and relevant tools and information needed to translate theory into real-world application.
▸ Speakers and presenters are experts in their diverse fields and bring expertise related to compliance, technology, public speaking, academic medicine, molecular diagnostics, healthcare finance, and lab operations.
▸ This conference offers a unique opportunity to interact and network with other laboratory professionals from successful outreach programs around the country.
▸ Participants will walk away with the confidence to engage at the highest levels of their organization and effectively convey how the lab can serve as a valuable partner going into healthcare reform.

Conference Outcomes

At the end of the conference, participants will be able to:

▸ Determine which factors in healthcare reform could impact the lab setting and hear some ideas that could be implemented in their lab and organization.
▸ Learn what laws may be affected by the provision of laboratory services in the value-based laboratory billing and sales-and-service process.
▸ Gain insight into key payer initiatives that could ultimately result in lab workflow changes.

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Communicate with greater confidence in financial realms.
Understand the impact that the changing healthcare landscape will have on pathology.
- Learn a simple but effective framework that can be applied when making presentations.
- Learn strategies for implementing clean orders and how to prevent duplicate and unnecessary testing.
- Identify opportunities to enhance the value of lab services at their institution in the emerging ACO market.
- Understand how process improvements complement a shared-accountability philosophy.

**Who Should Attend**
- Health system and/or hospital chief operating officers
- Health system and/or hospital vice presidents
- Administrators of ancillary services
- Laboratory administrators
- Laboratory directors
- Laboratory managers
- Laboratory outreach directors
- Laboratory outreach managers

**Registration Information**
Attendance will be limited to the first 26 registered participants. The conference registration fee is $250 and will include:
- Tuesday night’s pre-conference networking event, training materials, lunch on Wednesday and Thursday, snacks throughout the conference, and transportation between the Hilton at Salt Lake City Center and ARUP Laboratories, as well as to the airport and hotel immediately following the conclusion of the conference.

**Hotel Information**
The Hilton at Salt Lake City Center will be hosting our conference attendees. The Hilton has guaranteed a rate of $139 per night for single and double occupancy, which can be extended to include the three days before and after the conference dates, subject to availability. This rate includes a complimentary breakfast buffet, in-room wireless internet connection, and overnight self-parking. Attendees are responsible for making their own hotel reservations. Reservations may be made via the exclusive group online reservation link or by calling (800) HILTONS [(800) 445-8667]; please use “ARU” as the group code to secure our special group rate. To ensure room availability, reservations must be made prior to May 5, 2013.
# Conference Schedule

**Networking Event—Tuesday, June 4**

<table>
<thead>
<tr>
<th>Time</th>
<th>Activity</th>
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<tbody>
<tr>
<td>7:00 PM</td>
<td>Networking opportunity with conference faculty and participants at the Hilton.</td>
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**Day 1—Wednesday, June 5**

<table>
<thead>
<tr>
<th>Time</th>
<th>Activity</th>
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<tbody>
<tr>
<td>8:00 AM</td>
<td>Meet to board shuttles at the Hilton to depart for ARUP Laboratories.</td>
</tr>
<tr>
<td>8:30 AM</td>
<td>Welcome to ARUP Laboratories</td>
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<tr>
<td>8:45 AM</td>
<td>Session presentations</td>
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<tr>
<td>10:45 AM</td>
<td>Break</td>
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<tr>
<td>11:00 AM</td>
<td>Session presentations</td>
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<tr>
<td>11:30 AM</td>
<td>Lunch</td>
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<tr>
<td>12:30 PM</td>
<td>Session presentations</td>
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<tr>
<td>2:00 PM</td>
<td>Break</td>
</tr>
<tr>
<td>2:15 PM</td>
<td>Session presentations</td>
</tr>
<tr>
<td>3:45 PM</td>
<td>Day 1 summary</td>
</tr>
<tr>
<td>4:00 PM</td>
<td>ARUP Laboratories tour</td>
</tr>
<tr>
<td>5:00 PM</td>
<td>Adjourn and board shuttles for return to the Hilton.</td>
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**Day 2—Thursday, June 6**

