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Learning to Leap!

*From the Desk of Dale Shreve,
mhca President & CEO*

In a rapidly evolving industry like behavioral healthcare, continuing to do what you've always done is a recipe for disaster. Incremental improvements may buy you a little time; but eventually, innovators who incorporate new knowledge disciplines will leap ahead, leaving others in the dust.

What is the "secret sauce" that has allowed some companies in diverse industries, from cleaning products and farm equipment to pharmaceuticals and social service programs, to achieve a sustainable competitive advantage that has allowed them to not only endure, but to continually prosper in a world of constant change and inevitable copycats? This is the central question addressed by Howard Yu, professor of strategy and innovation at the IMD Business School in Switzerland, in his book *LEAP – How to Thrive in a World Where Everything Can Be Copied*.

Through a series of case studies spanning centuries of development, Yu demonstrates that incremental improvements quickly become obsolete, and even pioneers are

continually displaced by either copycats who compete on price, or late-comers who innovate to redefine markets. So, how do we make the big leaps that will keep us ahead of the pack?

To leap, organizations need a constant infusion of new knowledge from diverse fields, a willingness to change the rules of the game, a commitment to continual experimentation and a tolerance for learning through failure. Based on Yu's case studies, organizations that have been able to continually make bold leaps to keep them ahead of the pack have the following five commonalities:

- 1. Assessment** They understand their organizations' foundational knowledge in relation to their constituents needs and the future trajectory of their industry.
- 2. Emergent Strategy** They articulate a few guiding strategic

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Dale Shreve

Join Us in The Crescent City!

In New Orleans [New OAR-lens], French, African and American cultures blend harmoniously and spur creativity that is reflected in this resilient city's art, music and food. This is indeed "America's Most Interesting City" and the perfect place for **mhca's** Spring Conference where we will explore a variety of challenges facing today's behavioral healthcare executives and how we can collaborate to find creative solutions.

Bring your leadership team to our all-new **Leadership Incubator** session on Tuesday morning where Consultant and Executive Coach Paul Duck will provide an overview of value-based payment/value-based reimbursement (VBP), followed by a panel discussion with four **mhca** member organizations that have already engaged in VBP arrangements: **Terros Health** CEO Peggy Chase, **Emergence Health Network** CEO Kristi Daugherty, **Tri-County Mental Health Services** CEO Tom Petrizzo and **Chestnut Health Systems** VP of Behavioral Health Orville Mercer. Each will share their experience with the contracting process, cultural changes, organizational and individual performance and the related metrics and KPIs. Also, there will be adequate time for facilitated Q&A during which participants will have the opportunity to better identify **mhca** peers that might serve as resources to them.

After lunch, we'll resume with a timely **Innovation Incubator** focused on how to escape the commodity trap and unlock hidden value in your community. You'll leave with a community problem-solver mindset and a better understanding of how to craft a powerful value proposition that will resonate in the new behavioral healthcare market-



place.

On Wednesday morning, International Speaker, Innovation Consultant and Author Jim Link will strip the mystery from creativity and teach us the skills that will help us become better thinkers, followed by Sally Welborn who will help us understand what employers really want from healthcare.

After lunch, dive deeper into the topics from the morning sessions, or join The Joint Commission's Director of Research Scott Williams and Executive Director of Healthcare Julia Finken for a discussion of measurement-based care, or get a macro-level overview of the current trends in group health benefits with insights on strategic options for managing costs with Medova Healthcare Financial Group's President & CEO Daniel Whitney.

On Thursday, Health Management Associates Principal Josh Rubin will explicate the trends buffeting community behavioral healthcare providers and how we can leverage changes in the environment to improve care and increase our value to communities through integration with the medical and social service systems, implementation of measurement-based care, mergers and acquisitions and other strategic options.

We'll also discuss the causes of and solutions for medication non-adherence with The National Council for Behavioral Health's Medical Director Dr. Joseph Parks and explore some promising business models and cautionary tales for Medication Assisted Therapy with Genoa Healthcare Telepsychiatry Executive VP and General Manager Samir Malik.

