

BOMA International's 2012 Medical Office Buildings & Healthcare Facilities Conference



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May 2-4, 2012
Hyatt Regency Atlanta
Atlanta, Georgia

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the most important
conference for healthcare
real estate executives!

Presented by Lillibridge, A Ventas Company


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Join Healthcare Real Estate Leaders for the Industry's Annual Check-Up

Chronic capital constraints. Continued healthcare reform uncertainty. Shifting modalities of care. The current condition of healthcare remains challenging, even as healthcare systems move toward integrated delivery models. What roles will savvy real estate strategies play in addressing these emerging needs and operating challenges? Join the leading healthcare and real estate experts as they discuss strategies for deploying real estate innovations to fulfill healthcare missions.

Tap the largest network of healthcare real estate industry's experts and dealmakers while you get the latest on...

- Accountable Care and Alternative Delivery Models
- Capital Demands and Sources for Healthcare Organizations
- Physician Alignment and Its Implications for Real Estate
- Changing MOB Tenancies
- Challenges for Not-for-Profit Healthcare Systems
- Physician Practice Economics and their Impact on MOB Tenancies
- Aligning Healthcare and Real Estate Strategies
- New Modalities of Care
- Repurposing Healthcare Real Estate
- Inside Key Healthcare Real Estate Transactions
- Stark Compliance in the Wake of Healthcare Reform
- And much, much more

Who Should Attend?

- Hospital executives and real estate directors
- Healthcare real estate owners
- Developers
- Healthcare REITs
- Property and facility managers
- Investors
- Lenders
- Consultants
- Physician owners of real estate
- Architects

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Schedule-at-a-Glance

Wednesday, May 2

3:00–7:00 pm	Registration Open
3:00–5:00 pm	Welcome Refreshment Station Open <i>Sponsored by Arnall Golden Gregory LLP</i>
4:15–5:15 pm	Opening Plenary Session <i>Sponsored by Griffin-American Healthcare REIT II and Arnall Golden Gregory LLP</i>
5:30–6:45 pm	Welcome Reception <i>Sponsored by Morgan Keegan & Company</i>

Thursday, May 3

6:45–8:15 am	Registration and Exhibits Open Continental Breakfast
8:15–9:30 am	Opening Session
9:45–10:45 am	Concurrent Sessions
10:45–11:30 am	Exhibits Open/Refreshment Break <i>Sponsored by Lincoln Harris CSG</i>
11:30 am–12:30 pm	Concurrent Sessions
12:40–2:15 pm	Keynote Luncheon <i>Sponsored by GE Healthcare Financial Services</i>
2:30–3:30 pm	Concurrent Sessions
3:30–4:00 pm	Exhibits Open/Refreshment Break
4:00–5:15 pm	General Session
5:45–7:00 pm	Networking Reception <i>Sponsored by Seavest, Inc.</i>

Friday, May 4

7:00–8:00 am	Exhibits Open Continental Breakfast <i>Sponsored by ABM</i>
7:00–8:00 am	Healthcare Executive Breakfast—Invitation Only <i>Sponsored by HCP, Inc.</i>
8:00–9:15 am	General Session
9:30–10:30 am	Concurrent Sessions
10:30–11:00 am	Exhibits Open/Refreshment Break
11:00 am–12:15 pm	General Session
12:15–12:30 pm	Closing Discussion/Conference Conclusion

Keynote Speakers

New This Year! Opening Plenary Session— How We Do Harm

Co-Sponsored by Griffin-American Healthcare REIT II
and Arnall Golden Gregory LLP



WEDNESDAY, MAY 2
4:15-5:15 pm

Dr. Brawley, the chief medical and scientific officer of the American Cancer Society, is an oncologist with a dazzling clinical, research and policy career. In his recent book, *How We Do Harm*, he pulls back the curtain on how medicine is really practiced in America. Brawley tells of doctors who select treatment based on payment they will receive rather than on demonstrated scientific results; hospitals and pharmaceutical companies that seek out patients to treat even if they are not actually ill (but as long as their insurance will pay); a public primed to swallow the latest pill, no matter the cost; and rising healthcare costs for unnecessary—and often unproven—treatments that we all pay for. Brawley calls for rational healthcare reform, healthcare drawn from results-based, scientifically justifiable treatments, and not just the peddling of hot, new drugs.