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<th>Time</th>
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<td>2:15 PM</td>
<td>Break</td>
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<tr>
<td>2:30 PM</td>
<td>Session presentations</td>
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<tr>
<td>5:00 PM</td>
<td>Day 2 summary</td>
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**Day 3—Friday, June 7**

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<th>Time</th>
<th>Activity</th>
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<tr>
<td>7:30 AM</td>
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</tr>
<tr>
<td>8:00 AM</td>
<td>Session presentations</td>
</tr>
<tr>
<td>12:00 PM</td>
<td>Adjourn and board shuttles for return to the Hilton.</td>
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_A more detailed agenda will be provided at the conference._
Outreach Conference
Sessions

Change as Opportunity: A Hospital CEO’s Strategic Approach to Preparing for Healthcare Reform

David Entwistle, MS—Chief Executive Officer, University of Utah Hospitals and Clinics
With mounting pressures of decreasing reimbursement, inpatient volumes shifting to the outpatient setting, changing reimbursement mechanisms, shifting financial risk, increasing EMR investments, and the need to innovate, it would be easy to feel overwhelmed thinking about the future of healthcare. Hear how one CEO of a successful academic medical center is viewing these challenges as an opportunity and developing a plan to not only survive but thrive in the emerging healthcare environment.

During this session attendees will:
- Understand the pressures your CEO might be facing and how you can be proactive in delivering solutions to your organization.
- Determine which factors in healthcare reform could impact the lab setting and hear some ideas that could be implemented in your lab and organization.

Creation of Diagnostic Value in the 21st Century

Khosrow Shotorbani, MBA, MT(ASCP)—Senior Vice President, Business Innovation, ARUP Laboratories
Coordinating primary-care services and facilitating collaboration across different providers and organizations are key objectives of patient-centered medical homes and accountable care organizations (ACOs) under healthcare reform. Understanding how these two models redefine the economic value of diagnostic testing, wherein patient care is integrated and value is rewarded over volume, helps bring into clearer focus a shifting paradigm for lab organizations, which will result in new industry winners and losers.

During this session attendees will:
- Recognize the role of sales and marketing under a revamped marketplace.
- Evaluate how certain lab business models fulfill organizational strategic goals.
- Understand that today's sales reps could become tomorrow's utilization consultants.

The Lab Odyssey

Jonathan Wentworth-Ping—Director of Sales, G2 Intelligence
In today’s competitive healthcare market, labs are struggling with various changes that have been forced upon them, including changes related to reimbursement, coding, budget cuts, IT advances, and ACOs, not to mention the consolidation and transfer of pathology groups to hospitals or health systems.

Hospitals are under the gun to cut costs and become more efficient, and their future is uncertain. What is certain is that they need to change, adapt, and embark on a journey akin to Odysseus off-disrupted voyage to Ithaca following the Trojan War.

Like Odysseus, hospital labs must travel the long and winding road in or der to triumph; they must prove themselves to be:
- Critical components of the hospital healthcare program.
- Profit centers, not cost centers, for their owners, thereby improving their credibility within the organization.
- Capable of change—become outward-facing and patient-centric.
- Willing and able to sell their services, both internally and externally.

Compliance in the New World of Value-Based Laboratory Services

Christopher P. Young, CHC—President, Laboratory Management Support Services
The provision of healthcare services and the role of the clinical laboratory in providing these services are a changing and evolving process. With every healthcare change, an opportunity arises for various types of fraud and abuse to develop, and the compliance officer is responsible in anticipating the types of fraud and abuse that could occur.

As payments based on quality and value of services are made, or payments are bundled into a single provider who then pays ancillary providers, incentives change, opportunities vary, and providers are put at risk for their very survival. This kind of fundamental change is breeding ground for potential fraud.

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This session will discuss how the new dynamic of value-based laboratory services and other changes in the way laboratory services are provided affect the laboratory’s compliance program in the future.

**During this session attendees will:**
- Learn what laws may be affected by the provision of laboratory services in the value-based laboratory billing and sales and service process.
- Be able to describe what the compliance program should look for in terms of potential fraud and abuse issues in this new environment.
- Obtain practical advice on how to review, monitor, and audit for new potential fraud and abuse issues.

