Strategic sessions to help attendees:

• Understand what it means to be accountable for care delivery in the rural community
• Strengthen the hospital’s position through unique partnerships, networks, and strategic affiliations
• Gain practical tools for achieving peak operational, clinical and financial performance
• Recruit top clinical talent through stronger physician/hospital alignment and an enhanced organizational culture
• Explore emerging technologies for improving care delivery and information management
• Revitalize your leadership and improve board expertise and skills

Who should attend:

• Rural Hospital CEOs, Administrators and System Executives
• Board Members
• Nursing and Physician Executives
• Public Health and Community Leaders
• Executives of Rural Health Care Associations, Networks and Clinics

Reserve your spot by December 14th for the greatest savings with Early Bird tuition pricing!
Rural health care leaders are actively transforming their organizations for a new world of accountable care marked by changing payment models, heightened expectations for physician alignment, and a greater need for collaboration. It’s clear that rural hospitals understand the imperative to compete on the value derived from high quality and low cost care delivery. Many are already successfully improving outcomes, driving out inefficiencies, boosting staff engagement, and creating win-win partnerships.

The 2013 Rural Health Care Leadership Conference brings together top thinkers in the field, and offers you strategies for accelerating performance excellence and improving the sustainability of your rural hospital as well as the health of your rural community. We’ll examine the most significant operational, financial and environmental challenges you face and present proven models and innovative strategies that will enable you to transform care delivery and business practices. Senior executives, clinical leaders, and trustees will enhance their capacity to make the smart decisions that can lead to extraordinary outcomes.

Plan to arrive early to enjoy Phoenix and join us on Sunday to dive deeper into individual and organizational performance improvement topics through expanded pre-conference workshop options. These workshops afford substantial opportunities for interaction between participants and faculty, and they will add great value to your conference experience.

For over 25 years, the Rural Health Care Leadership Conference has brought a unique focus on innovative ideas, thoughtful insights, and tested strategies for improving rural health care and developing the leadership that can produce results.

**BENEFITS OF ATTENDING**

- Understand the impact of the changing environment on the rural hospital and health system.
- Strengthen the hospital’s position by exploring unique partnerships and strategic affiliations to enhance care coordination and clinical integration.
- Clarify the roles and responsibilities of trustees and provide tools for improving governance practices.
- Create a true culture of quality and patient safety that is grounded in systems improvements.
- Improve recruitment and retention of skilled personnel by building an organization that effectively partners with clinicians and boasts a collaborative culture.
- Explore emerging technologies for improving care delivery and information management.
- Develop the leadership skills and operational processes required to enhance performance, efficiency and effectiveness for sustained success.

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**SPECIAL FEATURES**

**A Celebration of Music, Health and Healing**  
**Sunday, February 10th, 4:30-5:30 pm**

Join Bruce Cryer, Global Health Care Director of HeartMath and Gary Malkin, Emmy award-winning composer for this special afternoon of music, video, and personal stories that will explore the power of music and the arts to enhance the healing experience.

**Hot Topic Roundtable Discussions**

Grab lunch and join a roundtable discussion group for facilitated conversation on critical issues and topics in rural health care such as governing board performance, preparing for the changes required by reform, improving provider relations, and others. Share what’s working well in your organization and gain others’ advice and what you’re struggling with. Take advantage of this opportunity to tap into your peers’ expertise.

**Recreation and Rejuvenation**  
**Tuesday, February 12th**

Back by popular demand! Join us for one of two activities.

**Scottsdale Shopping Excursion, 3:30-6:30 pm**

Participants will enjoy access to two of Arizona’s premier shopping destinations, Scottsdale’s Fashion Square and the quaint shopping of Scottsdale’s Old Town. Buses will be stationed centrally, within a five-minute walk to both destinations. Fashion Square is Scottsdale’s largest mall, offering the very best in every category—from major department stores to elite and unique boutiques. The Fifth Avenue section of Old Town encompasses over a square mile of themed shopping streets offering everything from Native American jewelry and artwork to western clothing. Bus transportation is included in the $10 fee.