Otis Webb Brawley, MD
CMO, American
Cancer Society

Brawley's personal history—from a childhood in the gang-ridden streets of black Detroit to the green hallways of Grady Memorial Hospital, the largest public hospital in the U.S., to the boardrooms of the American Cancer Society—results in a passionate view of medicine and the politics of illness in America, and a deep understanding of healthcare today. *How We Do Harm* is his well-reasoned manifesto for change.

Keynote Luncheon—Anatomy of the 2012 Election

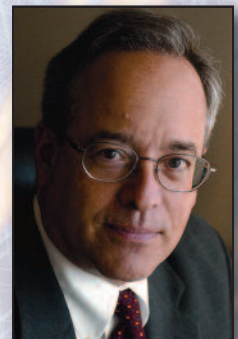
Sponsored by GE Healthcare Financial Services

GE
Healthcare Financial Services

THURSDAY, MAY 3
12:40-2:15 pm



Stuart Rothenberg is editor and publisher of *The Rothenberg Political Report*, a Washington-based biweekly newsletter that reports on and analyzes U.S. House, Senate and gubernatorial elections, presidential politics and current political developments. A prolific writer, whose commentary has been featured in newspapers throughout the country, Rothenberg writes a twice-a-week column in Capitol Hill's *Roll Call* and has frequently contributed opinion pieces to the *Wall Street Journal*, *The Washington Post*, *Long Island's Newsday* and *The Orlando Sentinel*.



Stuart Rothenberg
Political Analyst

His political expertise has made him a frequent sound bite on network television news. He has appeared on ABC's *This Week*, the *CBS Evening News with Dan Rather*, NBC's *Meet the Press*, PBS' *News Hour with Jim Lehrer*, *The McLaughlin Group*, *The Today Show*, CNN's *Inside Politics* and C-SPAN. Rothenberg has been an analyst for CNN since 1996. During the 1996 and 2000 Presidential elections, he also served as an analyst for the Voice of America and was an on-camera election night analyst for CNN for over ten years.

Conference Program

Concurrent Sessions Tracks

Choose one track...or mix and match sessions from each track to create a customized education experience.

■ Provider Strategies Track

Sponsored by Cain Brothers

■ Capital Markets Track

Sponsored by Savills, LLC

■ Leasing and Management Track

Sponsored by ProMed Properties, Inc.

■ Compliance Track

CAIN BROTHERS



WEDNESDAY, MAY 2

3:00-7:00 pm
Registration Open

3:00-5:00 pm
Welcome Refreshments Station

Sponsored by Arnall Golden Gregory LLP



4:15 to 5:15 pm
Opening Plenary Session with Dr. Otis Brawley

Co-Sponsored by Griffin-American Healthcare REIT II and Arnall Golden Gregory LLP



5:30-6:45 pm
Welcome Reception

Sponsored by Morgan Keegan & Company



THURSDAY, MAY 3

6:45-8:15 am
Registration and Exhibits Open

6:45-8:15 am
Continental Breakfast

8:15-9:30 am
General Session—ACOs and Alternative Delivery Models

Sponsored by Arnall Golden Gregory LLP



Accountable Care Organizations (ACOs) figure prominently in healthcare reform, yet much uncertainty surrounds them. Many

healthcare organizations acknowledge that they are trying to determine how best to adapt to accountable care models and to adequately assess the risks and rewards of doing so. This engaging panel will share their divergent perspectives on ACOs and alternative delivery models, outline their systems' strategies for integrating care and achieving efficiencies, and discuss strategies for managing associated risks.

Speakers: Arthur Gianelli, President & CEO, NuHealth; Jack Reed, President & CEO, ProHealth Physicians; Rick Matros, Chairman & CEO, Sabra Health Care REIT

Moderator: Laca Wong Hammond, Head of Healthcare Real Estate Investment Banking, Morgan Keegan & Company

9:45-10:45 am
Concurrent Sessions

■ Emerging Modalities of Care, Evolving Facility Needs

Free-standing EDs. Wellness Centers. Patient Education and Resource Centers. New modalities of care have begun to emerge to serve a variety of patient care needs—from prevention, to disease management, to wellness education. With these new modalities of care have come new types of facilities. Explore the roles these new facilities play in the overall clinical strategy of healthcare systems and find out the implications for healthcare systems' real estate portfolios and strategies.

