



Mayo School of Continuing  
Medical Education

# **Complexity Science in Practice: Understanding & Acting To Improve Health and Healthcare**

An International Plexus Institute Summit Conference  
Jointly Sponsored with Mayo Clinic and the Center for  
the Study of Healthcare Management, University of Minnesota

**MARCH 21 – 22, 2003**

## **Preconference Workshop: Introduction to Complexity Science**

**MARCH 20, 2003**

Siebens Medical Education Building  
Mayo Clinic  
Rochester, Minnesota USA

Plexus  
Institute

# General Information

## OPENING THOUGHTS

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This conference, jointly sponsored with Mayo Clinic and the Center for the Study of Healthcare Management, University of Minnesota, is an international Plexus Institute Summit. This first of its kind gathering promises to be one of the most significant learning events devoted to complexity science and health ever offered. The sponsors hope this event will prompt new insights into the health of human systems, new relationships, and new actions to improve the health of people, organizations and health care systems.

## CONFERENCE DESCRIPTION & OBJECTIVES

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While health and medical advances are breathtaking, few patients, clinicians and health care leaders are satisfied with the progress of such developments. Although medicine has never been more evidence-based, errors and poor quality persist. Despite the fact that clinicians have access to advanced technology, their work isn't getting any easier. Researchers are continually discovering how various parts of the body work; however, little is being revealed about how the whole system heals itself. While we have developed a magnificent set of health resources, policy makers and health care managers are at wits end on how to distribute them fairly and use them wisely. And, most challenging, our "cures" for ailing health care systems, organizations and patients often seem to make the "dis-ease" worse. These are paradoxical times, indeed.

Complexity science seems able to address these and other paradoxical challenges. Many leaders, academics and scientists are finding inspiration for action from the emerging science of complexity. Sensing that our traditional thinking about leadership, medicine and health is incomplete, and just may be at the root of many problems facing health care, many of these individuals have come to view the health care system, families, individuals, and organizations all as complex adaptive systems. These complexity-inspired thinkers are tapping into the profound new insights of complexity science and creatively advancing novel ways of practicing.

This conference will bring together health care practitioners, scientists, scholars, organizational leaders, clinicians, and people just starting to learn about complexity. Participants will have opportunities to share their own approaches to complexity-in-action and the paradoxical times we live in.

By design, this conference, as with all Plexus conferences, offers participants the opportunity to experience first hand the sorts of conditions that stimulate self-organization and the emergence of novel ideas. This type of experience is intended to provide an exposure to processes that people will be able to try in their own organization. Participants shape these Plexus events by offering issues for discussion and sharing stories of their individual experiences. The atmosphere is welcoming, inclusive and informal; lots of small group discussions emerge at the initiative of participants.

**Upon completion of this conference, participants should be able to:**

- Describe and explain to others some of the latest advancements in complexity science.
- Recognize that individuals, organizations, and the health care system are all complex adaptive systems.
- Identify conditions which foster creativity and adaptability in human systems of all types.
- Examine what complexity science suggests about the role of leaders, health care practitioners and policy makers.
- Identify ways to improve health and health care across all levels of organization from the individual and the family, communities and larger organizations, to health care systems.
- Discuss the creative, healing potential of healthy relationships between patients and health care professionals.
- Incorporate new insights from complexity about the dynamics of human physiology into their understanding of health and disease.

## INTENDED AUDIENCE

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This conference, the first annual international Plexus Institute Summit, has been designed for the greater Plexus community and for individuals and organizations interested in health, health care and healthier organizations. Specifically, this conference is an important occasion for bringing together health care practitioners, organizational leaders, scientists, scholars, and people just starting to learn about complexity.

## DATE AND LOCATION

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"Complexity Science in Practice: Understanding & Acting to Improve Health and Health Care" will be held March 21 - 22, 2003 in the Siebens Medical Education Building, Mayo Clinic, 100 Second Avenue Southwest, Rochester, Minnesota. The preconference workshop, "Introduction to Complexity Science," will be held March 20, 2003, in the same location. There also will be an optional informal conference gathering the day after the formal conference, March 23, 2003 from 9:00-11:00 a.m., to continue the conversations and work that emerged from the conference.