**Desert Nature Hike, 3:30-6:00 pm**

The scenic Charles M. Christiansen Memorial Trail wanders through the Phoenix mountain preserve and offers stunning views of desert landscape with the occasional glimpse of desert wildlife. Nature lovers and exercise enthusiasts will enjoy this scenic hike through the unique desert wilderness. Knowledgeable guides will direct hikers and provide commentary on plant and animal life as well as history of the area. Hikers will depart on foot from the resort. The hike is appropriate for all levels—participants will split up with guides based on preferred pace. Please wear appropriate and comfortable shoes as well as sunscreen. Water will be provided.

**Complimentary Webinar**

As part of your conference registration, you’ll receive a complimentary registration to one webinar of your choice from Health Forum’s 2012/2013 Webinar Series. The series focuses on topics such as performance improvement, managing organizational change, physician relations, improving quality and patient safety, IT trends, workforce challenges, and more.

**Plan a Retreat for Your Leadership Team**

The conference offers an excellent opportunity for your team to meet in a customized retreat setting with select conference faculty or other facilitators. Debrief on what you’ve learned during the program and explore how it applies to your organization, or address a specific management or board issue that you’re facing. Contact Laura Woodburn at lwoodburn@healthforum.com for more information.
**CONFERENCE REGISTRATION**

**10:30 am – 5:00 pm**

**PRE-CONFERENCE WORKSHOPS**

**11:00 am – 4:00 pm**

**WORKSHOP #1**

**Strategies to Thrive, Not Just Survive, in These Uncertain Times**

*Brian Haapala,* Managing Director, Stroudwater Associates, Portland, ME; *Michael Curtis,* VP, The Neenan Company, Fort Collins, CO; *Charles Ervin,* VP, Doughterry Mortgage, Bozeman, MT; *Russ Johnson,* CEO San Luis Valley Health, Alamos, CO; *Randy Heitmann,* Vice Board Chair, Tri Valley Health System, Cambridge, NE; *Cole White,* CFO, Middle Park Center, Kremmling, CO; and *Bob Gomes,* CEO, Pioneer Memorial Hospital and St. Charles Medical Center Redmond, Prineville, OR

In this time of reduced resources and widespread uncertainty, rural health care institutions may find themselves between a “rock” of increasing demands from their communities and a “hard place” of not knowing what they should do, what they might be able to do, how to go about analyzing both, and then how to go about converting that information into action. Systems and independent health care organizations often look to one another in confusion, each unsure whether to identify the other as part of the problem or as part of the solution. This workshop will offer strategies to identify, plan, and implement approaches to tackle current concerns, while addressing long-term solutions for improving the community’s health, enhancing the institution’s efficiency and effectiveness, and increasing its bottom line. The presenters will define a “rural health care home” as an optimal goal for enhanced community and institutional health, and offer a 360-degree iterative process to identify and focus support for achieving that goal. You’ll hear candid “cans, can’ts, dos and don’ts” of financing rural health care initiatives, as well as straight talk about how to determine if alliance, affiliation and/or acquisition will help or hamper your organization’s goals.

**2:00 – 4:00 pm**

**WORKSHOP #3**

**Lessons in Building a Nurse Network for Improved Patient Care**

*Shirley Main,* Executive Director, Rural Connection, Boise, ID

The Rural Connection consortium was established to improve quality of care across several Idaho rural hospitals. The spirit of Rural Connection focuses on navigating change and keeping rural hospitals connected and relevant in the emerging health care environment. Members of Rural Connection collaborate on solutions for improving patient care that are appropriate and easy to implement in every practice setting—rural, urban or academic. In this highly interactive workshop, the presenter will demonstrate how system-wide networks can leverage skills for quality improvement. You will learn about the leadership and organizational requirements for successful rural networks and gain techniques and core strategies to initiate, develop and manage change within a network with diverse local goals, pressures and expectations. In the context of ‘surviving’ systemization, nursing can play a key role in creating and maintaining relationships that are truly patient centered—whether they be as simple as two hospitals working on a core quality issue or as complex as a consortium like the Rural Connection. Workshop participants will gain resources and tools for building these productive relationships and managing change that will be of value to organizations at all points along the collaboration continuum, from novice to expert.