Please check www.boma.org/mob for the latest program information.

Moderator: Joanne Ranft, Director, Corporate Real Estate, Mount Carmel Health System

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■ Treatment Options: How Healthcare Systems Use Third Party Capital

Healthcare systems' operating environments are capital-intensive, yet access to capital remains constrained. How and where are systems taking advantage of third party capital? Explore various models and approaches to using third party capital and structuring transactions. How do systems decide when to deploy their own funds and when to solicit third party investment? And, get the prognosis on the debt and equity markets.

Speakers: *Jeffrey H. Cooper, Executive Managing Director, Savills LLC; Mike Curran, Chief Administrative & Financial Officer, MedStar Health (Invited); Clint Hinds, Senior Vice President, Bentall Keenedy, LP; Danny Prosky, President & COO, Griffin-American Healthcare REIT II*
Moderator: *Jud Jacobs, Managing Director, Trammell Crow Company*

■ Physician Practice Economics: A Primer

Understand medical practice economics and how federal healthcare cuts impact physicians and their real estate decisions. How are physicians evaluating own versus lease decisions? How will changes in lease accounting rules affect practice economics? How do these dynamics affect decisions about owning real estate? How do hospital/physician relationships affect MOB tenancy?

Speakers: *Josh Nelson, Administrator, Granger Medical Clinic, (Invited); Suzy Cobin, Senior Vice President, PrimeCare HSA Commercial Real Estate; Chris Rooney, Vice President—Asset Management, American Healthcare Investors*
Moderator: *Chris Montello, Chief Operating Officer, ProMed Properties*

■ Stark Compliance for Leasing: New Developments and Common Issues Generated by Healthcare Reform

Review the increased emphasis on Stark Laws and the Anti-Kickback Statute provided by healthcare reform and subsequent legislation. Examine real-world cases where hospitals have been subject to significant penalties for violating Stark Laws. Discuss hypothetical lease situations that illustrate common errors or issues under Stark.

Speakers: *Todd Maxwell, Assistant Vice President, Real Estate, HCA Healthcare; Beth Blankenship, Vice President and Associate General Counsel, LifePoint Hospitals; Walter H. Neilsen, Attorney, Healthcare Department, Waller Lansden Dortch & Davis; John D. Claybrook, Partner, Healthcare Department, Waller Lansden Dortch & Davis*

10:45-11:30 am Refreshment Break and Exhibits Open

Sponsored by
Lincoln Harris CSG



11:30 am-12:30 pm Concurrent Sessions

■ Physician Alignment Strategies—Beyond Practice Acquisition

Alignment with physicians has become critical for hospitals and healthcare systems as healthcare reform becomes a reality. Explore the various types of physician alignment strategies and their implications for real estate portfolios: from practice acquisition to hospital employment; from joint ventures to vertical and horizontal integration with the medical staff; and from the resurgent Physician Hospital Organizations (PHO) to other strategic alliance models. How do these emerging models accommodate physician groups who wish to remain independent? Are there options for aligning physician practices without acquiring their real estate?

Please check www.boma.org/mob for the latest program information.

Moderator: *Peter Volas, Senior Real Estate Director, The Cleveland Clinic*

■ NFP Challenges: Tax Status, Cost of Capital, Capital Allocation and Sources

Not-for-profit healthcare systems increasingly face challenges—from volatility in the tax-exempt municipal markets to their real estate tax. Is it increasingly challenging to operate as a not-for-profit or even partner with one? How do NFP systems evaluate their cost of capital? This distinguished panel will share their views on capital challenges, opportunities and recent case studies including financing options.

