



ANNUAL MSK BUSINESS SUMMIT

OCTOBER 2025 AGENDA

COURSE CO-CHAIRS:
Michael Ast, MD and
Michael Meneghini, MD

Summit Day 1 — Fri, Oct 3rd

Driving Business Performance In a Changing World

Time	Session Title & Topics	Duration	Moderator
08:00	Breakfast and Exhibitors	30 min	
08:30	Session 1: Finance for Non-Finance Leaders		David J. Jacofsky, MD
	▪ The Anatomy of your Financial Statement: Basics of your Income Statement, Balance Sheet, Cash vs. Accrual and Revenue Recognition	30 min	
	▪ Understanding the “Math” of Claims Data and Various VBC Models	25 min	
	▪ Discussion	10 min	
09:35	Session 2a: Investment & Transactions		Michael Meneghini, MD
	▪ Current landscape of MSK physician transactions and PE	10 min	
	▪ How are Private Equity Deals Typically Structured	15 min	
	▪ Valuing your practice & choosing a PE Partner - LBO to Growth Equity	15 min	
	▪ How to drive income repair after private equity deals	10 min	
	▪ Discussion	10 min	
10:45	Coffee Break	15 min	
11:00	Session 2b: Investment & Transactions		Michael Meneghini, MD
	▪ Potential Pitfalls in Private Equity Arrangements	10 min	
	▪ Going it Alone - Building an MSO without an Investor	15 min	
	▪ Preparing for a transaction	15 min	
	▪ Panel Discussion	20 min	
12:00	Session 3: Consolidation in Healthcare		Wael Barsoum, MD
	▪ Hospital Acquisition and Employment Pros and Cons	10 min	
	▪ Leaving Hospital Employment	10 min	
	▪ Discussion	10 min	
12:30	Lunch and Exhibitors	60 min	
13:30	Session 4: The MSO?		Peter Slate
	▪ What is an MSO?	20 min	
	▪ What Adds Real Value to MSO & What Does Not?	20 min	
	▪ Discussion	10 min	
14:20	Session 5: Value Based Care		Mike Ast, MD
	▪ Regulatory Changes & Mandates	15 min	
	▪ Bundled Payments & New TEAM Program	10 min	
	▪ Payer Incentives to Increase Your Reimbursement	15 min	
	▪ Clinically Integrated Networks & Advanced VBC Programs	15 min	
	▪ Discussion	10 min	
15:25	Coffee Break	15 min	
15:40	Session 6: Robotics in Orthopedics		To Be Announced
	▪ Robotics ROI	15 min	
	▪ Evidence on Robots	15 min	
	▪ Using Robotics to Increase Market Share	15 min	
	▪ Discussion	15 min	
16:40	Day 1 Concludes		



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Summit Day 2 — Sat, Oct 4th

Driving Business Performance In a Changing World

Time	Session Title & Topics	Duration	Moderator
08:00	Breakfast and Exhibitors	30 min	
08:30	Session 7: ASCs - Solo vs Health System vs Management Co. - Employed Physician Alignment with ASC Ownership - Structuring Buy-In / Buy-Out - Management Agreement Pitfalls - Case Migration Planning for TJA & Higher Acuity Cases	15 min 15 min 15 min 15 min 15 min	Michael Meneghini, MD
09:45	Session 8: Using Technology - Optimize Patient Throughput & Experience - Modern IT / AI for ROI - Avoiding Breaches & Ransomware Attacks - System Integration & Reporting Analytics - Discussion	20 min 15 min 15 min 15 min 10 min	Michael Ast, MD
10:50	Coffee Break	15 min	
11:05	Session 9: Optimization of Ancillaries - Optimizing PT Throughput, Revenue & Actively Engaging in VBC - MRI Throughput & Revenue - Generating Appropriate Nonsurgical Revenue - Periop Supply Marketplace - Using Tech to Retain Patients - Discussion	15 min 10 min 15 min 10 min 15 min 10 min	Dr. Tom Harte
12:20	Lunch and Exhibitors	60 min	
13:20	Session 10: Partnering with Industry - How to Partner with Industry in an ASC - How to Partner in Marketing Within the Rules - Value Add From Industry Beyond Implant Pricing - Discussion	15 min 15 min 15 min 15 min	Anjana Patel, JD
14:20	Session 11: The Role of AI in Healthcare Practical & Current Uses	60 min	Chris Martinez
15:20	Conference Concludes		