**4:30 – 5:30 pm**

**Re-Discovering the Power of Music as a Catalyst for Healing**

*Bruce Cryer,* Global Health Care Director, HeartMath and *Gary Malkin,* Emmy award-winning composer

In the 1970s, Bruce Cryer and Gary Malkin were roommates at Oberlin College, where they passionately pursued their love of the performing arts. Bruce went straight from college to star in Broadway’s “The Fantasticks,” and eventually moved to California to develop innovative solutions for integrative health and optimal performance. Gary also migrated to California to pursue a Hollywood career composing music for television and film. Their experiences in health care—Bruce as a “reluctant patient” and Gary as a creator of musical healing environments—compelled them to join forces to share how the power of discovering “what makes your heart sing” can catalyze healing, awaken creative self-expression, inspire our leadership capacities, and deepen our humanity in the workplace. With a moving blend of music, stunning video, guided imagery and personal stories, Gary and Bruce will inspire you to bring music and the arts into the healing environment and your personal life.
efforts following 9/11, Hurricane Katrina, the Haiti earthquake and turmoil in the Middle East, and his uniquely humorous and participatory engagement with audiences, Steve demonstrates how to use playfulness to energize individuals, teams and organizations—especially in challenging, change-filled times—allowing them to reach their full potential.

9:30 – 9:45 am
BREAK

9:45 – 11:00 am
GENERAL SESSION
A Conversation on the Transformation of Rural Health Care
Rich Umbenstock, President and CEO, American Hospital Association, Washington, DC; Russell Johnson, CEO, San Luis Valley Regional Medical Center, Alamosa, CA; and Mary LaRowe, President and CEO, St. James Mercy Health System, Hornell, NY

Gain an update on the post-inauguration political outlook and trends across the field, with a deep dive into what it all means for rural hospitals and how leaders are positioning their organizations for success in the future. Bring your questions and concerns, and share your best ideas for going forward in this lively dialogue on the critical issues facing rural health care.

11:00 – 11:15 am
BREAK

11:15 am – 12:30 pm
STRATEGY SESSIONS
#1 Sustaining the Financial Viability of Critical Access Hospitals
Terry Hill, CEO, National Rural Health Resource Center, Duluth, MN and Geoff Kaufmann, CEO, North Central Blood Services-American Red Cross, St. Paul, MN

What are the factors that lead to the ongoing financial viability of Critical Access Hospitals and what financial indicators should be measured? How should CAHs be positioning themselves to be successful in the "Reform Era"? And what are the ongoing strategies that CAHs should pursue in order to thrive under the coming shifts in health care incentives? This session will provide a summary of the findings from the 2012 CAH Financial Leadership Summit, hosted by the National Rural Health Resources Center, in which fifteen rural health care experts discussed a series of questions in detail. We'll review conclusions drawn and recommendations made as to how CAHs can remain financially viable in the next several years.

#2 Finding Success in All the Right Places: A Win-Win Collaboration between a Rural Hospital and Federally Qualified Health Center
Kris Doody, Chief Executive Officer, Cary Medical Center, Carlisle, ME and Mickey Bilbrey, Vice President, QHR, Brentwood, TN

In 2009, Cary Medical Center initiated a physician recruitment effort but its success only came about when the hospital collaborated with FQHC Pines Health Services in a strategic planning process that produced a decision to jointly recruit physicians. This effort has yielded 17 new physicians for the community employed by the FQHC. The impact on access to primary care and expanded clinical operations has been remarkable. Cary is also negotiating with two outlying communities to reopen primary care clinics under the management of the FQHC. Next up? A new joint strategic planning effort that includes the development of a medical office building, adjacent to the hospital, housing FQHC physicians. The presenters will describe the unique synergies and challenges of finding success working with FQHCs.

