

A photograph of the Golden Gate Bridge in San Francisco, California, taken at dusk. The bridge's iconic orange-red towers and suspension cables are silhouetted against a deep blue sky with light clouds. The water of the bay is dark, and the distant hills are visible in the background. The overall mood is serene and majestic.

OR Business Management Conference

May 19-21, 2008

**Hyatt Regency
San Francisco
at the Embarcadero Center**

Ninth Annual

OR Business Management Conference

Hyatt Regency San Francisco

A two-day conference plus all-day preconference seminars for OR professionals concerned with the business management of the OR.

Focus of the Conference

Sessions are targeted to the business management of the OR, covering a variety of topics. The focus is on understanding cost components in the OR and determining how costs can be managed.

Business Managers

This is the conference for OR business managers. They see this conference as an opportunity to network with other business managers and learn more about the financial management of the OR.

Target Audience

Participants include OR directors, medical directors, business managers, materials management personnel, purchasing agents, and others concerned with the financial success of the OR.

OR Design and Construction

A special track on OR design and construction will be of interest to OR personnel involved in new construction or renovation. An all-day seminar will address in depth the issues faced when planning a new OR suite.

Bring Your Team

For the most benefit, bring your team concerned with OR operations. We offer a special discount rate for additional persons from the same facility.

Registration Fee

We take good care of you at this conference. Your registration fee includes continental breakfasts, luncheons, handouts, and welcoming reception.

Exhibits

A limited number of tabletop exhibits are available. Please contact John Schmus at A J Jannetti, Inc, at 856/256-2315 or e-mail: schmusj@ajj.com.

Dear OR Leader:

OR directors and others concerned with the financial management of the OR focus on the day-to-day operations, but they must also be prepared for the future.

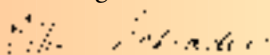
Looking ahead, the keynote speaker, Dr Andrew S. Wright, will provide insight into what to expect in the OR in the future with new technology such as simulation and increased automation and how it will affect the OR. Dr Peggy L. Naas, vice president, physician strategies, VHA Inc, will examine recent regulatory and legislative developments that may change how you work with physicians. The closing session with John G. Reiling will look at building safety into health care facilities.

With a multidisciplinary audience of OR directors, business managers, and materials managers, this conference creates a vibrant interaction among those concerned with the financial success of the OR.

A smaller conference with about 350 attendees, it offers opportunities for networking and taking an active part in the educational sessions, as well as spending in-depth time with a select group of exhibitors.

On Monday, you can choose from four preconference seminars. You will have an opportunity to meet with other attendees at the Welcoming Reception from 5:00 to 6:00 pm that evening. The two-day conference on Tuesday and Wednesday is anchored by three general sessions with a choice from 12 breakout sessions.

We look forward to seeing you in San Francisco for this exciting conference.



Elinor S. Schrader, President, OR Manager, Inc

San Francisco

We are back in San Francisco! Many of you who have attended Managing Today's OR Suite in the past will remember the conferences at the Hyatt Regency at the Embarcadero. The hotel, with a view of the Oakland Bay Bridge, is directly across from the newly renovated Ferry Building. At the Ferry Building Marketplace, you will find specialty shops offering such local delicacies as cheeses, caviar, chocolate, a variety of restaurants, and a farmers' market with local produce on Tuesdays and Saturdays.

One of the top tourist destinations in the country, San Francisco offers Fisherman's Wharf, Ghirardelli Square, Golden Gate Park, Union Square with upscale shopping, and wonderful restaurants throughout the city. If you have time, go north to the wine country or Muir Woods.

Monday, May 19

7:30-8:30 am

Continental Breakfast

7:30 am-6:00 pm

Registration

8:30 am-3:00 pm

Concurrent All-day Seminars

S-1: OR Design and Construction: Ensuring Flexibility for Future ORs

■ **Zigmond Rubel, AIA**

Principal, Anshen+Allen Architects, San Francisco

■ **Elizabeth T. Brott, AIA**

Principal, Kaiser Permanente National Facilities Services, Oakland

■ **Jayne R. Byrd, RN, MSN**

Associate Vice President, Surgical Services, Rex Hospital, Raleigh, North Carolina

■ **William C. Lee, AIA**

Associate Principal/Senior Medical Planner, Anshen+Allen Architects

■ **Tod Moore, RCDD**

Principal, Technology Consulting, Sparling, Seattle

Your new OR suite needs to be designed for the future as well as the present. From leading health care facility architects, you will hear about current design trends that will provide flexibility for ORs in the future.