## REGISTRATION

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To register, complete the attached registration form and return by mail or fax. Registration fees cover tuition, conference syllabus, continental breakfasts, lunches and break refreshments. Preregistration is required. Enrollment is limited, early registration is advised. A letter of confirmation will be sent upon receipt of payment and completed registration form. Please present this letter when checking in at the meeting registration desk.

## CONTINUING EDUCATION CREDIT

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This activity has been planned and implemented in accordance with the Essential Areas and Policies of the Accreditation Council for Continuing Medical Education (ACCME) through the joint sponsorship of Mayo Foundation and Plexus Institute. Mayo Foundation is accredited by the ACCME to provide continuing medical education for physicians.

Mayo Foundation designates this educational activity for a maximum of 13.25 category 1 credits toward the AMA Physician's Recognition Award. Each physician should claim only those credits that he/she actually spent in the activity.

Other health care professionals will be provided a certificate of attendance for requesting credits in accordance with state nursing boards, specialty societies, or other professional associations.

## ACKNOWLEDGMENT

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Plexus Institute and Mayo Foundation gratefully acknowledge The Robert Wood Johnson Foundation and the Center for the Study of Healthcare Management, University of Minnesota, for their financial support and contributions to this conference.

## TRAVEL

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Rochester, Minnesota, is a friendly city that greets thousands of visitors from around the world each year. The city is serviced by a modern international airport with multiple flights daily from Chicago and Minneapolis via American or Northwest Airlines. Access to and from the airport is provided by taxicab and shuttle service. The airport is located approximately 10 driving miles from the Mayo Clinic complex.

## LODGING ACCOMMODATIONS

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Rooms have been reserved for conference participants and guests at the following convenient hotel locations. To ensure accommodations at the special group rate, make your reservation by telephone by February 26, 2003. Reservation requests received after this date will be subject to availability at the group rate. When making reservations, identify yourself as a participant of the Mayo Clinic/Plexus Institute "Complexity Science" conference.

### **Kahler Grand Hotel**

20 Second Avenue SW  
800-533-1655 or 507-282-2581  
\$79/night

### **Rochester Marriott Hotel**

101 First Avenue SW  
877-623-7775 or 507-280-6000  
\$109/night

The hotels listed above are connected by skyway and pedestrian subway to conference facilities, downtown shops and restaurants. You also may wish to visit the Rochester Convention and Visitors Bureau website ([www.rochestercvb.org](http://www.rochestercvb.org)) for additional accommodation options.

## CANCELLATION POLICY

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Your registration fee, less a \$75 administrative fee, will be refunded when Plexus Institute receives written notification at least 14 days prior to the conference. No refunds will be made after that time.

## ABOUT PLEXUS INSTITUTE

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Plexus Institute is a community of diverse people - scientists, business executives, nurses, artists, teachers, journalists, researchers, physicians, college students, and community leaders - united in their determination to create something better. We are people who, by learning from each other, are making strides against some of the major problems afflicting society and human organizations. The mission of Plexus is to foster the health of individuals, families, communities, organizations and our natural environment by helping people use concepts emerging from the new science of complexity.

To learn more about Plexus Institute, visit the Website: [www.PlexusInstitute.org](http://www.PlexusInstitute.org).



## PROGRAM NOTES AND DESCRIPTIONS

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This conference has been designed with complexity principles in mind: a diversity of topics, presentations and conversation, and interactions across many levels of organization. Moving in and out of various sizes of conversational attractions, participants will have multiple opportunities to interact with old friends, new colleagues, and people from many fields.

### Plenary Presentations

Plenary presentations are opportunities for participants to hear prominent scholars, leading executives, and pioneering health care professionals discuss their work in relation to the emerging field of complexity science. Expect more formal presentations and talks here.