#3 Optimize Charitable Giving as a Strategic Revenue Source
Betsy Taylor, Principal, Third Sector Strategy, Lookout Mountain, TN

Today’s rural health organizations face a range of revenue challenges that make the threshold for sustainable capital investment elusive for most and impossible for many. However, the need for capital investment is unrelenting as hospitals work to upgrade facilities and keep up with the brisk pace of technological innovation. With traditional funding sources inadequate and with increased cost and difficulty in using debt to fund future plans, philanthropy has emerged as a strategic solution for reasons including a strong ROI. Philanthropy simply has the power to deliver capital at a level not possible by any clinical service line. This session will consider: What is the potential for health care philanthropy? What are the key drivers that enable success? And, what are the most leveraged leadership roles for advancing philanthropy to achieve greater financial impact?

12:30 – 2:00 pm
NETWORKING LUNCH WITH HOT TOPIC ROUNDTABLE DISCUSSIONS

2:00 – 3:00 pm
GENERAL SESSION
The Risk Continuum – New Opportunities for Rural Providers
Clint MacKinney, MD, MS, Deputy Director and Assistant Professor, College of Public Health, University of Iowa, Iowa City, IA

New payment strategies, such as accountable care organizations, are shifting risk from payers to providers. Although accepting risk is unsettling to rural providers comfortable with cost-based reimbursement, opportunity exists for prepared providers to benefit under new risk-bearing payment contracts. In this presentation, Dr. MacKinney will discuss the risk continuum from cost-based to capitated payments. He will explain why the risk shift is occurring and how rural providers can prepare for rapidly expanding and unique opportunities to improve both quality and financial performance.

3:00 – 3:15 pm
BREAK

3:15 – 4:30 pm
MORNING STRATEGY SESSIONS
#1-#3 REPEATED WITH NEW SESSION #4

#4 The Trustee’s Role in the Move to HIT
Frank Beaman, CEO, Faith Community Hospital, Jacksboro, TX

Implementing an electronic health records system is a huge challenge—especially for rural providers. Faith Community Hospital defied the odds by successfully implementing an EHR and meeting meaningful use stage one requirements in less than six months. Learn how FCH created a culture conducive to EHR adoption by starting at the top with the hospital trustees. Hear how leadership set a “paperless” example, secured the board’s support, and engaged hospital staff and clinicians in the identification of innovative EHR technology that specifically meets rural providers’ needs. Explore the role of the board in the EHR adoption process and better understand the trickle-down affect the leadership’s point of view has on the rest of the hospital and the establishment of the right culture for EHR adoption.

5:15 – 6:45 pm
NETWORKING RECEPTION
Support for the reception is generously provided by QHR | QUORUM HEALTH RESOURCES
This session will describe the current financial state for rural hospitals along with new analysis and technical assistance resources available to help rural hospitals and systems adapt to the changing health care environment. Researchers from the University of North Carolina Rural Health Research Center will show new financial data for rural hospitals nationally and examine what that means for hospital leaders. Participants will also hear about the new Rural Health System Analysis and Technical Assistance Center, which will work with rural hospitals and systems to help adapt to new models of care. The presenters will provide information on the Rural Affinity Group within the HHS Partnership for Patients and the opportunities to help improve quality for rural hospitals.

8:15 – 9:30 am GENERAL SESSION
Closing the Knowing-Doing Gap in Health Care
Craig Deao, Senior Leader for Research and Development, Studer Group, LLC, Gulf Breeze, FL

Six frogs are sitting on a lily pad, and one decides to jump. How many frogs are left on the lily pad? You may assume the answer is five. Actually, it’s six. Why? Because deciding to jump and jumping are two completely different things! A challenge, faced by organizations in all industries, is that we work really, really hard to figure out what we need to do, yet we fail to implement what we learn in the process. Most health care organizations really, really want to leap off that lily pad—especially with value-based purchasing making it even more critical that we drastically improve clinical quality. So why are so many of our frogs with good intentions? Are we aligned in our leadership mindset, goals and resources? Are we holding people accountable for executing well? The quality chasm can be bridged—the first step is figuring out what’s keeping you from making that leap.