Finally, as we wrap up the conference Thursday afternoon, you're invited to join your peers for the all-new **Bright Ideas Roundup**. **ServiceNet's** Senior VP of Strategy and Business Development Jim Frutkin will facilitate a lively discussion of the new ideas gleaned throughout the conference, how they might be implemented upon your return to your organization, and what lingering questions remain to be explored among the membership. This is a great opportunity to get to know your **mhca** peers and learn from their unique perspectives.

You can register for the conference and get information on our room block at the JW Marriott New Orleans online at mhca.com. Please contact us if you ever have any trouble registering for conferences or reserving rooms in our block for the nights you need. We are always happy to help. ■

Explore “The Big Easy”



EXPERIENCE THE MUSIC

Stroll down Frenchmen Street for the best live jazz in New Orleans. Many musicians perform right on the sidewalks, but you can also duck into one of dozens of clubs including the **Spotted Cat**, **Snug Harbor Jazz Bistro**, or **The Maison**.

If you're going to explore Bourbon Street, check out the **Jazz Playhouse** inside the Royal Sonesta Hotel. General admission is free, but there is a 1-drink/set minimum.

Close to the conference hotel in the French Quarter, **Preservation Hall** is a simple room filled with benches and one of the best horn ensembles in the world, enthusiastically belting out an intimate, guest-focused concert several times per night, every night of the week. Tickets are \$20 and are first come, first served.

There will also be a free outdoor concert at **Lafayette Square** on Wednesday night!

SAVOR THE FOOD

There are a multitude of excellent dining options in New Orleans. Some French Quarter favorites include: **Eat New Orleans**, **Tableau**, **Sylvain**, **Cane & Table**, **Coop's Place**, **Central Grocery Co.**, **Napoleon House**, **Brennan's**, **Arnaud's Restaurant**, and **Bourbon House**.



Getting beignets at **Café du Monde** is a must (go to the cash only line), and you may also want to get lunch (and dirt-cheap martinis) at the New Orleans institution **Commander's Palace** (there is a dress code).

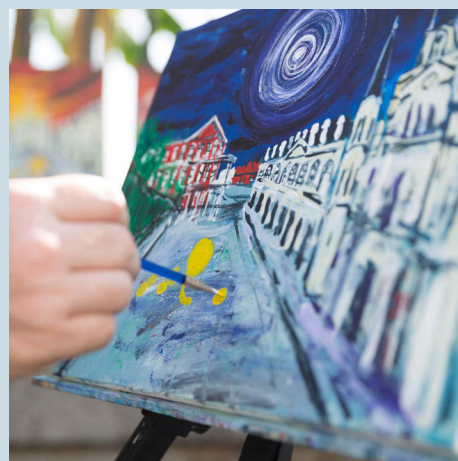
Oak Avenue in the Garden District is home to some great off the beaten track restaurants, like **Jaques-Imo's Cafe**, as well as the **Maple Leaf Bar**—a jazz venue. You can also ride the **Natchez** paddle boat on the river for a lunch or dinner jazz cruise.

ENJOY ART, ARCHITECTURE & THE GREAT OUTDOORS

From the French Market to the Garden District to City Park, there is plenty to see and do in New Orleans, and the historic street cars will get you everywhere you want to go for a mere \$1.25.

Right in the heart of the French Quarter is **Jackson Square** where you can find artists and a variety of outdoor entertainers. Be sure to walk through **St. Louis Cathedral**, the oldest cathedral in the United States in continual use.

Lafayette Cemetery is a historic cemetery in the Garden District neighborhood. Founded in 1833 and still in use today, the cemetery features ornate above-ground



tombs & statuary characteristic of the area.

City Park is a 1,300 acre (twice the size of Central Park!) oasis a short streetcar ride from downtown. The park is home to the New Orleans **Museum of Art**, which includes a 4-acre outdoor sculpture garden with works from some from renowned artists. A beautiful lagoon runs through the park and paddle boats are available for rental.

Take the St. Charles Ave. streetcar to the Garden District and admire all of the mansions in the area. If you're an “American Horror Story” fan, stop by **Buckner Mansion**.