An OR director who has managed multiple OR suites construction projects will share practical ideas, warn of possible pitfalls, and describe project preparation. You will gain a better understanding of your role in managing the OR design and construction process and take home tools to lead such a project.

You will be provided guidance on optimal user group processes, design trends, operational practices, information technology, and project delivery trends to ensure flexibility for the future OR.

From an expert in technology, you will hear how technology will affect OR design.

S-2: Surgical Services Business Development and Planning

■ **V. Gerard (Jerry) Ippolito, MBA, MHSA, FACMPE**

President, OR Efficiencies, LLC, Naples, Florida

This seminar is designed to assist in positioning the director of surgical services and OR business manager to assume a proactive approach in surgical services business planning and development.

The speaker will prepare you to function as a CEO of a critical profit center by assuming a proactive rather than a reactive position. The presentation will be supported by breakout sessions where you will work through solutions to case-study exercises.

You will take home practical tools to improve your revenue forecasting skills while gaining ideas about how to identify profitable opportunities where accurate data may not be readily available.

You will participate in discussions of how to better understand medical staff development requirements to support budget and financial marketability.

S-3: Materials Management and IT System Coordination

■ **Jeanne S. Parkes, BS, MA**

CEO, The J2 Group Inc, St Petersburg, Florida

■ **Jeanne M. Lattanzio, RN**

President, Western Region, The J2 Group Inc, Reno

■ **George Collins, PMP**

Senior Project Consultant & Business Development Manager, The J2 Group Inc, Baltimore

Why do OR and materials management silos continue to exist in 2008? Are your information systems a help or hindrance in achieving effective supply process results? Are you experiencing the challenge of establishing a collaborative multi-disciplinary process to ensure accurate and synchronized supply data, either because your organization is implementing new information systems or your existing process is ineffective?

If so, you are not alone! The speakers will identify critical success factors to achieve organizational and system interoperability as it relates to an effective supply information management process. They will cover data and category standardization to include OR, materials, instrument tracking, and charge master systems.

There will be discussions around the requirement for a multidisciplinary structure and the resources needed to achieve

well-maintained data. You will learn about a full-cycle process to include real-time supply case validation, offering the potential for enhanced revenue and reporting results.

S-4: Physician Partnership: Its Role in Physician Preference Item Contracting

■ **Marita Parks, RN, MHA**

Vice President Performance Consulting, Resource Optimization and Innovation, Sisters of Mercy Health System, St Louis

■ **Glenn W. Mitchell, MD, MPH, FACEP**

Vice-President for Clinical Safety, Sisters of Mercy Health System, St Louis

This seminar will explore physician relationships and the intercept with product choices. Can hospitals influence physician choice, especially in the costly arena of implantable devices? One system believes we can and has demonstrated a positive outcome in two specialty areas.

This seminar will:

- explore key components to building successful physician relationships
- demonstrate a case study resulting in standardization and cost reduction
- provide breakout sessions for successful role playing situations
- supply take-away tools that can be applied to individual organizations.

5:00-6:00 pm

Welcoming Reception

Opening of Exhibits

Tuesday, May 20

7:30-8:30 am

Continental Breakfast, Registration, Exhibits

8:30-9:45 am


Keynote Address

G-1: Technology and Patient Safety: How Can They Work Together?

■ **Andrew S. Wright, MD**

Assistant Professor of Surgery, University of Washington, Seattle

In the coming decade, innovations such as simulation will play a bigger role in improving the safety of surgical care. Simulation will be used not only to build



basic skills for surgeons, anesthesiologists, and OR staff, but also to help them learn to communicate more effectively. Communication breakdowns are a leading cause of errors and patient injury.

As a general surgeon and biomedical researcher, Dr Wright will preview what's ahead for surgery and the operating room. Two major topics include:

- **Patient safety.** How will innovations such as simulation be used to test which changes in OR practice are effective, such as pre-operative checklists?
- **New technology.** What major new developments are coming to your OR in the next 10 to 20 years? How will they affect your practice and the cost of care?

Dr Wright will address the growing impact of automation, including a new generation of surgical robotics. He will also discuss new techniques ORs will begin to see soon, including NOTES—natural orifice transluminal endoscopic surgery.