**Protecting Coverage and Reimbursement for Molecular Diagnostics**

**Kyle Fetter, MBA**—Associate Vice President, Molecular Diagnostic Services, XIFIN, Inc.

This session will provide insight into how the new molecular coding system and other CMS and payer initiatives have changed the way labs get reimbursed and will get reimbursed in the future.

The following questions will be addressed: What can labs do to protect molecular diagnostics coverage with increasing pricing pressure and payer scrutiny? How do bundled and global payment arrangements change processes for labs when it comes to claim submission and adjudication? What new payer requirements are coming down the pipeline and how can labs get ahead of the curve?

**During this session attendees will:**
- Understand two key processes to implement from the lab side that will streamline reimbursement right now.
- Gain insight into key payer initiatives that could ultimately result in lab workflow changes.

**Fitting Finance into the Laboratory**

**Kent Gordon, MS**—Vice President, Controller, ARUP Laboratories

Does the business side of being sick make you sick? Do you wish you could focus on medicine and forget the financial complications? Unfortunately, our dynamic, competitive healthcare environment comes at a price, and challenging financial issues can’t be ignored.

**This session is designed to help non-accountants become familiar and comfortable with financial methods, objectives, concepts, and tools so they can better position their laboratory’s value proposition among C-suite decision-makers.**

**During this session attendees will:**
- Communicate with greater confidence in financial realms.
- Analyze the financial aspects of problems and opportunities with greater skill.
- See their potential for influencing the destiny of their laboratories.

**Life Elevated: Raising the Pathologist’s Profile**

**Michael Cohen, MD**—Medical Director, Cytopathology, ARUP Laboratories; Professor and Vice Chair for Faculty Development, University of Utah Department of Pathology

This is arguably the most chaotic time in the history of healthcare in the United States, with the possible exception of the mid 1960s with the introduction of Medicare. Driving this change are the rapidly rising costs of healthcare and the fact that outcomes are suboptimal, especially when compared to other countries. It is commonly noted that ~70 percent of healthcare decision making is based on information generated in the pathology lab, and we have prided ourselves on the quality of our test results. In the new paradigm, however, pathology labs will become cost centers. Consequently, pathologists must demonstrate that they are not just generators of data but are also laboratory consultants, both in CP and AP, and are focused on the health of patients and communities. Pathologists must transform themselves and be active participants of the healthcare organization for which they work. Failure to do so will lead to further devaluation of pathologists who in the early 1900s were viewed as the doctor’s doctor. This presentation will provide a background of the issue and offer some tangible ways to elevate their profile.

**During this session attendees will:**
- Understand the changing landscape of healthcare and the impact on pathology.
- Recognize that pathologists must transform themselves to adapt to this new paradigm.
Presenting to the C-Suite with Impact
Beth Noymer Levine, MBA—Founder and Principal, SmartMouth Communications

Your success often depends on your ability to communicate up. This session will provide insights and specific tips that will help you differentiate yourself in meetings and presentations with the C-suite. It will focus on how to be clear, succinct, and to the point, so that you can be persuasive and informative, and it will heighten your awareness around how you organize and structure the material you need to deliver. You are sure to leave this session with an aha! or two that will help make you more effective in front of C-suite executives.

During this session attendees will:
- Learn a simple but effective framework for presenting.
- Gain awareness around common presentation practices and the mediocrity they engender.
- Be given “permission” to break certain presentation “rules” to be more effective.

Survive and Thrive by Becoming Patient-Centric
Robert S. Gregory—Chief Business Officer, ATLAS

Research indicates that collaboration among healthcare providers and between clinicians and labs can improve quality of care and health outcomes, reduce errors, improve billing, and decrease workflow inefficiencies; a complete view of the patient record is essential for facilitating this collaboration. Labs can be valuable contributors in achieving this goal if they are able to process and communicate information in a patient-centric mode, not by accession or encounter. During this session, you’ll gain valuable insights regarding the challenges and benefits of evolving from a transactional to a patient-centric paradigm. Adapting to this changing marketplace is essential to your lab’s success.