SHOP TILL YOU DROP

Magazine Street is a six-mile stretch of specialty boutiques, historic homes, art galleries, unique pubs and restaurants just minutes away from the French Quarter. There is a Magazine Street bus that departs from Canal Street, or you can take the St. Charles Streetcar and walk several block towards the river to Magazine. For a list of shops, visit magazinestreet.com. ■





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New Faces & Places

It's hard being the "newbie" - get to know our new **mhca** members and newly appointed CEOs and make them feel welcome!



Andrea Richardson

Bluebonnet Trails Community Services provides a variety of behavioral health services including early childhood

intervention, autism treatment, integrated mental and primary health care, substance addiction treatment, developmental disabilities services, and 24-hour access to crisis care to Central Texans in eight counties.

Executive Director **Andrea Richardson** has more than 20 years of experience serving both the public and private sectors supporting behavioral health, intellectual and developmental disabilities care, and physical healthcare. She joined Bluebonnet as Chief Administrative Officer in 2005 and was promoted to Chief Operating Officer in 2008 before being appointed CEO later that year. Before joining Bluebonnet, Andrea served as the Director for Behavioral Health Services for the Texas Council of Community Centers, Inc. She currently serves as the Governor's Appointee to the Texas Juvenile Advisory Board, the Texas Correctional Office on Offenders with Medical and Mental Impairments Leadership Board, the Texas Health and Human Services Commission's Behavioral Health Advisory Committee and the State Hospital Redesign. She holds a Bachelor of Business Administration and a Master of Science as well as certifications for healthcare quality and healthcare administration.

Founded in 1984, **Mosaic Community Services** has become the largest, non-profit provider of community-based mental health and addiction services in Central Maryland. With a budget of \$135 million and a staff of 1,000, they provide care to nearly 30,000 people



Jeff Richardson

each year in Baltimore City and Baltimore, Carroll and Harford counties.

Jeff Richardson has been the Executive Director of Mosaic since 2004 and has led the organization through 10 mergers. He also recently assumed the role of Vice President and COO of Sheppard Pratt Community Services as they embark on a new organization design. Jeff earned his MBA from Loyola University and has served as president of the board for several behavioral health organizations including the Mental Health Association of Maryland and the National Council for Behavioral Health.

The Harris Center for Mental Health and IDD is the state-designated Local Mental Health Authority and Local Intellectual and Developmental Authority for Harris County. It's the largest behavioral health and developmental disability care center in Texas, serving 54,000 individuals annually with a budget of more than \$240 million.

Prior to assuming his post at The Harris Center, CEO **Wayne Young** served as the Senior Vice President of Behavioral Health and Administrator of Trinity Springs Pavilion and Trinity Springs North for JPS Health Network in Fort Worth.

Wayne is a Licensed Professional Counselor, Certified Rehabilitation Counselor, a Fellow of the American College of Healthcare Executives, and he currently serves as the chair of the Texas Health and Human Services Commission Behavioral Health Ad-



Wayne Young

vocacy Council. He earned his Bachelor of Science in Human Development and Family Studies as well as his Master of Education in Community Counseling from Texas Tech University. He subsequently earned his MBA with a concentration in Healthcare Administration from the University of Dallas.

Ellen Bemis recently succeeded Greg Disy as CEO of **Aroostook Mental Health Center** (AMHC).



Ellen Bemis

For the past 20 years, Ellen has served as the Chief Financial Officer of the Aroostook County Action Program

and she is also a member and past president of AMHC's Board of Directors. She holds a Bachelor's of Public Accounting from Husson College.

Abby Drane recently succeeded Anthony "Tony" Zipple as CEO of **Centerstone of Kentucky**. She previously served as president and CEO of Uspiritus, where she led the organization's financial operations, outcomes, regulations and human



Abby Drane

resources. Prior to that, she was Chief Operating Officer for Centerstone. Abby earned her Bachelor's of Accounting from Central Missouri State University and her MBA from Western Kentucky University.

Kristie Hammonds recently succeeded Terri Kidd as President and CEO of **Frontier Health**.