Speakers: *John Orsini, CFO, Resurrection Provena Covenant; Kevin Brenan, Senior Vice President & CFO, St. Joseph's Hospital; Jock Wright, Senior Vice President, Municipal Underwriting, Morgan Keegan & Company; Jim Moloney, Managing Director, Cain Brothers*

Moderator: *Laca Wong Hammond, Head, Healthcare Real Estate Investment Banking, Morgan Keegan & Company*

■ The Metamorphosis of a Medical Tenant

MOB tenants used to be more predictable. Gone are the days of smaller practices and hospital dependency. As healthcare reform and economic pressures change the profile of medical tenancy, physicians contemplate their options: Consolidation with a large practice? Hospital employment? Remain independent? Retire? This panel will discuss the new profiles of MOB tenants and how landlords and tenants diagnose current and future space needs.

Speakers: *Jim Croy, Vice President, HCP, Inc.; Check www.boma.org/mob for an updated list of speakers.*

Moderator: *Margie McHugh, Senior Vice President, Advisory Services, Lillibridge Healthcare Services*

■ FAS 13 Proposed Lease Accounting Changes

Learn more about proposed lease accounting changes, timing and the implications for healthcare providers. Explore the potential impact of these changes on the lease vs. own decision, monetization and development appetite, and healthcare systems' financial health and capital raising activities.

Speaker: *Mindy Berman, Managing Director, Capital Markets, Jones Lang LaSalle*

12:40-2:15 pm Keynote Luncheon

Sponsored by *GE Healthcare Financial Services*

GE Healthcare Financial Services



2:30-3:30 pm Concurrent Sessions

■ Integrated Delivery Models: Real Estate Usage and Strategy in a Healthcare Reform Environment

Many are contemplating various integrated delivery models seeking to align hospitals, physicians and other care providers to achieve better healthcare outcomes in more cost-effective ways. As healthcare systems work toward developing the programs that can integrate care, their real estate strategies and assets may present both challenges and opportunities. This panel will share their perspectives on strategies for care integration and its implications for their real estate usage, strategy and future developments.

Speakers: *Robin Norman DePaoli, CFO, Virginia Hospital Center; Kevin Curtis, HealthGroup West*

Moderator: *Laca Wong Hammond, Head of Healthcare Real Estate Investment Banking, Morgan Keegan & Company*

■ Assessing Healthcare Development Projects

Explore the latest trends in healthcare development, from access to capital, partnering with REITS, to merchant development vs. fee-for-service models. What's the prognosis for the development pipeline for the remainder of the year—both for on- and off-campus settings? Panelists will illustrate such emerging trends as retail development, free-standing EDs, changing program components in ambulatory facilities, and expanding footprints of new multi-specialty clinics. Specific development projects will be discussed.

Speakers: *Malcolm Sina, President and Managing Director, Lend Lease Healthcare Development LLC; Jeff Goggins, Senior Managing Director, Trammell Crow; Jim Bremner, President of Healthcare Division, Duke Realty; Mark Toothacre, President, Pacific Medical Buildings; John Montgomery, Executive Vice President, Facility Development, Lillibridge Healthcare Services, Inc.*

Moderator: *P.J. Camp, Principal, Hammond Hanlon Camp LLC*

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■ Developing a Healthy Real Estate Strategy

How do healthcare systems increasingly align their real estate strategies with their clinical and strategic plan and use real estate to outmaneuver their competition? This panel of decision-makers from for-profit, not-for-profit and community healthcare systems will discuss their real estate strategies, including their perspectives on leasing vs. owning ancillary real estate, strategies for on- and off-campus acquisitions and development, and techniques for absorbing and integrating a strategic alliance or practice acquisition.

Speakers: *Steven Blumberg, Vice President, Planning & Business Development, Shands Healthcare; William Tuttle, Vice President of Planning, Baptist Memorial Health Care Corporation; Nicholas Bonrepos, Vice President—Real Estate Development, Tenet Healthcare Corporation*

Moderator: *David A. Twomey, CPM, Director of Real Estate Development, Community Health Systems*

■ Common Compliance Issues in Acquisition and Development Transactions Between Hospitals and Referral Sources

Discuss healthcare regulatory compliance requirements impacting real estate transactions, including MOB development, purchase and sale of real estate and physician practice acquisitions in this revealing session. Explore real world cases and hypothetical situations that illustrate common challenges under Stark laws and the Anti-Kickback Statute.