9:30 – 9:45 am BREAK

9:45 – 11:00 am GENERAL SESSION
The Rural Hospital Federal Update
Lisa Kidder Hrobsky, Vice President, Legislative Affairs, American Hospital Association, Washington, DC

Ms. Kidder Hrobsky will drill down on rural specific issues including recent Administrative and Hill activity on Critical Access Hospitals and rural PPS hospitals. Learn how Congress and the Administration will function after the election and what it means for rural community hospitals.

11:00 – 11:15 am BREAK

11:15 am – 12:30 pm STRATEGY SESSIONS
#1 Survival Tactics for the Independent Rural Hospital
Mike Williams, President & CEO, Community Hospital Corporation, Plano, TX

As environmental challenges grow, many rural hospitals are faced with the need to make strategic decisions regarding the future. Sustained economic uncertainty, physician recruiting, aging physical plants, and the growing number of uninsured are causing rural hospitals to consider whether to maintain independent, community control of their facilities, or to evaluate opportunities for partnerships, mergers and acquisitions. In some cases, there is no choice—surrendering independence in exchange for resources is necessary for survival. But there are also ways a hospital can preserve its independence while securing its footing. Learn about the alignment alternatives that will allow independent community-based hospitals to better adapt to the current environment while positioning them for the transition to value-based care delivery.

#2 What Trustees Need to Know About Health Care Reform
Todd Linden, President and CEO, Grinnell Regional Medical Center, Grinnell, IA

The delivery of health care in America is changing rapidly with or without the Patient Protection and Affordable Care Act. Understanding the implications of these changes for community hospital board members is critical to positioning hospitals for success in very uncertain times. In this presentation, trustees will learn the key provisions driving delivery changes, including the most important provisions of the PPACA. Attendees will better understand the implications and special challenges to rural hospitals with a focus on strategies for moving forward with a vision of collaboration and integration with physicians and other key stakeholders. Today, more than ever before, trustees have an obligation to understand and proactively navigate the changing health care landscape.

#3 Rural Population Health Initiative – New Ulm Case Study
Toby Freier, President, New Ulm Medical Center, New Ulm, MN

New Ulm Medical Center has created a high performing rural health organization, taking steps to proactively prepare for payment reform and population health management. This session will highlight New Ulm’s physician integration strategy, use of health information technology, community engagement, and service line development through a regional health system. You’ll also learn about the benefits and challenges of developing and sustaining a rural population health initiative. The Heart of New Ulm project is a nationally-recognized population health initiative seeking to prevent the occurrence of heart attacks. Impressive outcomes include a reduction in community average BMI and statistically significant reductions in high blood pressure, high cholesterol, depression, smoking, and high glucose levels.

#4 “Outside the Box” Physician Alignment Alternatives for Rural Hospitals
Max Reboldt, President/CEO, Coker Group, Alpharetta, GA and Aimee Greeter, Manager, Coker Group, Alpharetta, GA

Rural hospitals and physicians are challenged to build strategic alliances that maximize limited resources and funds. Success is available to rural hospitals that embrace a strategic, innovative approach. This session will examine critical success factors for viable physician/hospital relationships in rural settings that are not restricted only to employment. The presenters will examine current physician-hospital alignment trends and discuss the best models for rural hospitals—the options may surprise you! Learn to leverage the local community to identify growth opportunities and strengthen recruitment efforts to attract physicians to rural areas. Understand the typical process that a practice/hospital encounters to align and how it differs for the rural hospital.

12:30 – 1:30 pm NETWORKING LUNCH
Integration models in use in rural networks vary in scope as do the compensation models (and values) associated with each. A well-designed income distribution plan is necessary under any alignment model, including those in which physicians remain in private practice all the way to those that feature physician employment. This session will review the compensation models most commonly utilized in limited, moderate and full alignment models; examine the current trends in physician-hospital alignment and how to blend new methods and incentives within the organization’s existing model; explore how integration, quality measures, and non-productivity metrics affect physician compensation; and explain how Accountable Care Organizations may affect compensation models in the future.

