



AMGA Consulting's Immersion Session

Monday, October 5, 2026

Westin DC Downtown, Washington, DC

AGENDA

Sunday, October 4

6:00 pm - 7:00 pm	Immersion Session Welcome Mixer & Registration
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Monday, October 5

7:00 am – 8:00 am	Networking Breakfast
8:00 am – 9:00 am	The Fallacy of a Breakeven Medical Group <i>Fred Horton, MHA, President, AMGA Consulting</i> For three decades, integrated medical groups have chased “breakeven” as the ultimate financial target. Over that period of time, “breakeven” performance has continued to get further and further away. What if the target itself is the problem? In this session, Fred Horton, President of AMGA Consulting and former medical group CEO will challenge the assumptions behind breakeven, and show why it doesn’t reflect the realities of how integrated medical groups create meaningful value. This session will level-set on how we got here, discuss financial models and realities, and recommend an improved and more culturally aligned manner of measuring performance.
9:00 am – 10:00 am	Affiliation Options: Deep Dive <i>Fred Horton, MHA, President, AMGA Consulting</i> <i>Kelsi O’Brien, MHSA, Vice President, AMGA Consulting</i> Integration between hospitals/health systems and physicians takes many forms. While “employment” through a system-owned medical group has been the prominent model of affiliation for the past few decades, it isn’t the only model, and it may not be the best one for your organization. In this session, Kelsi O’Brien, Vice President at AMGA Consulting will walk through the full range of affiliation models, including: PSA’s, MSA’s, Medical Directorships, and more. You’ll come away with an understanding of the benefits and disadvantages of the various models, details of how they are typically funded and compensated, and considerations for implementation.
10:00 am – 10:15 am	Refreshment Break
10:15 am – 11:15 am	Provider Compensation and Productivity – An Updated Market Perspective with Emphasis on Access <i>Matthew Wells, PhD, Senior Director, AMGA Consulting</i> Do we see trends in current market data that support improved access for medical groups who are part of an integrated system? What do provider compensation trends within integrated health systems look like? Improved access is a critical focal point for integrated systems of care, and in this session Matt Wells, PhD, Senior Director at AMGA Consulting will unpack the latest market data to uncover key findings related to access. Topics will include insights into pay and productivity

	trends, patient access (based on patient visit counts by provider), and specialty composition of a typical medical group. Attendees will learn about current data from AMGA's 2026 Medical Group Compensation and Productivity Survey and investigate these and other trends, to see how their group compares with other integrated groups across the country.
11:15 am – Noon	Building Organizational Culture via a Compensation Committee <i>Craig Ruggles, MD, Chair-Compensation, Sutter Health</i> <i>Kelsi O'Brien, MHSA, Vice President, AMGA Consulting</i> Provider Compensation Committees are one of the single most important governance components to an organization, and are one of the biggest opportunities to drive organizational culture in an integrated medical group. They represent an intersection of culture building, strategy, financial acumen, recruitment, retention and more. This session traces the journey that compensation committees travel as they go through various phases and address common compensation issues. You will leave with a practical framework for strengthening your own committee, and uncover insights related to how these governance committees are essential to provider pay programs.
Noon – 1:00 pm	Networking Lunch
1:00 pm – 2:30 pm	Interactive Case Studies This is where the day's concepts get tested against real scenarios. Working at your table alongside AMGA Consulting faculty and peers from other organizations, you'll tackle a case study built around the financial, productivity, compensation, and staffing challenges integrated medical groups face every day. Utilizing a case study framework, AMGA Consulting will develop the story line and together you will work to address various scenarios that we often see in the market. Come prepared for a fun, interactive session where you will learn from AMGA Consulting leaders and from your peers.
2:30 pm – 2:45 pm	Networking Break
2:45 pm – 3:45 pm	The Intersection of Fair Market Value and Sustainability <i>Matthew Wells, PhD, Senior Director, AMGA Consulting</i> Is paying towards the upper-end of a fair market compensation range reasonable and sustainable, or a liability in the making? Fair Market Value is one of the most misunderstood concepts in provider compensation. In this session, attendees will learn about recent fair-market value litigation with a lens on applicability to compensation plans and will go through an example of a compensation plan, learning about the steps involved and pitfalls to watch for. You'll walk away with a firm grasp on the role that on-call coverage, administrative services, and compensation play within fair market value and sustainability, with tangible examples for how to approach fair market value and fiscal sustainability.
3:45 pm – 4:45 pm	Five Performance Accelerators You Should Be Tracking <i>Beth Pittman, MBA, Senior Director, AMGA Consulting</i> Most healthcare organizations aren't short on data — they're drowning in it. In this session, Beth Pittman, MBA, Senior Director at AMGA Consulting, cuts through the noise with five specific metrics she's seen drive fast, measurable improvement across medical groups: the "performance accelerators." You'll leave with a focused, practical scorecard you can start tracking immediately, instead of another dashboard full of numbers that don't move the needle.
4:45 pm – 5:00 pm	Wrap-up and Adjournment <i>Fred Horton, MHA, President, AMGA Consulting</i>
5:00 pm – 7:00 pm	AMGA Integration Summit Welcome Reception Immersion session attendees are included in the opening welcome reception for the AMGA Integration Summit held in the Hub. If you want to attend the Integration Summit, October 6-7, you can view the agenda here and register with your immersion session registration link.