9:45-10:45 am

Midmorning Break, Exhibits

10:45 am-noon

Concurrent Breakout Sessions

A-1: Building Healthy Operating Rooms

■ **Zigmund Rubel, AIA**

Principal, Anshen+Allen Architects, San Francisco

Green, sustainable, and high-performance are all terms associated with healthy buildings. This session will discuss the benefits of sustainable design, guidelines for health care buildings, and show examples of how surgery suites can become green. Energy, water, indoor environments, and waste considerations will be addressed.

A-2: Asset Tracking in the OR

■ **James P. Keller, Jr, MS**

Vice President, Health Technology Evaluation and Safety, ECRI Institute, Plymouth Meeting, Pennsylvania

Asset tracking, which is often associated with RFID technology, prom-

ises to bring tremendous gains in efficiency and cost savings to the operating room. This technology, however, brings some complexities and challenges that surgery departments have not had to deal with before.

This presentation will review the findings from ECRI Institute's recent comparative evaluation of asset tracking systems, and the speaker will discuss issues that hospitals should consider before deciding to adopt this technology.

A-3: Improving Quality and Bottom Line Using a Comanagement Agreement

■ **Kenneth R. Ellington, MD**

President/Board Certified Anesthesiologist, Medstream Inc, Asheville, North Carolina

■ **Ron Schmidt**

Principal, DMI Transitions, Brecksville, Ohio

More hospitals are realizing that for surgical services reengineering to achieve optimal results, there must be collaboration among surgeons, anesthesiologists, department staff, and hospital management. These individuals must have input into the reengineering process from start to finish, not only for making process improvements but also for improving communication and developing stronger teamwork among the surgeons, their offices, and hospital departments.

This session will describe key factors in developing and implementing a comanagement agreement to improve the surgical efficiency based on a quality platform. The speakers will identify challenges within surgical services departments and determine areas that need additional improvement.

A comanagement case study involving improvements in performance of a Michigan Health Systems' OR utilization and efficiency will be presented. Performance improvements enhanced surgeon and patient satisfaction, and ultimately, the bottom line.

Noon-1:00 pm

Luncheon, Exhibits

1:00-2:15 pm

Concurrent Breakout Sessions

B-1: Blurring the Boundaries between Surgery and Radiology: Designing the Integrated Interventional Suite

■ **Bill Rostenberg, FAIA, FACHA**

Principal, Anshen+Allen Architects, San Francisco

In many ways, surgery and interventional radiology are converging, and the traditional boundaries are eroding. On one hand, surgery has become less invasive; on the other hand, much of radiology is now more interventional. Yet historically, facilities for surgery and interventional radiology have differed.

This session examines a new design prototype, the integrated interventional suite, and provides insight for designing flexible state-of-the-art advanced surgical/imaging facilities that accommodate future changes in health care practice, operations, technology, and culture.

You will hear about the key components of an integrated interventional suite, including its benefits and challenges.

B-2: Beyond Value Analysis

■ **Bill Anton, RRT**

Finance Manager, Surgical Services, University of Washington Medical Center, Seattle

Over the past 10 years, ongoing economic trends have meant that hospitals have been doing more with less. Many organizations have created successful value analysis programs to facilitate cost savings and revenue enhancement. But the difficult landscape of fiscal challenges remains. Hospitals must continue to produce the best value for hard-earned revenue while providing increasingly safe and technologically advanced services for patients.

What more can we do? How do we structure ourselves to be able to meet the nonstop fiscal challenges while remaining on the cutting edge? How do we measure success?

In this session, the speaker will tell you about one hospital's latest approaches to cost control, revenue enhancement, and cost avoidance. You will hear about supply utilization review and negotiation techniques, systematic pricing review, and use of group purchasing organizations. The speaker will also review the current legal and legislative atmosphere concerning medical supplies. He will discuss specific successful cost-containment initiatives and the future of hospital and surgical expense control.

B-3: Skills for the New Business Manager

■ **Terrence Wooten**

Business and Materials Resource Manager, St Joseph Hospital, Orange, California

Your organization has realized the need for an OR business manager, and you have been selected for the role. But your job description is unclear. What are you supposed to be doing, and where do you start? Your success depends on developing your role and understanding the importance of data for decision-making. This session is designed for the new business manager.