### Conference Exploratoria

Conference exploratoria are occasions for participants to break out into smaller, more intimate gatherings and talk with prominent scholars, researchers and health care professionals about their work in relation to the emerging field of complexity science. These sessions run in parallel with a variety of different topics available from which to choose.

### Conversation Café Starters

Conversation café starters are intimate, coffee table gatherings and opportunities for participants to meet with others who share an interest in one of our given themes. Everyone is considered an expert, with something to offer and something to learn. At the conclusion of the café gathering, invited scholars, researchers and health care professionals will provide some of their thoughts on the conversations. As with strawberry plants that send out shoots and pop up new plants, through your own shared connections new ideas and possibilities will sprout.

### In Conversation

"In Conversation" is a unique opportunity for participants to "listen in" on scholars, researchers, leaders, and health care professionals in conversation with one another. Think of it like sitting around a fish-tank and watching the fish in interaction!

### Home Base

Various scales of organization for interaction have been created to add to the diversity of the program. "Home Base" is the smallest organized structure at the conference. Participants, in groups of three or four, will meet periodically throughout the conference to share reflections, ideas and experiences and help one another make sense of what they are learning.



# Conference Program

FRIDAY, MARCH 21, 2003

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7:30 a.m. Registration and Continental Breakfast

8:30 a.m. **Welcome and Introductions**

*Steve D. Hagedorn, MD, Department of Family Medicine, Mayo Clinic*  
*Curt Lindberg, President, Plexus Institute*

8:45 a.m. **"Home Base"** with Keith McCandless

9:00 a.m. **Opening Plenary Presentation**

Thoughts from the Field: Understanding Complexity Science  
*John Holland, PhD, University of Michigan, Santa Fe Institute*

10:15 a.m. Break

10:30 a.m. **Conference Exploratoria**

- Continuing the Conversation About Complexity Science - *John Holland*
- Adaptable Emergency Services: What's Possible - *Mark Smith*
- Nursing and Complexity: Learning and Improving Together - *Ruth Anderson, Linda Rusch, Martha Dawson and Deborah Zastocki*
- Honey Bees and Termites: The Nature in Self-Organization - *Scott Camazine*
- Health Care Policy: Thinking & Acting With Complexity In Mind - *Monique Begin, Carolyn Bennett, Brenda Zimmerman and Nigel Edwards*
- The Public's Health: What Complexity Offers - *Glenda Eoyang*

11:45 a.m. **"Home Base": Morning Attractions**

12:00 Noon Lunch

1:00 p.m. **Conversation Café Starters**

- Complexity in Clinical Practice: What Does It Look Like? What Might It Look Like? *Robert Lindberg, Jack Peirce & Mark Smith*
- Leadership Practice Informed By Complexity - *Glenda Eoyang & James Taylor*
- Relationships: At the Heart of Health Care - *Steven Hagedorn, Cathy Risdon, Linda Rusch & Tony Suchman*
- Open Space: "It's Up to You" - *Susan Hull*

2:30 p.m. Break

2:45 p.m. **Plenary Presentations**

The Community of the Self: From the Cell to the Surgical ICU  
*Timothy Buchman, PhD, MD, Washington University School of Medicine*

Seeing and Acting with Complexity in 'Mind'  
*Gareth Morgan, PhD, Schulich School of Business, York University*

4:15 p.m. **"Home Base": Friday Attractions**

4:30 p.m. **From the 'Front Lines': Emerging Thoughts** - *Tom Petzinger & Henri Lipmanowicz*

5:00 p.m. Adjourn

8:00 p.m.- Jazzy Conversation (*Optional*)

11:00 p.m.

