WHO SHOULD ATTEND:
- Rural Hospital CEOs, Administrators, Senior Executives and System Leaders
- Governing Board Members
- Nursing and Physician Executives
- Public Health and Community Leaders
- Executives of Rural Health Care Associations, Networks and Clinics

STRATEGY SESSIONS TO HELP ATTENDEES:
- Gain practical tools for achieving peak operational, clinical and financial performance
- Understand what the latest developments in Washington mean for rural hospitals and their communities
- Revitalize leadership, boost governance expertise, and create a renewed culture
- Strengthen the hospital’s capacity to deliver value-based care through strategic partnerships and collaborations
- Engage clinical talent and enhance care delivery through innovative staffing approaches including APPs and shared governance models
- Explore how virtual health technologies are improving access to care

RESERVE YOUR SPOT BY DECEMBER 15 FOR THE GREATEST SAVINGS WITH EARLY BIRD TUITION PRICING!

REGISTER THREE AND THE FOURTH ATTENDS FOR FREE!
Rural health care leaders are actively transforming their organizations for a new world of accountable care marked by changing payment models, heightened expectations for clinical excellence, and a greater need for collaboration. They understand the imperative to compete on the value derived from high quality, affordable care delivery. Many rural hospitals are already improving outcomes, creating strategic partnerships, exploring unique staffing arrangements, engaging consumers, and successfully managing the health of their populations.

The American Hospital Association’s 2018 Rural Health Care Leadership Conference brings together top practitioners and thinkers to share strategies and resources for accelerating the shift to a more integrated and sustainable rural health system. We’ll examine the most significant operational, financial and environmental challenges and present innovative approaches that will enable you to transform your organization’s care delivery model and business practices.

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

The Rural Health Care Leadership Conference offers a powerful focus on innovative ideas, thoughtful insights, and tested strategies for responding to an ever-changing world. We hope you’ll join us in Phoenix.

SPECIAL FEATURES

AN UPDATE FROM THE AHA’S TASK FORCE ON ENSURING ACCESS IN VULNERABLE COMMUNITIES

The work of the Task Force is ongoing. In plenary and case study presentations, this year’s conference explores many of the emerging strategies identified by the Task Force that have the potential to help preserve access including:

- Addressing the social determinants of health
- Virtual care strategies
- Rural hospital-health clinic strategies
- Inpatient/Outpatient transformation strategies

For more on the Task Force, www.aha.org/EnsuringAccess

HOT TOPIC ROUNDTABLE DISCUSSIONS

Grab lunch and join a roundtable discussion group for facilitated conversation on thorny issues and current topics in rural health care. Share what’s working well in your organization and gain others’ advice on your challenges.

RECREATION AND REJUVENATION

TUESDAY, FEBRUARY 6

Desert Nature Hike, 3:30 – 6:00 pm
Nature lovers and exercise enthusiasts will enjoy this scenic hike through the South Mountain Preserve. Knowledgeable guides will direct hikers and provide commentary on plant and animal life as well as the history of the area. The hike is appropriate for all levels.

Shopping Excursion, 3:30 – 7:00 pm
Participants will enjoy access to two of Arizona’s premier shopping destinations. Fashion Square is Scottsdale’s largest mall, offering the very best in every category. Old Town Scottsdale is a Wild West-themed enclave filled with period buildings, covered sidewalks and shops showcasing Native American jewelry and Western art and clothing. Bus transportation is included in the $10 fee.

PLAN A RETREAT FOR YOUR LEADERSHIP TEAM

The Conference offers an excellent opportunity for your team or governing board to meet in a retreat setting with select conference faculty or other facilitators. Contact Laura Woodburn at lwoodburn@aha.org for more information.