3:00 – 4:00 pm
BUSINESS BRIEFING
Preventing Your Hospital to Best Access the Capital Markets: Navigating the Efficient Frontier

Alan P. Richman, President & CEO, iNovative Capital LLC, Springfield, PA

Pressured by stressed state and local economies, the anticipated impact of health care reform and performance-based payments, hospitals must operate at peak efficiencies just to have an opportunity to survive. However, surviving is not thriving. For a rural hospital this requires access to capital to modernize their facility, recruit physicians and grow their franchise. Credit issues have impacted loan underwriting policies and have made access to capital for non-rated borrowers ever more challenging. With state and federal budget concerns, even government programs such as HUD and USDA have become more selective. So when is the best time to undertake a capital project and access the debt markets? What steps should be taken to ready a hospital for its proposed courtship with lenders? This session offers a best business approach to preparing a hospital to successfully procure capital financing it can afford.

3:30 pm and on
OPTIONAL RECREATIONAL
ACTIVITIES

Stretch your legs with a stroll across the desert or explore the best of the West through art, cuisine and shopping. Registration required for all activities. Guests are welcome!

3:30 – 6:00 pm
Desert Nature Hike

3:30 – 6:30 pm (transportation provided)
Scottsdale Shopping Excursion

WEDNESDAY, FEBRUARY 13TH

7:00 – 8:45 am
CONTINENTAL BREAKFAST

7:30 – 8:45 am
STRATEGY SESSIONS

#1 An Alignment and Accountability Framework for Achieving Great Results

Sue Tetzlaff, Co-Founder, Capstone Leadership Solutions, Sault Sainte Marie, MI and Jane McLeod, Co-Founder, Capstone Leadership Solutions, Sault Sainte Marie, MI

This session will review the results that a community hospital has achieved in improving patient satisfaction and quality, which has resulted in favorable projections for Value Based Purchasing outcomes. Like most hospitals, War Memorial Hospital had committees and employees/leaders assigned to improving service and quality; however, for years, minimal improved results were achieved. In 2006, WMH embarked upon changes to implement a framework of accountability and alignment that includes: a systematic process for goal setting, action planning and report cards; metric-based/ objective leadership and employee evaluation systems in alignment with goals; and leadership and employee training systems to promote successful achievement of goals. The presenters will describe the framework and explain the goal setting process, action planning and measurements/metrics.

#2 Driving Value and Quality Outcomes: The Latest Research and Best Practices for Rural Hospitals

Scott Goodspeed, Principal and Vice President, iVantage Health Analytics, Portland, ME

This session will offer an update on the latest national research and trends on rural hospital quality performance including Hospital Compare Process of Care and Outcomes measures as well as HCAHPS measures, with insights provided into how rural hospitals perform compared to the rest of the U.S. hospitals. Participants will gain an understanding of the impact of value-based purchasing incentives on reimbursement and quality. You’ll learn exactly what the best rural hospitals do to improve quality and patient safety, and consider the six actions boards can take to accelerate improvement including the effective use of dashboards. Mr. Goodspeed will also share the sobering lessons health care organizations can learn about safety hazard probabilities from the Tenerife airport disaster, the single accident that changed aviation and the airline business forever.

#3 Simple Steps to a Lean Organization

Leslie Johnson, Director of Six Sigma/Lean Strategic Planning, Graham Health System, Canton, IL and Holly Henline, Director, Revenue Cycle, Graham Health System, Canton, IL

Limited resources and the demands of health care today are necessitating that rural organizations shift away from cumbersome processes to work smarter, rather than harder, through the elimination of waste and re-work. This presentation will describe Graham Health System’s implementation of a Lean / Six Sigma culture. The presenters will highlight the differences between Lean methodology and Six Sigma and provide tools for deciding where to focus and obtain the business agreement for the future state. You will hear examples from GHS’s Lean process improvement and understand what are value-added versus non-value added steps and how to quantify the quality and financial impact of the work. Learn what comes next in Graham’s vision for continued improvements.