## SATURDAY, MARCH 22, 2003

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7:30 a.m. Registration and Continental Breakfast

8:30 a.m. **Welcome and Introductions**

*James Begun*, Department of Healthcare Management, University of Minnesota  
*Curt Lindberg*, Plexus Institute

8:45 a.m. **In Conversation: Provocative Ideas on Leadership**

*Glenda Eoyang* in conversation with *Henri Lipmanowicz*, *James Taylor*, *John Tobin* and *Brenda Zimmerman*. *Reuben McDaniel* will close this session with thoughts on "The Complexity-Performance Connection"

9:30 a.m. **Journaling: Collecting Thoughts**

9:45 a.m. Break

10:00 a.m. **Conference Exploratoria**

- Continuing the Conversation: The Complexity-Performance Connection  
*Ruth Anderson & Reuben McDaniel*
- Continuing the Conversation: The Dynamics of Physiology and Implications for Research and Practice - *Timothy Buchman*
- Too Beautiful: A Story - *Curt Lindberg & Robert Lindberg*
- Complexity Inspired Leadership Metaphors - *Gareth Morgan*
- Applying Complexity Science to Women's Health Care - *Eileen Hoffman & Kathryn Reed*

11:00 a.m. **In Conversation: Simplifying and "Complexifying" Clinical Practice**

*Tom Petzinger* in conversation with *Steven Hagedorn*, *Robert Lindberg*, *John Peirce & Patricia Rush*

11:45 a.m. **"Home Base": Morning Attractions**

12:00 Noon Lunch

1:00 p.m. **Conversation Café Starters**

- Complexity in Clinical Practice: What Does It Look Like? What Might It Look Like? - *Patricia Rush & Tony Suchman*
- New Questions for Research and Practice - *James Begun & Henri Lipmanowicz*
- Leadership Practice Informed By Complexity - *Reuben McDaniel, John Tobin & Brenda Zimmerman*
- Diffusing Complexity in Practice - *Timothy Buchman, Joan Padgett, Everett Rogers & James Taylor*
- Open Space: "It's Up to You" - *Keith McCandless*

2:30 p.m. Gallery Walk: Looking Back and Break

3:00 p.m. **"Home Base": Coming Attractions**

3:15 p.m. **Plenary Postscript**

Complexifying Health Care: Learning from Diffusion  
*Everett Rogers, PhD*, University of New Mexico

4:00 p.m. **From the 'Front Lines': Final Edition** - *Tom Petzinger & Henri Lipmanowicz*

4:30 p.m. **Connecting with Ourselves & Others: Some Final Connections**

*Keith McCandless*

5:00 p.m. Adjourn

# ***Preconference Workshop: Introduction to Complexity Science***

## DESCRIPTION & OBJECTIVES

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This pre-conference session is intended to help people make connections between complexity science and health, health care, medicine and management practices.

In this session, you will build your understanding and confidence in using complex adaptive systems principles and approaches at work and home. Participants will be introduced to the scientific origins of complexity science, as well as the profound implications this science holds for management, medicine and leadership. Business, clinical and health care applications of complexity will be shared through lively stories. Principles and effective practices embedded in the stories will be drawn out and applied to challenges identified by participants. Expect a structured-yet-improvisational, seriously playful, practical learning experience. The relevance of this workshop cannot be overemphasized, since people's understandings of the world and themselves profoundly shape their behavior.

Upon completion of this pre-conference experience, participants should be able to:

- Define basic complexity science principles and concepts.
- Discern differences among simple, complicated and complex challenges.
- Build understanding and confidence in using complexity inspired principles and practices.
- Apply new and practical complexity based concepts and techniques in their organizational, clinical practice, community and policy work.
- Summarize what members of the larger Plexus community are doing to build more innovative, flexible and creative organizations and health care services.