Kristie Hammonds

She previously held key positions for ISHN, United Healthcare and

AMERICHoice, where she helped implement the Medicare Advantage network for Region 1, oversaw recruitment and expansion projects for physicians and licensed clinicians in 10 states and implemented a new startup TennCare program in East Tennessee.

Samantha Handley succeeded John Mayes as CEO of **Trilogy Behavioral Healthcare** following his recent retirement. She previously served as Trilogy's Director of Human Resources and Program Content and as Director of Operations before being promoted to Vice President & COO in 2013. In addition to her operations experience,



Samantha Handley

she is a Licensed Clinical Professional Counselor and a Certified Supervisor Alcohol and Drug Counselor. She also served in a variety of clinical supervisory roles in both inpatient and outpatient settings at other organizations in Chicago, Los Angeles, and Cleveland for 10 years prior to joining Trilogy.

Babette Hankey recently succeeded Dick Jacobs as CEO of **Aspire Health Partners**, where she previously served as Chief Operating Officer. She has worked in the field of behavioral healthcare for over 25 years and

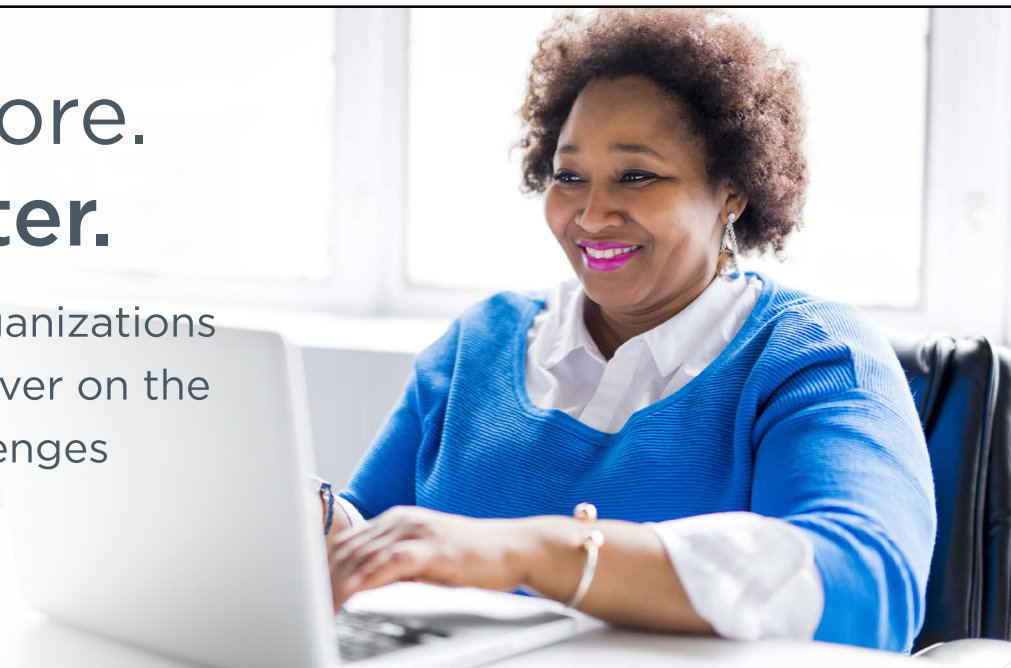


Babette Hankey

has been recognized for her innovative program designs that blend

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resources for some of the most vulnerable and under-served children and their families at the local, state and national levels. She is a Certified Prevention Professional, Certified E-Therapist and a Certified Clinical Trauma Professional. She currently serves as President of the Florida Alcohol and Drug Abuse Association and a Board Member of the Florida Council. She earned her bachelor's degree from the University of Maryland, Smith School of Business and her master's degree from UCF School of Public Health. She has also earned a certificate in Leadership for Senior Executives from the prestigious Harvard Business School. ■

Refer a Friend!



Rick Doucet & Barbara Daire

Over the past three years, referrals from 25 **mhca** members and 7 of our trusted vendors have added 38 new members to our ranks.

Identifying and recruiting the best of the best in behavioral healthcare is the key to **mhca**'s ongoing success, so we were pleased to recognize our Star Recruiters with Key to Success awards during our Annual Meeting in Clearwater Beach, Florida.