Speakers: *Erin Snyder, Associate General Counsel, Carolinas HealthCare System; Elizabeth Adams, Senior Counsel—Real Estate, HCA Holdings, Inc.; Jeff Calk, Partner, Healthcare Department, Waller Lansden Dortch & Davis*

3:30-4:00 pm Refreshment Break and Exhibits Open

4:00-5:15 pm General Session—Resuscitating Underutilized Real Estate

As healthcare systems transition ever more procedures to ambulatory care settings, they must also address two related but distinct opportunities and challenges: underutilized and unutilized space within their acute care settings and adapting non-healthcare assets, such as retail, for healthcare uses. This session will explore emerging models for approaching both challenges of repurposing space, and share case studies of systems who have done both successfully. Hear perspectives on the challenges associated with repurposing space—from capital constraints to regulatory hurdles, to partnering with new entities to pursue these opportunities. What factors are essential for creating workable, reproducible models? What are the implications for systems' clinical and real estate strategies and their existing portfolios?

Speakers: *Dane Peterson, COO, Emory University Hospital, Midtown; Cynthia Hayward, AIA, ACHA, FAAHC, Managing Principal, Hayward & Associates, LLC; Check www.boma.org/mob for an updated list of speakers.*

Moderator: *Neil Carolan, Principal, Healthcare Real Estate Consultants*

5:45-7:00 pm Networking Reception

Sponsored by Seavest, Inc.



FRIDAY, MAY 4, 2012

7:00-8:00 am Continental Breakfast

Sponsored by ABM



7:00-8:00 am Private Breakfast for Healthcare Provider Executives

Sponsored by HCP, Inc.



By invitation only...healthcare providers are invited to join their peers for a private networking breakfast to share insights and perspectives on strategies for delivering healthcare.

8:00-9:15 am General Session—Diagnosing Healthcare Capital Demands and Sources

Sponsored by USAA
Real Estate Company



Hospitals are capital-intensive organizations with competing demands for funding to maintain and acquire the latest diagnostic equipment; develop or buy new IT solutions including EMR; build, acquire and maintain real estate, both for advancing ambulatory care and to address aging infrastructure; and more and more, to acquire physician practices. This distinguished panel will offer their perspectives on the numerous demands and the potential sources for capital and share insights into how they view mortgage financing and third party ownership of real estate within the capital framework.

Please check www.boma.org/mob for the latest program information.

Moderator: *Jonathan Winer, Executive Vice President, Seavest, Inc.*

9:30-10:30 am Concurrent Sessions

■ Alternative Models for Healthcare Real Estate Portfolio Management

Despite tighter-than-ever capital constraints, health systems are growing market presence with multiple access points and services, well beyond the hospital's four walls. Such growth puts real estate front and center both in strategic and capital planning—and requires expertise in both healthcare and real estate. Panelists will share various approaches to managing a health system's real estate strategy and portfolio. How do systems structure and staff their real estate departments? What roles are in-sourced and which are outsourced and why? What factors—size of system, infrastructure in place, technology, software platforms—drive considerations for sourcing real estate functions?

Speakers: *Wes Huff, Vice President of Real Estate, Baylor Health System; Bev Erickson, Vice President, Asset-Management, Trinity Health*

Moderator: *Mary Beth Kuzmanovich, Vice President, Facilities Management Group, Carolinas HealthCare System*

■ Anatomy of Healthcare Real Estate Transactions

Healthcare real estate transactions remain healthy. Examine recent healthcare transactions and explore key differences between what health systems are doing and what physicians are doing. What are the key drivers for institutional vs. entrepreneurial buyers? Will monetization activity increase?