## THURSDAY, MARCH 20, 2003

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- 8:00 a.m. Registration and Continental Breakfast
- 9:00 a.m. **Welcome and Introductions**  
*Steve D. Hagedorn, MD, Department of Family Medicine, Mayo Clinic*  
*Curt Lindberg, President, Plexus Institute*
- 9:30 a.m. **Introduction to Complexity: A History of Complexity Science**  
*Scott Camazine, MD, PhD*  
*Keith McCandless*
- 10:15 a.m. Break
- 10:30 a.m. **Introduction to Complexity: Principles and Concepts of Complexity Science - in Organizations, Human Physiology, and Insect Societies**  
*Scott Camazine, MD, PhD, Robert Lindberg, MD & Keith McCandless*
- 12:00 Noon Lunch
- 1:00 p.m. **Using Complexity Concepts In Practice**
- 2:30 p.m. **Stories from the Field: Complexity In Action in Management, Clinical Practice and Healthcare**
- 3:30 p.m. Break & Library Time
- 4:00 p.m. **Reflections: What? So What? Now What?**
- 5:00 p.m. Adjourn

## INTENDED AUDIENCE

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This pre-conference offering is an optional learning event. It is intended for the person new or relatively new to complexity science and its implications for management and health care. This pre-conference will provide a strong foundation for participation in the main conference.



## CONTINUING EDUCATION CREDIT

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This activity has been planned and implemented in accordance with the Essential Areas and Policies of the Accreditation Council for Continuing Medical Education (ACCME) through the joint sponsorship of Mayo Foundation and Plexus Institute. Mayo Foundation is accredited by the ACCME to provide continuing medical education for physicians.

Mayo Foundation designates this educational activity for a maximum of 5.75 category 1 credits toward the AMA Physician's Recognition Award. Each physician should claim only those credits that he/she actually spent in the activity.

Other health care professionals will be provided a certificate of attendance for requesting credits in accordance with state nursing boards, specialty societies, or other professional associations.

## KEYNOTE SPEAKERS & GUEST FACULTY

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### KEYNOTE SPEAKERS

#### **Timothy Buchman, MD, PhD**

Professor of Surgery, Anesthesiology and Medicine

Chief, Section of Burn, Trauma, Surgical Critical Care, Washington University School of Medicine

Timothy Buchman once seemed destined to spend more time with organic molecules than with mangled motorcycle racers. He earned his master's degree in organic chemistry and even passed his PhD preliminary exams at the University of Chicago before deciding to become a medical doctor, earning his PhD in 1978 and his MD in 1980. With such a background, Timothy is one of the few trauma surgeons in the country who can clone genes and handle DNA. Since the mid-1980s, he has been studying how trauma can alter gene expression in cells and the dynamics of multiple organ dysfunction syndrome. Dr. Buchman, considered one of the country's leading researchers on complexity and human physiology, is Associate Editor of *Shock* and President-elect of the Society for Critical Care Medicine.

#### **John Holland, PhD**

Professor of Psychology, Electrical Engineering, and Computer Science, University of Michigan

John Holland is one of the acknowledged founders and seminal figures in the emerging science of complexity. He was instrumental in the development of the Santa Fe Institute, the world's leading research center on complexity, and currently serves on the Board of Trustees and Science Steering Committee of the Institute. John is recognized as the "father" of genetic algorithms. He is the author of many books and articles, including *Hidden Order: How Adaptation Builds Complexity* and *Emergence: From Chaos To Order*. Among John's current interests is the emergence of language. Among his many awards is a MacArthur "genius" prize. Holland is a member of the Science Advisory Board of Plexus Institute.

#### **Gareth Morgan, PhD**

Distinguished Research Professor, Schulich School of Business, York University

Gareth Morgan is internationally recognized for his scholarship and writing on the nature of human organizations and his uncanny sense for anticipating what's on the horizon in management. Among his many articles and best-selling books is the classic work *Images of Organization*, a book that has served to illuminate our multiple understandings of organizations through different lenses and metaphors. His contributions to management science have brought him many international awards, including election as Life Fellow of the International Academy of Management. He is currently devoting much of his energy to an organization he founded called Newmindsets, an internet-based management learning system. Gareth is a member of the Science Advisory Board of Plexus Institute.