8:45 – 9:00 am
BREAK

9:00 – 10:15 am
STRATEGY SESSIONS REPEATED

10:15 – 10:30 am
BREAK

10:30 am – 12:00 pm
GENERAL SESSION

The Physics of Cultural Transformation

Joe Tye, CEO and Head Coach, Values Coach, Inc., Solon, IA

Achieving financial sustainability and operational excellence will depend upon the organization having a positive, adaptive, and resilient corporate culture. In today’s rapidly-changing world, we need to look at organizations with new eyes and learn to assess our performance with new tools. This session will share practical strategies for fostering such a culture using the laws of physics as a metaphorical construct for cultural transformation. Participants will:

• Understand how the applied physics principles of critical mass and escape velocity can help shape strategies for culture change
• Understand how the laws of thermodynamics can help avoid the onset of cultural entropy
• Explore how the mind-bending principles of quantum mechanics can accelerate the cultural transformation process
• Consider what we can learn about measurement, assessment, and evaluation from the frustrations that modern physicists face when trying to understand complex phenomena at the subatomic and trans-universe levels

12:00 pm
CONFERENCE CONCLUDES
26th Annual Rural Health Care Leadership Conference
February 10-13, 2013 | Pointe Hilton Tapatio Cliffs Resort | Phoenix, AZ

Mail Health Forum
75 Remittance Drive, Suite 6876
Chicago, IL 60675-6876
Online www.healthforum.com/Rural

Phone (312) 893-6897
Email clang@healthforum.com

FOR INFORMATION

Please print or type participant information exactly as you would like it to appear on your badge.

Name
Nickname for badge
Title
Organization
If applicable, please provide hospital bed size
Address
City, State, Zip
Telephone Fax
E-mail

FEE SCHEDULE

<table>
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<tr>
<th>Early Bird by December 14th</th>
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<td>American Hospital Association institutional members and Center for Healthcare Governance members</td>
<td>$600</td>
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Fourth Team Member—FREE
☐ Send three people from your organization and the fourth comes FREE. To qualify, a form is needed for each registrant. Forms must be submitted at the same time.

Pre-Conference Workshops, Sunday, February 10th
Check below if you would like to register for one of the workshops.
☐ Workshop #1—Strategies to Thrive, Not Just Survive, in These Uncertain Times, 11:00 am – 4:00 pm (Lunch is provided.)
☐ Workshop #2—Governance Practices in an Era of Health Care Transformation, 2:00 – 4:00 pm
☐ Workshop #3—Lessons in Building a Nurse Network for Improved Patient Care, 2:00 – 4:00 pm

Recreational Activities, Tuesday, February 12th
Check below if you would like to register for one of the recreational activities. Attendees may also register one guest to participate.
☐ Desert Nature Hike Attendee Registration, 3:30 – 6:00 pm Complimentary
☐ One Desert Nature Hike Guest Registration Complimentary
☐ Scottsdale Shopping Excursion Attendee Registration, 3:30 – 6:30 pm $10
☐ One Scottsdale Shopping Excursion Guest Registration $10

TOTAL $ 

Payment Methods (registration form must accompany payment)
Check or Money Order: Payable to Health Forum, please mail this form with the address above.
Credit Card: To pay with a credit card, please register online at www.healthforum.com/Rural

Use of Registration Information: Your registration information will be used to send you conference updates and included on the attendee roster. It may also be used to deliver information to you about other relevant health care management conferences or products and services offered by the AHA, Health Forum and our corporate partners.
☐ Check here if you would rather not receive this information.

Scholarships: A limited number of partial tuition scholarships is available. Please e-mail Laura Woodburn at lwoodburn@healthforum.com for more information on how to apply. The scholarship deadline is December 14, 2012.

Hotel Accommodations: Nestled in the Phoenix North Mountain Preserve, the Pointe Hilton Tapatio Cliffs Resort features AAA Four-Diamond all-suite accommodations, eight pools, a golf course, a fitness center, tennis, nearby hiking trails, full-service spa, and a variety of on-site dining options.