Speakers: *Scot Brooks, Director, Real Estate Management, Centura Health; Tanner McGraw, Senior Associate, Healthcare Real Estate Group, National Office & Industrial Properties Group, Marcus & Millichap Real Estate Investment Services; Chris Bodnar, First Vice President, Healthcare Capital Markets, CBRE; Doug Ray, President and COO, Seavest, Inc.; John Thomas, Esq., Executive Vice President—Medical Facilities, Health Care REIT*

Moderator: *Andy Dow, Partner, Winstead*

■ Face Lift or Resuscitation: Putting New Life into On-Campus Space

Even as many healthcare systems are moving services out into the communities they serve, they are not ignoring their on-campus options. Healthcare reform, economic pressure and changes in patient adaptation is driving change to on-campus real estate, making it more vital than ever to a system's sophisticated real estate strategy. What are the practical considerations of repurposing this space, especially ambulatory surgery centers, consolidated physician offices and the like? Explore case studies that examine new uses and tenancies for on-campus space.

Please check www.boma.org/mob for the latest program information.

10:30-11:00 am Refreshment Break and Exhibits Open

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11:00 am-12:15 pm General Session—Chaos or Transformation?: Healthcare Trends 2012

Sponsored by Hammond
Hanlon & Camp LLC



Hammond
Hanlon
Camp LLC

Even as the healthcare industry seeks to find firm footing regarding its future, many systems are moving forward with plans to address or adapt to continued economic, regulatory and structural uncertainties. This energetic discussion will explore how hospitals are preparing for the Accountable Care Act—from adapting to many new rules and regulations to adapting to a new revenue mix in the future to transformation from being sickness to wellness care. How are hospitals addressing capital demands to achieve more efficient, cost-effective healthcare? What are the effects of merger mania, especially long-term, on quality care?

Will integrating hospitals and physicians and other care providers assure future growth and mutual prosperity?

Speakers: *Jim Burkhart, CEO, Shands Healthcare; Jim Doty, Senior Principal, Thomson Reuters Physician Strategies & Services Group*

Moderator: *Gordon Soderlund, Senior Vice President, Director-Business Development, Lend Lease Healthcare Development LLC*

12:15-12:30 pm Closing Remarks and Conference Conclusion

Drew Cressman and Gordon Soderlund, 2012 Co-Chairs, Medical Office Buildings and Healthcare Facilities Committee

Hotel Information

Hyatt Regency Atlanta

265 Peachtree Street NE | Atlanta, Georgia, USA 30303

Special rate: \$169

Reservation deadline: April 13

You may reserve your room online when you register for the conference. Or, call 800-233-1234 and mention BOMA's Medical Office Buildings and Healthcare Facilities Conference.



Register at www.boma.org/MOB

By April 1: \$675 | After April 1: \$775

Team Discount: Teams of 5 register for the price of 4, for a savings of \$675! Select the conference registration option for five or more people from the same company to save \$675 on the total amount due.

Fee includes: Wednesday Opening Plenary Session, Welcome Reception, all Medical Office Buildings Conference instruction and materials for education on Thursday and Friday; continental breakfasts Thursday and Friday, Thursday luncheon; and Networking Reception on Thursday.

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Lincoln Harris CSG
Thursday Morning
Refreshment Break



Education

Cain Brothers
Provider Strategies Track



Savills, LLC
Capital Markets Track



ProMed Properties
Leasing and Management Track



Arnall Golden Gregory LLP
ACOs and Alternative
Delivery Models



USAA Real Estate
Company
Healthcare Capital
Demands and Sources



Hammond Hanlon &
Camp, LLC
Chaos or Transformation?:
Healthcare Trends 2012



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Hensel Phillips Construction Co.
Lincoln Harris CSG
Marcus & Millichap Real Estate
Investment Services
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*Join Healthcare Real Estate Leaders for the Industry's
Annual Check-Up*

**BOMA International's
2012 Medical Office
Buildings & Healthcare
Facilities Conference**

**May 2-4, 2012
Hyatt Regency Atlanta
Atlanta, GA**

By attending the most important and comprehensive conference, you will...

- Learn from top healthcare real estate leaders in 20+ sessions focused squarely on today's challenging landscape and opportunities on the horizon.
- Get election year analysis from respected political reporter Stu Rothenberg.
- Hear acclaimed author Oris Brawley, MD's eye-opening perspective on how medicine is really practiced.
- Connect with the largest network of healthcare real estate experts and deal makers.
- And much more!

Register today at www.boma.org/mob