ENHANCED GOVERNANCE PROGRAMMING

Sessions for trustees focus on the information and skills that will help move a board from good governance to great governance, including:

- The impact of emerging trends on the need for a transformed board
- Obtaining community buy-in for the transition to new payment and delivery models
- Best practices for elevating board performance
- Insights into the board chair role, responsibilities and performance evaluation
- New approaches to governance for rural health care collaborations
- Strategies for engaging and educating the board around the components of a sound population health model
- The “must do’s” for successful CEO succession planning
AGENDA
SUNDAY, FEBRUARY 4

12:00 – 5:00 pm
CONFERENCE REGISTRATION

2:00 – 3:30 pm
WORKSHOP #1
Engaging Governing Boards and Leadership in Embracing Accountable Care Challenges
Lynn Barr, CEO, Caravan Health

Rural hospital leaders are challenged with navigating the shaky bridge from fee-for-service and cost based payment models to value based accountable care models. A key aspect is engaging boards of trustees in support for the transformation journey. In rural communities, board members often wear many hats and are stretched thin, making the prospect of engaging them in the move into accountable care models a significant task. CMS requirements, time-frames, and planning time needed to participate in accountable care payment models make a board education strategy eminently important. This workshop will provide a pathway for rural hospital leaders to engage with their boards to prepare them to support the formulation and implementation of plans to move their rural facilities into accountable care models. You’ll learn about a board education model that was developed from the experience of convening 23 rural ACOs that include 164 rural hospitals. Participants will gain an understanding of how MACRA impacts rural hospitals and clinics, the requirements for Quality Payment Program (QPP) reporting for hospital and non-hospital-based providers, and how to communicate this effectively to the board. Engaging your board around the basic components of a sound population health model will pave the way to accountable care.

2:00 – 3:30 pm
WORKSHOP #2
Creating a Cultural Blueprint to Engage Employees, Clinicians and the Community
Joe Tye, CEO and Head Coach, Values Coach Inc., and Ryan Smith, CEO, Memorial Hospital of Converse County

This workshop offers participants new insights into how to assess the effectiveness of their organization’s statement of values, as well as ideas for optimizing its use to shape culture and recruit staff. You’ll learn tactics for earning employee and clinician engagement in a Culture of Ownership, and for defining the role of the board in monitoring that culture. Explore how one rural hospital transformed a generic and meaningless statement of values into a robust Cultural Blueprint including how the hospital engaged employees, clinicians, board members and the community at large in a dialogue about core values. You’ll see how that blueprint guides hospital leadership through difficult decisions such as balancing compassion and the law when dealing with an employee diverting medications or taking a stand on public policy measures that are best for the organization but at variance with dominant community opinions. Finally, the presenters will offer ideas for assessing the ROI for work on culture, including the impact on employee turnover, organizational productivity, quality and safety, and community reputation.

MONDAY, FEBRUARY 5

7:00 – 8:00 am
CONFERENCE REGISTRATION & CONTINENTAL BREAKFAST

8:00 – 8:20 am
CONFERENCE WELCOME
Presentation of the 2017 AHA Rural Hospital Leadership Award.

8:20 – 9:30 am
GENERAL SESSION
True Success: The Art of Achievement in Times of Change
Tom Morris, PhD, American Philosopher, Chairman, Morris Institute for Human Values, and Best-Selling Author

While the ancient world had Socrates, for new millennium problem-solving, we have Tom Morris, one of the most pioneering public philosophers of our time. Morris brings the wisdom of the greatest philosophers of the ages to bear on the challenges of today, helping audiences to live and work better and smarter. We all need ideas that we can trust to help us achieve success in demanding situations. In this entertaining opener, Morris presents a simple yet powerful framework of seven universal conditions for achieving sustainable excellence.

9:45 – 11:00 am
GENERAL SESSION
Reimagining Future States of Rural Health Care
This panel draws on the work of the AHA Committee on Health Strategy & Innovation to explore future health care delivery models in rural communities that expand access, improve health outcomes and lower the total cost of care. Panelists will also highlight how strategic collaborations and key stakeholder relationships can be integrated to strengthen the models and drive success.

11:15 am – 12:30 pm
STRATEGY SESSIONS
#1 Finding a Medical Home for Superutilizers
Jason Spring, Chief Strategy Officer, Kalispell Regional Healthcare and Phillip Pandolph, CEO, Meadville Medical Center

Managing care for medically and socially complex patients or superutilizers is clinically challenging and resource intensive. Using transitional models hospitals can improve the health and well-being of patients frequenting the system by coordinating their care, and conserve scarce resources by analyzing admissions, managing utilization of the ER and coordinating community assets including housing, transportation, food and other safety-net resources. This session examines approaches in transitional care from two rural organizations.