During this session attendees will:
- Learn strategies for implementing clean orders and how to prevent duplicate and unnecessary testing.
- Understand how to improve billing and collections with tools that promote clean billing.
- Gain critical insights regarding maintaining a strategic edge by offering additional services to physicians and ACOs.
- Recognize how to efficiently integrate with EMRs, HIEs, and other enterprise and community systems.

The Evolution of Hospital Labs
Jack Shaw, MBA—President, Mednet Services

Hospital laboratories are becoming increasingly aware of the emergence of ACOs in their local markets and should respond to these patient-centric healthcare models to maximize their outreach potential. To become competitive in an ACO-dominated market, labs must:
- Acknowledge that laboratory operational leaders and pathologists need to become first-tier members of hospital care-delivery teams as well as designers of ACO-reimbursement models.
- Recognize that connectivity with EHRs/EMRs is an integral element for increasing and maintaining value.
- Develop best practices for lab operations.
- Offer superior customer experience through high-quality service.
- Develop a robust data repository of inpatient, outpatient, and nonpatient (outreach) results.
- Be price competitive while demonstrating unique market advantages.
- Recognize that volume is a key cost-reduction element.

During this session attendees will:
- Identify opportunities to enhance the value of lab services at their institution in the emerging ACO market.
- Actively participate in discussions with peers and other professionals related to value-adding programs in the outreach lab market.
- Focus on the critical factors necessary for evolving hospital laboratory services into patient-centric healthcare models.

Boosting the Value of Lab Testing in the Shared Accountability Organization: How We Are Meeting the Cost vs. Quality Challenge at Intermountain Healthcare
Steve Mikkelsen, MS, MT(ASCP)—Laboratory Services Operations Director, Intermountain Healthcare

Hospital laboratories are under increased pressure to cut costs by substantial amounts. This is often done as part of a larger cost-cutting initiative at the parent hospital or health system. One good example of this trend is Intermountain Healthcare, based in Salt Lake City, Utah, which is one year into a five-year program designed to achieve $400 million operating
expense reductions by 2016. Every department will contribute, including the clinical laboratory. Intermountain Healthcare's goal is to limit annual cost increases to no more than the Consumer Price Index (CPI) plus 1 percent. Integral to the shared accountability strategy at Intermountain is to improve the quality of care the system delivers on the theory that high quality leads to lower costs.

**During this session attendees will:**
- Understand how process improvement complements a shared accountability organization (SAO) philosophy.
- Appreciate how process improvement drives decision making.
- Recognize how process improvement methods have reduced patient's costs, while improving quality, patient safety, and outcomes.

**Outreach Conference Faculty**

**Michael Cohen, MD**—Medical Director, Cytopathology, ARUP Laboratories; Professor and Vice Chair for Faculty Development, University of Utah Department of Pathology

Michael Cohen is a medical director in the Anatomic Pathology and Oncology Division at ARUP, and a professor and vice chair for faculty and house staff development at the University of Utah School of Medicine. Dr. Cohen received his MD from Albany Medical College in Albany, NY and completed his anatomic pathology residency at the University of California, San Francisco.

His primary clinical interest is cytopathology, and he currently serves as the interim director of that unit. He has been actively with patient safety and quality issues through the CAP where he was also part of the CAP’s Case for Change initiatives.

He has been the recipient of multiple honors, including the Regents Award for Faculty Excellence at the University of Iowa and the Leonard Tow Humanism in Medicine Award. Dr. Cohen has been included in Castle Connolly’s *American’s Top Doctors* since 2007 and *America’s Top Doctors for Cancer* since 2005; Consumers’ Research Council of America’s *Guide to America’s Top Pathologists* since 2007; and Best Doctors in America’s list since 2005.

**David Entwistle, MS**—Chief Executive Officer, University of Utah Hospitals and Clinics

David Entwistle is the CEO for University of Utah Hospitals and Clinics (UUHC) and has been with UUHC since February 2007. His primary duties include oversight of all hospital and clinic operations. UUHC is an academic medical center comprising the University Medical Center, Huntsman Cancer Hospital, Orthopedic Hospital, John A. Moran Eye Center, and the Neuropsychiatric Institute.