You will hear about the possible roles and responsibilities of an OR business manager. You will also be provided with information about the various types and sources of data, and a sample of tools that can be used to track and trend the data.

2:15-3:00 pm

Afternoon Break, Exhibits

3:00-4:15 pm

Concurrent Breakout Sessions

C-1: Remodeling and Keeping the OR Running

■ **Amy Bethel, MPA, RN, CNA**

Executive Director, Surgical Services, Iowa Health Des Moines

No room to expand your OR but the department needs an upgrade? How do you refurbish the area and continue to keep the OR running?

In this session, you will hear from a perioperative director who has survived the challenge of a large remodeling proj-

ect. She will address lessons learned and how to help the staff adjust to the changes.

You will learn how to avoid the pitfalls of using old processes in the newly designed facility and how to take steps to avoid infection control issues during the process.

The speaker will describe the steps of a construction project for an existing department and how to communicate with a multidisciplinary team.

C-2: Automated Replenishment: Managing Your Supply Chain

■ **Robin Frank, RN, BSN, MBA**

Director of Perioperative Services, Millard Fillmore Gates Hospital, Kaleida Health, Buffalo

■ **Rick Tresmond**

Director Materials Management, Kaleida Health, Buffalo

■ **Richard F. Binder, CPS**

Systems Analyst, Information Systems & Technology, Financial & Resource Management, Kaleida Health, Buffalo

A 5-hospital system, Kaleida Health has spliced materials management onto perioperative care in a delivery model that assures the delivery of products in a timely and cost-effective manner without sacrificing patient care or physician satisfaction.

This session will focus on ways to improve overall supply-chain management.

The session will demonstrate how to use bar-code technology to drive results, create a charge-master with zero miscellaneous charges, and replenish supplies through an automated system tied directly to the billing cycle.

C-3: Advancements in OR Workflow Automation

■ **Deborah Tuke Bahlman, RN, MS**

Regional Manager, Surgery Information Systems, Providence Health System, Portland

Five years after implementing an automatic patient and asset tracking system to improve OR communications and workflow, this facility is updating its workflow automation model and installing the latest tracking technology.

Learn how this OR is integrating advancements in workflow software and ultrasound-based positioning to orchestrate patient care more efficiently for a growing case volume.

You will hear how workflow automation tools can impact patient care in the surgical services department. You will gain understanding about an ongoing process for managing technology advancements in OR workflow automation once technologies have been implemented.

Wednesday, May 21

7:30-8:30 am

Continental Breakfast, Exhibits

8:30-9:45 am

General Session

G-2: Surgeons . . . Can't Live Without Them . . . How to Work With Them

■ **Peggy L. Naas, RN, MD, MBA**

Vice President, Physician Strategies, VHA Inc

How do you manage orthopedic implants and spine physician preference items?

How will recent conflict of interest developments and the Centers for Medicare and Medicaid Services (CMS) DRG changes affect your OR? What can you expect from surgeon involvement and participation in documentation and orthopedic and spine implant programs?

How are political and legislative events on the national scene impacting your actions in physician preference areas?

An orthopedic surgeon and expert in supply chain management will describe new strategies for managing these challenges. Dr Naas has led a team of clinicians and supply chain professionals to help VHA members use hospital and physician alignment strategies to manage in these high-cost areas. She will bring updates from the March 2008 American Academy of Orthopaedic Surgeons annual meeting and from the second session of the 110th Congress and discuss how practices in your hospital may change.

9:45-10:45 am

Midmorning Break, Exhibits

10:45 am-Noon

Concurrent Breakout Sessions

D-1: Designing Surgical Services for Evolving Technology

■ Ila Minnick, MS, RN, CNOR

Director Perioperative and Emergency Services, William S. Middleton Memorial Hospital, Madison, Wisconsin

■ Nilay P. Deshmukh, AIA, LEED AP

Senior Health Planner, Shepley Bulfinch Richardson & Abbott, Boston

Emerging technology and new techniques are reshaping the philosophy of patient treatment in the surgical arena and driving OR design. Tomorrow's surgical team will partner with other departments and disciplines in a more universal physical space to deliver optimal patient care.

Design considerations must address an adaptable physical environment to accommodate current and future innovations while adhering to established standards and regulations.

A health care administrator and senior health care planner will investigate surgery's role in surgical service design considerations that correspond to the rapidly changing practice of health care.