#### **Everett Rogers, PhD**

Regents' Professor, Department of Communication and Journalism, University of New Mexico

Everett Rogers is recognized throughout the world for his pioneering research on the diffusion of innovations. His classic book, *Diffusion of Innovations*, soon to be published in its 5th edition, is the second most highly cited work in the social sciences. His wide-ranging research involves communities throughout the world, covering diverse issues like technology transfer, cancer and AIDS prevention, and the use of the internet for health education of the poor. Recently he co-authored with Arvind Singhal *Combating AIDS: Communications Strategies In Action*, a book dedicated to highlighting proven communication and behavior change strategies in AIDS prevention. In 2002 Dr. Rogers received the highest award for scholarship and research granted by the University of New Mexico. Everett is a member of the Board of Trustees of Plexus Institute.

## GUEST FACULTY

- Ruth Anderson, PhD, RN** - Associate Professor, Duke University School of Nursing
- Monique Begin** - Professor, Faculty of Management, University of Ottawa, Former Canadian Minister of Health
- James Begun, PhD** - Professor & Chair, Department of Healthcare Management, University of Minnesota
- Carolyn Bennett, MD** - Member of Parliament, Government of Canada
- Scott Camazine, MD, PhD** - Author, researcher and practicing emergency medicine physician
- Martha Dawson, RN** - Chief Nursing Officer, University of Louisville Hospital
- Nigel Edwards** - Acting Chief Executive, NHS Confederation
- Glenda Eoyang, PhD** - President, Chaos Limited
- Steven D. Hagedorn, MD** - Consultant, Department of Family Medicine, Mayo Clinic
- Eileen Hoffman, MD** - Associate Professor of Clinical Medicine, New York University School of Medicine
- Susan Hull, RN** - Principal, WellSpring
- Curt Lindberg** - President, Plexus Institute
- Robert Lindberg, MD** - Clinical Instructor of Medicine, Columbia University College of Physicians and Surgeons, New York Medical College
- Henri Lipmanowicz** - Former President, Merck Intercontinental, and Chair, Plexus Institute
- Keith McCandless** - Principal, Oblique Strategy
- Reuben McDaniel, PhD** - Professor, McCombs School of Business, The University of Texas at Austin
- Joan Padgett, PhD** - Coordinator, Learning Resources Center, VA Medical Center
- Tom Petzinger** - Founder and Chairman, Launchcyte
- John C. Peirce, MD** - Senior Administrator, Good Samaritan Regional Medical Center
- Kathryn Reed, MD** - Professor & Director, Maternal Fetal Medicine, Arizona Health Sciences Center
- Cathy Risdon, MD** - Associate Professor, Family Medicine, McMaster University
- Linda Rusch, RN** - Vice President of Patient Care, Hunterdon Medical Center
- Patricia Rush, MD** - Co-Director, Biopatterns Center for Health
- Mark Smith, MD** - Chair, Department of Emergency Medicine, Washington Hospital Center
- Tony Suchman, MD** - Principal, Relationship Centered Health Care
- James Taylor** - President, University of Louisville Hospital
- John Tobin** - President, Waterbury Hospital
- Deborah Zastocki, RN** - COO/Chief Nursing Officer, Chilton Memorial Hospital
- Brenda Zimmerman, PhD** - Associate Professor, Schulich School of Business, York University

## PLANNING COMMITTEE

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- James Begun, PhD** - Professor & Chair, Department of Healthcare Management, University of Minnesota
- Eugene Dankbar** - Continuous Improvement Coordinator, Mayo Clinic
- Glenda Eoyang, PhD** - President, Chaos Limited
- Steven Hagedorn, MD** - Consultant, Department of Family Medicine, Mayo Clinic
- Jenny Kundert, CMP** - CME Specialist, Mayo School of Continuing Medical Education, Mayo Clinic
- Curt Lindberg** - President, Plexus Institute
- Keith McCandless** - Principal, Oblique Strategy
- Darren Stanley** - Educational Coordinator, Plexus Institute

**FACULTY DISCLOSURE** - As a provider accredited by ACCME, Mayo Foundation must ensure balance, independence, objectivity and scientific rigor in its educational activities. All faculty participating in a Mayo Foundation activity are required to disclose commitments to and/or relationships with pharmaceutical companies, biomedical device manufacturers or distributors, or others whose products or services may be considered to be related to the subject matter of the educational activity. Faculty also will disclose any off-label and/or investigational use of pharmaceuticals or instruments discussed in their presentation. Disclosure of these commitments and/or relationships will be published in conference materials so those participants in the activity may formulate their own judgments regarding the presentation.