In addition to his position at UUHC, Mr. Entwistle also serves in leadership roles on the governing boards of University HealthSystem Consortium (UHC), Utah Hospital Association (UHA), Novation, and the American Hospital Association (AHA). He was recognized as a Modern Healthcare Up & Comer in 2008 and by *Utah Business Magazine* as a Forty under 40 honoree.

Previously, Mr. Entwistle was senior vice president and COO at the University of Wisconsin Hospital and Clinics in Madison, Wisconsin. UWHC is a major teaching hospital servicing the Midwest region. Mr. Entwistle also worked as the vice president of operations at City of Hope National Medical Center where he concurrently held the position of COO of Oncology Management Services Incorporated (OMSI), a wholly owned management services organization of City of Hope National Medical Center. OMSI managed oncology physician practices in the Los Angeles area.

Mr. Entwistle received his master’s in health services administration from Arizona State University in Tempe, Arizona, and his bachelor’s in health sciences at Brigham Young University in Provo, Utah. He completed a post-graduate fellowship in healthcare administration at the University of Texas M.D. Anderson Cancer Center in Houston, Texas.

**Kyle Fetter, MBA**—Associate Vice President, Molecular Diagnostic Services, XIFIN, Inc.

Kyle Fetter has overseen the commercialization, billing, and reimbursement processes for 23 unique molecular diagnostic companies releasing new high-complexity laboratory testing services to the healthcare market. He currently provides strategic direction and oversees the implementation process for
molecular diagnostic companies at various stages of commercialization and third-party payer contracting. In addition to actively working with XIFIN’s large molecular diagnostic billing department, Mr. Fetter consults molecular diagnostic companies on projecting cash flow for non-covered services, implementing successful appeals strategies, and effectively managing the relationship between sales and reimbursement for new medical technology. He regularly provides insights into the changing landscape of molecular diagnostic reimbursement via webinars, conferences, and XIFIN’s blog. He came to the healthcare industry with a background in technology funding and commercialization.

MR. Fetter received bachelor’s from the University of Southern California and an MBA from the University of Utah.

Kent Gordon, MS — Vice President, Controller, ARUP Laboratories

Kent Gordon has been the controller for ARUP Laboratories since May 2000. He is a certified public accountant with more than 20 years of accounting and auditing experience. Before joining ARUP, Mr. Gordon served as controller for Associated Food Stores in Salt Lake City and as an audit manager for Coopers and Lybrand, LLP.

As an auditor, Mr. Gordon served a wide variety of public and private companies throughout the western United States. He has a master’s in accounting from Southern Utah University and is a frequent speaker on the topics of corporate budgeting and financial management.

Robert S. Gregory — Chief Business Officer, ATLAS

Robert Gregory is the chief business officer of Atlas Development, managing the business development, sales and account management, strategic marketing, and client services activities for the company. Mr. Gregory has been involved with Atlas since soon after its launch in 1989, initially as an outside advisor. He joined Atlas Development Corporation on a full-time basis in 2001 as the managing director of business development. Prior to his current position as chief business officer, Mr. Gregory also held positions as managing director of ATLAS Public Health and as senior vice president of corporate strategy.

Steve Mikkelsen, MS, MT (ASCP) — Laboratory Services Operations Director, Intermountain Healthcare

Steve Mikkelsen has more than 30 years experience in the laboratory profession and has worked at Intermountain Healthcare for nearly five year. Prior to working at Intermountain Healthcare, he worked in executive laboratory management positions for the Hospital Corporation of America, Banner Health, the Federal Government of the United States, and Humana.

Mr. Mikkelsen is registered as a medical technologist with the American Society for Clinical Pathology. With a background in clinical research, he has had numerous publications in peer-reviewed scientific journals and has spoken both locally and nationally on topics related to clinical laboratory operations and laboratory management. He has served as an invited guest lecturer and faculty member at several universities throughout his career.

He received a bachelor’s in medical technology from Weber State University and a master’s in medical laboratory science from University of Utah.