#2 Extending Health Care Delivery through Telemedicine: The Virtual Hospital Experience
Kayleen Lee, CEO, Sioux Center Health; Bryan Slaba, MHA, FACHE, CEO, Wagner Community Memorial Hospital – Avera; and Darcy Litzen, Client Development Officer, Avera eCARE

Telemedicine is opening up a new way for consumers to access health care and for facilities to receive support in every aspect of the patient care continuum. This session explores how a virtual health system model is transforming care delivery through technology, collaboration and innovative solutions, and extending care, including specialty visits, emergency care and ICU services, to some of the most rural and remote communities in the U.S. Learn how Avera eCARE’s extensive history of service translates to measurable outcomes with lives saved, improved patient care and cost-effective care in underserved communities. Leaders from two rural hospitals will describe the key processes and challenges of
serving remote communities, addressing change management practices to build a successful virtual hospital program.

#3 Developing a Behavioral Health Care Service Line at a Small Rural Hospital
Michael Glenn, CEO, Jefferson Healthcare; Joe Mattern, MD, CMO, Jefferson Healthcare, and Sue Erlich, MD, Medical Director, Discovery Behavioral Healthcare

Jefferson Healthcare’s behavioral health services service line, which offers meaningful integration of behavioral health and primary care, partnerships with local mental health and substance abuse providers, an ED equipped with safe, treatment rooms and a safe, secure and code compliant inpatient room, and activated tele-psych services for 24/7 access to psychiatric consultation, is improving quality, safety and access to care. Leaders will describe the critical elements of a rural behavioral health care service line, financial strategies to achieve integration, cost effective methods to establish compliant inpatient crisis and stabilization services, and approaches to partner successfully with local providers.

#4 Collaborative Governance and Staffing Practices that Lead to Rural Health Success
Robin Schluter, President/CEO, Regional Health Services of Howard County; George Willis, Chair, Board of Trustees, Regional Health Services of Howard County; and Shelly Russell, CEO, Mitchell County Regional Health Center

This session will share the experiences of two CAHs that have achieved greater financial success, improved staff recruitment, and expanded patient services through CEO driven and local board endorsed collaborative practices. You’ll learn how the two community boards approached collaboration and what considerations came into play to transition the board mind set to the new strategy. The presenters also will explore how sharing highly skilled and hard to recruit staff has enabled both organizations to fill roles and recruit candidates that normally would not look at a single CAH role—with the added benefit of enhancing mentoring and succession planning. Understand what collaborations have had the biggest impact on patient services and what comes next for these two CAHs that have embraced the benefits of working together.

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

2:00 – 3:15 pm
GENERAL SESSION
Health Care is not Enough
Jason Purnell, Assistant Professor, George Warren Brown School of Social Work, Washington University

The United States spends 18% of GDP on medical care, but its health outcomes lag those of its wealthy peers. Public health and medical researchers have long known that health care only contributes to 10-20% of health outcomes like disease, disability, and premature death. Far more powerful are lifestyle behaviors (e.g., smoking, physical activity, and healthy diets) and the social and economic conditions that shape them (e.g., education, income, and wealth). Communicating the importance of what are called the social determinants of health and advancing policies and practices to address them has been a central focus of Jason Purnell’s applied research agenda. Learn about this crucial area of work in order to advance the health of individual communities and the nation as a whole.

3:30 – 4:45 pm
MORNING STRATEGY SESSIONS
#1-#3 REPEATED WITH NEW SESSION #4

#4 CEO Succession Planning - Your “Must Do’s”
Bill Westwood, Senior Client Partner, Korn Ferry and Tom Giella, Chair, Health Care Services, Korn Ferry

Examine the best practices of CEO succession planning in a health care setting. The session will include a thorough description of the process to follow to ensure that succession planning is smooth, efficient and objective. It also will include specific recommendations for the roles that each party plays in the process, and what risks should be avoided. Board members, incumbent CEO’s and potential CEO’s will learn how to prepare for and execute succession planning in their organizations.