D-2: Spine Implant Update

■ Julie Blatnik, RN, BSN, CNOR

Program Director, Spine Care, HealthEast Care System, Maplewood, Minnesota

The challenge of the decade continues as everyone struggles with not only the cost of spine implants but also with the technology advancements that appears in your OR almost weekly. How will the new CMS DRGs impact reimbursement for your spine program?

Director of a high-volume spine program, the speaker will discuss the newest spine technology and its applicability in today's market. Learn about the potential impact on the

spine market and the effect on the hospitals' pricing strategies and reimbursement.

D-3: Teamwork: It's Good Business

■ Christy Dempsey, RN, MBA, CNOR

Senior VP Clinical Operations, Patient Flow Technology, Inc, Boston

■ Kenneth W. Larson, MD, FACS

Medical Director, Burn Unit, Trauma Surgeon, St. John's Regional Hospital, Springfield, Missouri

Over the years, there have been lots of ideas about building teams. Team building seems to make sense, but how do you make it pay off? In this session, you will learn how to make teams make good business sense.

Should you pay more for teams and, if so, how do you determine the return on that investment? Learn how one community hospital made teams work for the OR and for the hospital.

Learn how variability in expertise costs in terms of quality, safety, and dollars. You will hear what information to track and trend to determine return on investment.

Hear both the surgeon's perspective and that of OR management/administration on implementation of teams and their overall effect on quality and patient safety.

Noon-1:00 pm

Luncheon

1:15-2:30 pm

Closing Session

G-3: Designing Health Care Facilities for Patient Safety

■ John G. Reiling, MHA, MBA

President/CEO, Safe by Design, Waconia, Minnesota

Many hospitals aim to improve patient safety by focusing on ways to decrease human error. John Reiling took it a step further at St. Joseph's Hospital in Wisconsin. He led a team to design a facility to help staff do their jobs more precisely and safely. Patient safety was the guiding principle.

Now his organization, Safe by

Design, supports health care organizations' pursuit of enhancing patient safety by improving the traditional facility design process. He speaks for the Joint Commission and the American College of Health Care Executives on facility design and safety.

In 2002, a national learning lab conference explored the concept of safe hospital design by focusing on latent conditions and active failures, safe design principles, process recommendations, and safety culture. Reiling will discuss the application of "safe by design" to OR suites and the patient care process.

OR Business Managers

An informal networking session for OR business managers will be held from 4:30 to 5:30 pm Tuesday. This will be an opportunity for business managers to meet with each other, exchange information, and share common interests. The session will have no set agenda but will have a leader to facilitate discussion.

Continuing Education

Registered nurses attending a preconference seminar will earn 6 contact hours. Those attending the two-day conference will receive 10.5 contact hours. OR Manager, Inc. is approved as a provider of continuing education by the California Board of Registered Nurses, provider #115882, and the Delaware Board of Registered Nurses.

OR
Manager Inc

Registration Form

Please select the preconference seminar and breakout sessions you wish to attend. You will receive a list of the sessions you have selected in your on-site registration packet.

Preconference All-day Seminars

Please note that there is an additional \$225 fee to attend a preconference seminar.

Monday, May 19, 2008

8:30 am-3:00 pm

- S-1: OR Design and Construction: Ensuring Flexibility for Future ORs
- S-2: Surgical Services Business Development and Planning
- S-3: Materials Management and IT System Coordination
- S-4: Physician Partnership: Its Role in Physician Preference Item Contracting

Breakout Sessions

Please select one breakout from each section.

Tuesday, May 20, 2008

10:45 am-Noon

- A-1: Building Healthy Operating Rooms
- A-2: Asset Tracking in the OR
- A-3: Improving Quality and Bottom Line Using a Comanagement Agreement

1:00-2:15 pm

- B-1: Blurring the Boundaries between Surgery and Radiology: Designing the Integrated Interventional Suite
- B-2: Beyond Value Analysis
- B-3: Skills for the New Business Manager

3:00-4:15 pm

- C-1: Remodeling and Keeping the OR Running
- C-2: Automated Replenishment: Managing Your Supply Chain
- C-3: Advancements in OR Workflow Automation

Wednesday May 21, 2008

10:45 am-Noon

- D-1: Designing Surgical Services for Evolving Technology
- D-2: Spine Implant Update
- D-3: Teamwork: It's Good Business

OR Business Management Conference

Name _____

(Please include professional credentials such as MD, RN, CNOR)

First name to appear on badge _____

RN license _____

Title _____

Facility _____

Street _____

City/State/Zip _____

Daytime Phone _____ Fax _____

E-mail _____

Mailing Address (if different):

Street _____

City/State/Zip _____

Registration Fees

Your registration fee includes continental breakfasts, luncheons, breaks, handout book, and reception.