Rick Doucet, our Board Chair and CEO of Community Reach Center in Colorado, was recognized for his instrumental role in recruiting three new **mhca** members over the past three years, and MHRRG was recognized for referrals that resulted in two new members during that same time period. MHRRG Board Chair Maggie Labarta, accepted the award on behalf of MHRRG.

The opportunity to connect and collaborate with other innovative entrepreneurs from across the U.S. is one of the most valued benefits of **mhca** membership. Will you help us identify prospective members that will further enhance the value of your network?

It's easy to make a referral - just contact Dale Shreve at dshreve@mhca.com



Barbara Daire & Maggie Labarta

mhca.com or 850-942-4900 and let him know about any established or emerging leaders in our industry you would like us to consider for membership.

We are especially interested in expanding into new states and recruiting online behavioral health providers and hospital behavioral health units.

Prospective members must be sponsored by an existing **mhca** member CEO or **mhca** staff member, be appropriately licensed/accredited, and demonstrate innovative practices, entrepreneurial spirit and leadership consistent with the vision and strategic goals of **mhca**. They must also provide some amount of direct behavioral healthcare; unless they are majority-owned subsidiaries and their parent organization is a behavioral healthcare provider and active **mhca** member. ■



Connecting in Clearwater Beach!



Barbara Daire & Rick Doucet

During our annual meeting, held at the beginning of our Winter Conference in Clearwater Beach, our board of directors highlighted some of our most significant accomplishments and provided an overview of our goals for 2019.

To achieve our mission, we want **mhca's** membership to be large enough to offer diversity and ensure sustainability, but small enough to promote the formation of deep, meaningful relationships built on trust and mutual respect. Thanks to referrals from our members and trusted vendors, and the support of **mhca's** Membership Committee, we added 8 new members to our ranks in 2018, closing the year at 151 members.

In addition to welcoming 8 new members, 19 existing members had new CEOs take the helm in 2018. You can read about all of our new members and CEOs in our quarterly newsletters, as well as in the "News" section of our website.

A worthy goal we were not able to achieve during 2018 was for every member to be represented during at least one quarterly conference throughout the year. If you haven't been to a conference recently, we encourage you and/or members of your leadership team to join us this



Rick Doucet & Susan Rushing

year. We are posting our conference dates more than a year in advance and are publishing the agendas at least 90 days out to make it easier for members to plan ahead.

Towards the end of our annual meeting, two board members who reached the end of their terms, Susan Rushing, CEO of Burke in Lufkin, Texas, and Barbara Daire, President & CEO of Suncoast Center in St. Petersburg, Florida, were recognized and thanked for their service, and our newly-elected and re-elected board members were announced.

Our newly-elected board members are:

- Carl Clark, CEO of the **Mental Health Center of Denver** in Colorado
- Sue Stubbs, CEO of **ServiceNet** in Massachusetts
- Sharronne Ward, CEO of **Grand Prairie Services** in Illinois

Those re-elected to serve a second 3-year term are:

- Maggie Labarta, CEO of **Meridian Behavioral Healthcare** in Florida
- Dennis Regnier, CEO of **CO-DAC Health, Recovery and Wellness** in Arizona



Cathy Barnes & Karen Berry

- Tuerk Schlesinger, CEO of **AltaPointe Health Systems** in Alabama
- John Sheehan, CEO of **Harbor Behavioral Health** in Ohio

The measurement of customer satisfaction is an important tool in evaluating your organization's performance and targeting your improvement efforts. **mhca** offers traditional and electronic customer satisfaction measurement services to organizations to help them assess the satisfaction of their clients, staff, and referral sources. Following the Annual Meeting, CRI provided information on potential changes to our Customer Satisfaction Management System and **mhca** recognized those who achieved top Customer Satisfaction rankings in their categories for 2018:

- **High Plains Mental Health Center** - Best Overall Ranking for Staff Satisfaction
- **Cape Counseling Services** - Best Practices in Case Management
- **The Counseling Center** - Best Overall Ranking for Referral Services and Best Practices Offering 5-7 Service Types
- **RiverValley Behavioral Health** - Best Practices in Drug & Alco-

hol Outpatient Care and Emergency Services

- **Pine Belt Mental Healthcare** - Best Overall Ranking, Best Practices Overall in Drug & Alcohol Services, and Best Practices in Drug & Alcohol Residential Services and Offering 1-2 Types of Services.