5:30 – 7:00 pm
NETWORKING RECEPTION
9:45 – 11:00 am

STRATEGY SESSIONS

#1 A Rural Health System Tackles the Opioid Crisis
Lee Boyles, President and CEO, CHI St. Gabriel’s Health; Kurt DeVine, MD, and Heather Bell, MD

At CHI St. Gabriel’s Health, recipient of the 2017 AHA NOVA Award, a clinic-based, multi-disciplinary team works toward reducing narcotic and opioid use through care plans and patient visits. A community task force works to change opioid prescribing practices, to monitor use and to reach all opioid-using patients. Collaborative partners with the hospital and its family medical center include public health, sheriff’s office, police department, long-term care facilities and prevention groups, and local-medical assistance provider South Country Health Alliance. Learn how this award-winning rural health system is mobilizing its community to tackle the opioid crisis.

#2 Critical Access Hospital R&D – Investing in Value-Based Care Capacity
Clint MacKinney, Clinical Associate Professor, University of Iowa; Jennifer Lundblad, President and CEO, Stratis Health, Bloomington, MN; Ed Pitchford, President and CEO, Cole Memorial Hospital; and David Crandall, Board Member, Cole Memorial Hospital

The critical access hospital’s capacity to deliver better care, improved health, and smarter spending (or health care value) requires research and development investment. But how does a CAH determine how much and where to spend R&D funds? This session will introduce the concept of health care value, describe why value remains important during times of uncertainty, and discuss how to start a value conversation with the board. This conversation with CEOs and trustees from innovative rural hospitals will probe their successes and challenges balancing investment in operational improvement and investment in value-based R&D. Participants will be able to identify value-based care success factors among CAHs, understand how to build infrastructure and capacity for value-based care, and hear how challenges and barriers have been addressed.

#3 Accountable Health Communities: Addressing the Impact of the Social Determinants of Health
Laural Ruggles, Director, Community Health Improvement, Northeastern Vermont Regional Hospital; Paul Bengston, CEO, Northeastern Vermont Regional Hospital; and Billie Lynn Allard, MS, RN, Administrative Director of Ambulatory Care and Transitions of Care, Northwestern Vermont Health Care. Moderated by Priya Bathija, Senior Associate Director, Policy, American Hospital Association

Recognition of the impact of social determinants of health on outcomes of care is pivotal to the creation of an Accountable Health Community in which appropriate utilization of resources is maximized and individuals engage in healthier living to meet their goals for the future. Learn how rural hospitals can bring key decision makers from diverse partner organizations such as FQHCs, mental health, housing, community action, and charitable food to the table around common goals and measures to improve health in the region. Using the medical home foundation of primary care and the retooling of acute care clinicians based on community needs, providers can meet the goals of the quadruple aim. This session offers replicable strategies to turn the curve on population health measures.

#4 Rural Health Care Transformation through Collaboration
Steven Tenhouse, CEO, Transformation through Collaboration, Clinical Alliance, Kirby Medical Center; Harry Brockus, CEO, Transformation through Collaboration, Integration, Carle Hoopston Regional Health Center; and Chirag Patel, Executive Director, Transformation through Collaboration, Health System, Carle Foundation Hospital

The Carle Health System’s Rural Alliance for Exceptional Care seeks to improve quality and access to health care while keeping care local in the rural communities. This session examines the different journeys of the relationship and joint services provided between a tertiary health care system with a clinical affiliate CAH compared to a fully integrated CAH. You will learn why a vertically integrated health system would support creating a new model of care for rural communities and examine the forms of collaboration transforming care with elements such as clinical support, medical and board leadership, shared EMR and quality. Understand how strategic goals are met for providers through different partnership models and examine the positive impact on outcomes throughout the care continuum.