Beth Noymer Levine, MBA — Founder and Principal, SmartMouth Communications

SmartMouth Founder and Principal Beth Noymer Levine is a communications coach who is emerging as one of the country’s leading voices on how to prepare and deliver speeches and presentations that actually work for both the audience and the speaker. Her coaching raises awareness around the unconscious tendency of speakers to be egocentric versus audience-centric and encourages clients to find their voices and their messages in a simple and logical way.

In her 20-year career in communications, Ms. Levine has worked both agency-side, for public relations firms Burson-Marsteller and Dewe Rogerson in New York, and corporate-side, for NationsBank (now Bank of America) in Atlanta. She has written speeches, developed presentations, shaped messaging strategies, and coached top-level executives in preparation for high-stakes speaking opportunities and media interviews. Ms. Levine holds certificates in training and coaching from the American Society for Training & Development (ASTD). She has lectured and taught courses at New York University and at the University of Utah. She established SmartMouth Communications in 2005.
Ms. Levine has a degree in economics from Franklin & Marshall College, and more recently completed a post-MBA program at the Tuck School of Business at Dartmouth.

Jack Shaw, MBA—President, Mednet Services
Jack Shaw is president of Mednet Services. Through Mednet, he served as the executive director of Joint Venture Hospital Laboratories (JVHL), a multi-health system outreach laboratory network servicing more than 2,600,000 managed-care enrollees in Michigan, for 16 years before retiring in April 2012. Since retiring from JVHL, he worked with two leading Michigan healthcare systems in expanding their allied healthcare business operations in addition to providing consulting services to JVHL. Through Mednet, Mr. Shaw also offers new program development, acquisition, and consulting services to other hospital laboratory programs. Prior to forming Mednet, Mr. Shaw directed the allied health division of a major healthcare system in Southeast Michigan for seven years. He was the CEO of an outreach laboratory services program generating $18 million in annual revenue and was instrumental in forming JVHL. His healthcare career spans 40 years, and he received BS and MBA degrees in economics.

Khosrow Shotorbani, MBA, MT(ASCP)—Senior Vice President, Business Innovation, ARUP Laboratories
Khosrow Shotorbani has extensive experience in the healthcare industry, most specifically in the areas of medical technology and business development. He has been with ARUP Laboratories for more than 20 years and has provided strategic sales direction and oversight for ARUP’s external sales team. Mr. Shotorbani has led ARUP’s expansion of outreach and consultative services and been a driving force in the advancement of cost-management and diagnostic-support best practices in the areas of sales and business development. Mr. Shotorbani received his MBA from the University of Phoenix and earned a BS in clinical laboratory science from Weber State. He has been an active member of the American Congress of Healthcare Executives (ACHE), Health Information and Management Systems Society (HIMSS), and Utah Technology Council (UTC). In the past, he served as a president and board member of the Utah chapter of CLMA, as well as a member of the Health Care Policy Committee of the national CLMA.

Jonathan Wentworth-Ping—Director of Sales, G2 Intelligence
Jonathan Wentworth-Ping hails from Sheffield, England but has been working in the United States since the 1980s. Currently living in New Jersey, he has served as the director of sales for G2 Intelligence since August 2002, with the primary goal of providing content and advisory services to laboratory clients. Mr. Wentworth-Ping has adopted a uniquely personalized approach to sales and business development, which relies on a sense of humor as much as it does on sales techniques, market knowledge, and industry experience.

With a degree in hotel management that he received in London, Mr. Wentworth-Ping spent several years in Bermuda, followed by a stint on the sales side of the hotel business in New York. In addition to his role as G2’s sales director, he is responsible for selling the products and services of G2’s two sister business units: Green Markets, which specializes in market intelligence for the fertilizer and agricultural chemical markets, and Kennedy Consulting Research & Advisory, which provides research for the management consulting market. His main focus, however, is on the development of the G2 brand—managing accounts, attending conferences, supporting research activities, and providing client-based feedback to support the direction and services provided by G2.

Christopher P. Young, CHC—President, Laboratory Management Support Services
Mr. Young is a compliance professional with 25 years of experience in laboratory compliance and more than 40 years experience working in clinical laboratories. He speaks and writes locally and nationally on healthcare and laboratory compliance issues, Medicare/Medicaid billing, and other laboratory topics.