If more than one person is registering, registration fees can be combined on a single form.

Confirmation will be sent on receipt of full payment.

- Early registration (payment received by April 15, 2008)
 - First individual: \$ 575
 - Additional persons from same facility: ____ @ \$535 each \$ _____
 - Regular registration: first individual: \$ 595
 - Additional persons from same facility: ____ @ \$555 each \$ _____
 - Full-day preconference seminar (includes luncheon) \$ 225
 - Additional persons from same facility: ____ @ \$215 each \$ _____
- Total fees \$ _____

Method of Payment

- Check enclosed payable to OR Manager, Inc
- Please charge my (check one):
 - VISA
 - MasterCard
 - American Express
 - Discover

Card # _____

Expiration date _____ Verification # _____

Signature _____

(credit card registrants only)

Registration Information

To encourage teams to attend the conference, a substantial discount is offered for additional persons from the same facility.

Please share this brochure with others in your facility who might be interested in the conference or call 800/442-9918 for additional brochures.

Website: The complete program and registration form are available on the OR Manager website: www.ormanager.com.

How to Register

By Mail:

OR Manager, P O Box 5303,
Santa Fe, NM 87502-5303

Checks should be made payable to
OR Manager, Inc.

By Fax:

Send a completed registration form to
505/983-0790. Include credit card
information.

OR Manager website:

You can register online at
www.ormanager.com.

Cancellations:

If you have registered and cannot attend the conference, you may send a substitute from your institution. Refund of registration fees (less a \$75 cancellation fee) will be issued if written notification is received no later than April 15, 2008. Cancellations after this date will not be eligible for a refund.



OR
Manager_{Inc}

OR Manager
P O Box 5303
Santa Fe, NM 87502-5303

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Hotel and Travel Information

With its dramatic atrium and spacious lobby, the Hyatt Regency at the Embarcadero offers attractive public space, meeting rooms, and guest rooms.

Hyatt Regency at the Embarcadero
5 Embarcadero Center
San Francisco, CA 94111

Tel: 415/788-1234 Fax: 415/398-2567
www.sanfranciscoregency.hyatt.com

Special rates of \$205 are available for single or double occupancy; \$230 for triple occupancy; and \$255 for quadruple occupancy plus 14% occupancy tax and \$.13 tourism tax for each night.

Cutoff date: April 15, 2008.

You may make your hotel reservations from the link on the OR Manager website, www.ormanager.com. The group code is ORMI. You may also make your reservations directly with the hotel at 415/788-1234 (request the OR Manager or the OR Business Management Conference rate) or online at www.sanfranciscoregency.hyatt.com (use G-ORMI for the group code).

Reservations will be accepted at this special rate while space is available until April 15, 2008. After that date, reservations will be subject to space and rate availability.

Make your reservations as early as possible because rooms

may not be available at the conference rate if the room block is sold out before the cutoff date. All reservations must be accompanied by a first night's deposit by check or credit card. Credit cards used to prepay will be charged immediately.

Cancellation policy. Cancellations must be received by 3:00 pm 24 hours prior to arrival to ensure advanced deposit refund.

Early departure fee. Check-out prior to the reserved check-out date will result in an early check-out fee of \$50. To avoid an early check-out fee advise the hotel at or before check-in of any change in the planned length of stay.

Check-in time is 3:00 pm; check-out time is 12 noon.

Internet. Wireless Internet access is available in all guest rooms for \$9.95. High-speed Internet access is also available in public areas.

Parking. Valet indoor parking is available for hotel guests for \$49 plus tax (\$55.86) for a 24-hour period. For non-hotel guests, valet parking is \$61.25 with tax. Self-parking is available in the Embarcadero Center for \$2.75 for every 15 minutes, weekdays.

Transportation

Fourteen miles south of the city, SFO—San Francisco International Airport is served by most airlines. Taxis are available and will cost about \$45. Lorrie's Shuttle provides service to the Hyatt for \$14. For information or reservations, call 415/334-9000 or go to www.lorries-shuttles.com.