11:15 am – 12:30 pm

STRATEGY SESSIONS #1–#3 REPEATED WITH NEW SESSION #4

#4 Collaboration across the Continuum Supports a Focus on the Consumer
Linda Thorpe, CEO, East Morgan County Hospital and Linda Roan, RN, Chief Nursing Officer, East Morgan County Hospital

At East Morgan County Hospital a focus on the consumer is changing a culture of acute care to one of greater collaboration and care management in which integration of acute care, emergency medicine, rural clinics and specialty clinics is leading to improved and consistent care to the community. Learn how broad collaboration with community, tertiary care and internal resources has supported a successful Women’s and Infant Services Service line in a critical access setting. Understand how embedded physician leadership and services in local long term care facilities increases physician access to a vulnerable and fragile population leading to improved outcomes. And explore how balanced use of Advanced Practice Providers and physicians support the community need and provide an expanded availability to the consumer.

3:00 – 4:00 pm

BUSINESS BRIEFING

Restoring Rural Health Care Services through Regional Hospital Partnerships
Jared Florence, VP, Business Development, Deaconess Health System; Alisa Coleman, President & CEO, Ferrell Hospital; and Alan Richman, President & CEO, InnoVative Capital LLC

Learn how two CAHs worked with a regional health system to develop a new comprehensive health care campus with a rural health clinic, diagnostic and lab services along with an extended hours walk-in clinic tailored to meet the needs of the community. Examine the financial and physician care hurdles facing most rural hospitals including the challenges in developing a tri-hospital operating agreement and negotiating the financial and operational responsibilities between all parties. Learn how the joint venture organization worked with its financial advisor to develop its business plan, financial pro forma, hospital and county board approvals and apply for a USDA loan to finance the facility project.

3:30 pm and on

OPTIONAL RECREATIONAL ACTIVITIES

Stretch your legs with a hike across the desert or explore the best of the Southwest through art, food and shopping.
6

Health and navigate value based reimbursement. redesign—in order to better manage population clinical improvement activities, practice workflow care coordination programs, HCC coding/about key programing for a successful, overall Medicare spend by more than 8%. Learn Track 1 (MIPS) ACO, increased revenue by 7% and Magnolia Evergreen Accountable Care demonstrates how rural hospitals engaged in the screenings and wellness services. This session health system revenue through new preventative expanded market share and an increase in overall for patients, but bring significant opportunities for strategies can result in decreased inpatient costs and patient care. Frequently they try short term fixes, only to find that a year later, not much has changed. This session presents a case of the St. Croix Regional Medical Center, which invested in a long-term systemic change intervention that led to increased engagement, improved morale, sustainable culture change, and reduced hidden costs. Learn how St. Croix used Socio-Economic Approach to Management (SEAM) to address both the people side of the organization as well as the financial side to identify and reduce hidden costs, and subsequently reinvested the savings to support innovation and develop employee potential.

For rural hospitals and clinics, delivering on the potential.

The Board Chair: The Role, Responsibilities and Performance Evaluation
James E. Orlikoff, President, Orlikoff & Associates, Inc.
A simple truth of governance is that a significant part of a board’s effectiveness depends upon the quality of the board chair. No individual board member has more influence on board culture and performance than the board chair. By clearly defining the chair’s position, role and responsibilities, and authority, a board helps ensure that it governs based on principle and policy, instead of personality. Effective boards also ensure that it governs based on principle and policy, instead of personality. Effective boards also strive to oversee their chairs; while ineffective boards are controlled by them. Periodically assessing board chair performance can make a good chair even better. This presentation outlines key approaches to clarify an explicit role and job description for the board chair and offers a framework for assessing board chair performance that re-ignited and engaged the workforce to achieve excellence everyday for patients and staff.

#4 Interactive Governance Clinic
James E. Orlikoff, President, Orlikoff & Associates, Inc.
Bring your thorniest governance issues to one of the nation’s preeminent health care governance experts. You’ll gain practical solutions and proactive ideas for improving governance performance. This session will be very interactive and no issue is off the table, so come prepared to talk, to question and be challenged!