Pointe Hilton Tapatio Cliffs
11111 North Seventh Street, Phoenix, AZ 85020
Reservations: (800) 876-4683
Resort: (602) 866-7500
Web site: www.tapatiocliffs.com

The special conference attendee rate is $179 for a single/ double and includes complimentary daily in-room internet.

To make a reservation: Please note that there are different suite location options available depending on guest preference for scenic views and proximity to the meeting space. Visit www.healthforum.com/Rural for descriptions of suite location options.

Online: Visit www.healthforum.com/Rural for a link to online reservations at the conference rate.
By phone: Call (800) 876-4683 and request a reservation at the Pointe Hilton Tapatio Cliffs. Mention that you are attending the Rural Health Care Leadership Conference or provide the group code AAR to receive the special rate.
Provide the reservationist with your suite location preference if you have one.
The cut-off date to receive this rate is January 11, 2013. We recommend reserving your room early to ensure availability. Please note that $5 of the room rate underwrites a portion of the conference.

Transportation
Airline: For information on discounts with United, American and Delta Airlines visit www.healthforum.com/Rural
Rental Car: Special rates from Hertz are available. Call (800) 654-2240 and provide the meeting number CVU03AB0009.
Ground Transportation: The Pointe Hilton Tapatio Cliffs Resort is located approximately 12 miles from the Phoenix Sky Harbor International Airport. For information on ground transportation options, visit www.healthforum.com/Rural.

Special Accommodations: If you need any of the auxiliary aids and services identified in the Americans with Disabilities Act, contact Connie Lang at clang@healthforum.com with a written description of your needs.

Substitutions/Cancellations: If you cannot attend the conference you can send a substitute, even at the last minute. If you must cancel entirely, your request for a refund—minus a $250 processing fee—must be made in writing no later than January 16, 2013. Refunds will be processed within two weeks of the request. Cancellations made after January 18th are not eligible for a refund. In the unlikely event of a cancellation of the program, Health Forum is not responsible for non-refundable items.

Continuing Education Credit
American College of Healthcare Executives: Health Forum is authorized to award 20.5 hours of pre-approved Category II (non-ACH) continuing education credit for this program toward advancement or recertification in the American College of Healthcare Executives. Participants in this program wishing to have the continuing education hours applied toward Category II credit should indicate their attendance when submitting application toACHE for advancement or recertification.
California Board of Registered Nursing: Health Forum is provider approved by the California Board of Registered Nursing, Provider Number 12650 for 20.5 contact hours. Check with your state provider for reciprocity.
College of Healthcare Information Management Executives: Health Forum is approved to provide 20.5 qualifying Continuing Education Units (CEUs) for this conference by the College of Healthcare Information Management Executives (CHIME) Certified Healthcare CIO (CHCIO) Program.
Nursing Home Administrators: This conference may satisfy continuing education requirements for nursing home administrators, which vary from state to state. Check with your state agency to determine eligibility.

Our Quality Guarantee: If, for any reason, you are not satisfied with this conference, you will receive a full credit toward another conference of comparable price or a refund of your tuition, less a $150 processing fee.
Visit www.healthforum.com/Rural for additional information on the conference, Phoenix attractions and for easy online registration.
Networking with rural health care people from so many different places is the best thing about this conference.”

Gail Blackmer, Chair, Bigfork Valley Hospital, Bigfork, MN

“Inspirational and informational. Great formula for success. Brokering hospital partnerships was a great experience.”

Larry Hagedorn, Board Member, Manning Regional Healthcare Center, Manning, IA

“The networking with other rural health folks was a great and unique experience.”

Rita Blasius, Chief Financial Officer, Avera St. Benedict Health Center, Parkston, SD

“This was the first time I had attended the conference and I was very impressed with the content and speakers who embraced the challenges of today’s health care.”

Jean Garten, FACHE, Principal, JG Consulting, Olathe, KS

“The information was relevant and very important for our future!”

Larry Hagedorn, Board Member, Manning Regional Healthcare Center, Manning, IA

“Great conference and great speakers who embraced the challenges of today’s health care.”

Melissa Fraser, Board Chair, West Park Hospital, Cody, WY

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