# Course Registration

## Complexity Science in Practice: Understanding & Acting to Improve Health and Health Care

March 20 – 22, 2003

### Mail or FAX your form and payment to:

Plexus Institute

PO Box 395

Allentown, NJ 08501

**Telephone:** (609) 208-2930

**Fax:** (609) 208-2934

**Website:** www.PlexusInstitute.org

**E-Mail:** Darren@PlexusInstitute.org

*(Please print or type all information. You may duplicate this form for multiple registrations.)*

Name \_\_\_\_\_  
First name Middle name or Initial Last name

Degree:  MD  PhD  DO  MHA  RN  Other \_\_\_\_\_

Type of certificate requested:  AMA Category 1 credit  Certificate of Attendance  None

Institution \_\_\_\_\_

E-mail \_\_\_\_\_

Organizational Title \_\_\_\_\_

Mailing address \_\_\_\_\_

City \_\_\_\_\_ State/PV \_\_\_\_\_ Zip/PC \_\_\_\_\_

Country \_\_\_\_\_

Home phone (\_\_\_\_) \_\_\_\_\_ Work phone (\_\_\_\_) \_\_\_\_\_ FAX (\_\_\_\_) \_\_\_\_\_

Int'l Telephone \_\_\_\_\_  
Country code City code Phone



Please check if you have special accommodation or dietary needs and indicate specific need(s): \_\_\_\_\_

### CONFERENCE REGISTRATION FEE: (MARCH 21 – 22, 2003)

Standard Registration – \$600.00 \$ \_\_\_\_\_

Professional Plexus Members Registration – 20% discount - \$480.00 \$ \_\_\_\_\_

Student Registration – \$200.00 \$ \_\_\_\_\_

Plexus Partner Registration – fee for 2 is covered by organizational membership \$ \_\_\_\_\_

### PRECONFERENCE WORKSHOP REGISTRATION FEE: (MARCH 20, 2003)

Standard Registration - \$300 \$ \_\_\_\_\_

Professional Plexus Members Registration – 20% discount - \$240.00 \$ \_\_\_\_\_

Student Registration - \$75.00 \$ \_\_\_\_\_

Plexus Partner Registration – fee for 2 is covered by organizational membership \$ \_\_\_\_\_

**Total Payment Enclosed: \$ \_\_\_\_\_**

### CONCURRENT SESSIONS *check one box per session*

#### Friday, March 21

##### 10:30 – 11:45 a.m. Conference Exploratoria

- Continuing the Conversation/Complexity Science
- Adaptable Emergency Services
- Nursing and Complexity
- Honey Bees and Termites
- Health Care Policy
- The Public's Health

##### 1:00 – 2:30 p.m. Conversation Café Starters

- Complexity in Clinical Practice
- Leadership Practice Informed by Complexity
- Relationships: At the Heart of Health Care
- Open Space: "It's Up to You"

#### Saturday, March 22

##### 10:00 – 11:00 a.m. Conference Exploratoria

- Complexity – Performance Connection
- Dynamics of Physiology and Implications for Research and Practice
- Too Beautiful: A Story
- Complexity Inspired Leadership Metaphors
- Applying Complexity Science to Women's Health Care

##### 1:00 – 2:30 p.m. Conversation Café Starters

- Complexity in Clinical Practice
- New Questions for Research and Practice
- Leadership Practice Informed by Complexity
- Diffusing Complexity in Practice
- Open Space

### PAYMENT METHOD

Check Enclosed (*make checks payable to Plexus Institute*)  Credit Card:  Visa  MasterCard

Card Number Expires Mo/Yr Cardholder Address

Signature Date