#3 Rural Recruitment and Retention Playbook: Practical Ways to Attract and Keep Physicians
Glen Frick, Chief Operating Officer, UMC Physicians; Paul Acreman, Medical Group Healthcare Consultant, UMC Physicians (retired); Neal Waters, Regional Vice President, Recruiting, Jackson Physician Search
For rural hospitals and clinics, delivering on the promise of a rewarding clinical practice and balanced lifestyle seems like an insurmountable challenge. Concepts like transparency, autonomy, engagement and sustainability are just buzzwords without the operational structure and commitment to support them. For organizations delivering care in rural communities, the answer is to develop and implement the right operational policies and practices that start with recruitment and extend well beyond start-up. They provide the practice support—and create the culture—that focus on taking care of the doctor. This session will explore how concepts like transparency, autonomy, engagement and sustainability translate into actionable tactics that support physicians in their rural practice, and in turn, increase the success of recruiting new doctors and families to their communities.
Early Bird
Visit Scottsdale Shopping Excursion, 3:30 – 7:00 pm
Desert Nature Hike, 3:30 – 6:00 pm
Recreational Activities, Tuesday, February 6
Creating a Cultural Blueprint to Engage Employees, Clinicians and the Community

WORKSHOP #2
Engaging Governing Boards and Leadership in Embracing Accountable Care Challenges

WORKSHOP #1
Creating a Cultural Blueprint to Engage Employees, Clinicians and the Community

Fourth Team Member — FREE
Send three people from your organization and the fourth attends for free. All registrations must be submitted at the same time.

Pre-Conference Workshops, Sunday, February 4, 2:00 – 3:30 pm
You will have the option to select one of two complimentary workshops during online registration:

WORKSHOP #1:
Engaging Governing Boards and Leadership in Embracing Accountable Care Challenges

WORKSHOP #2:
Creating a Cultural Blueprint to Engage Employees, Clinicians and the Community

Recreational Activities, Tuesday, February 6
Desert Nature Hike, 3:30 – 6:00 pm
Scottsdale Shopping Excursion, 3:30 – 7:00 pm

Questions about what registration category you qualify for or want information on becoming an AHA Member so that you are eligible for preferred pricing? Contact ruralregistration@aha.org for more information.

Visit www.healthforum-edu.com/rural for easy, online registration.

SCHOLARSHIPS
A limited number of partial tuition scholarships is available. Contact Laura Woodburn at woodburn@aha.org for more information on how to apply.

HOTEL ACCOMMODATIONS
Arizona Grand Resort & Spa is an AAA Four Diamond all-suite resort ideally situated on the doorstep of 17,000 acres of South Mountain Preserve, featuring a challenging 18-hole golf course, expansive athletic club, luxury spa and salon, and six unique dining venues, creating the complete resort experience.

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The special conference attendee rate is $219 for a single/double and includes complimentary daily in-room internet.

TO MAKE A RESERVATION
Online: Visit www.healthforum-edu.com/rural for a link to online reservations at the conference rate.
By phone: Call (877) 800-4888 and let them know that you are attending the Rural Health Care Leadership Conference to receive the discounted rate.

The cut-off date to receive this rate is January 5, 2018. We strongly recommend reserving your room as soon as possible to ensure availability. Please note that a percentage of the room rate underwrites a portion of the conference.

TRANSPORTATION
Airline and Rental Car Discounts: For information on travel discounts, visit www.healthforum-edu.com/rural.
Ground Transportation: The Arizona Grand Resort & Spa is located approximately 6 miles from the Phoenix Sky Harbor International Airport.
For ground transportation options, visit www.healthforum-edu.com/rural.

SPECIAL ACCOMMODATIONS
In you need any of the auxiliary aids and services identified in the Americans with Disabilities Act, contact Connie Lang at clang@aha.org 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 to ruralregistration@aha.org no later than January 12, 2018. Refunds will be processed within two weeks of the request. Cancellations made after January 12 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 17.5 hours of pre-approved ACHE Qualified Education credit (non-ACHE) 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 ACHE Qualified Education credit should indicate their attendance when submitting an application to the American College of Healthcare Executives 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 17.5 contact hours. Check with your state provider for reciprocity.

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.
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