Throughout the conference, at-

tendees participated in engaging and interactive sessions on topics from the opportunities presented by market disruption and how to turn innovative ideas into marketable product lines, to mergers and acquisitions, practice-based evidence and strategies for engaging top talent.

Attendees and their travel companions also enjoyed networking

during our water-front evening receptions, generously sponsored by Valant, Genoa Healthcare, and MHRRG/Negley Associates.

To access the presentation materials from conference sessions and see more great photos of you and your peers, go to the conference app at <http://my.yapp.us/MHCA2019FEB> on your mobile device. ■



Cathy Barnes & Mona Gauthier



Cathy Barnes & Walter Hill

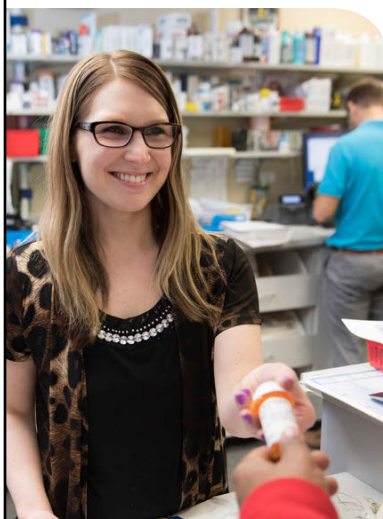


Cathy Barnes & Greg Speed

mhca report First Quarter 2019

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principles but are prepared to learn and pivot to embrace new, unexpected opportunities as knowledge is acquired.

3. Leadership During turbulent times, their leaders have specific, active roles in driving change. They recognize that they alone wield the power of knowledge and position required to personally intervene at critical junctures to overcome political in-fighting and collective inaction, and they're willing to make the "bold guess" and absorb the career risk mid-level managers would be inclined to avoid.

4. Self-cannibalization They are comfortable with the realization that how they do business, and even what business they're in, will continually evolve and they are willing to make seemingly reckless sacrifices in the pursuit of long-term advantages, as Yu illustrated with case studies of P&G and Apple.

5. Timing They move when the time is right. Things seem to be moving faster than ever, but organizations that leap know big changes happen at a much slower pace, because they are always watching. Even though MP3 players were around for 3 years, Steve Jobs waited for broadband capability to improve before launching the iPod because he was focused on ensuring a great user experience that would win over the market. Leaders must listen carefully and act at the most opportune time – which doesn't always mean moving first.

Our futures are intractably entwined in ubiquitous connectivity, the rise of AI and the changing role of human work. Despite technological advancements, the human brain

remains more adept in ambiguous and complex situations, and only humans fully grasp the range of emotions that influence our behavior. Things like desire, embarrassment, confusion, compassion, pride and envy are foreign concepts to AI.

To compete in this brave new world, we must make sense of the rich, deep, small data and excel in areas where human creativity outshines machines. There are nuances of human experiences that won't ever appear on marketing

surveys, and customers can't ask for what they can't envision. To understand their needs, we must go into the field, ask questions and make observations - then ideate on new and better ways to meet identified needs.

Our creativity is our fundamental advantage as humans, and I look forward to learning more from Jim Link about how to foster creative thinking during his session at our Spring Conference in New Orleans. I hope to see you there! ■

Help Us Celebrate!



Leaders in Community Health Solutions

We hope you'll make plans now to join us March 3-5, 2020 at **mhca's** Winter Conference, Annual Meeting & 35th Anniversary Celebration.

Throughout the conference, we will have special activities and events to honor our past, celebrate our successes and prepare for the challenges and opportunities of the future.

This exciting event will be held at the Sandpearl Resort in Clearwater Beach, Florida, and will include a special celebratory reception and casual beach-front buffet dinner on Wednesday evening.

The **mhca** room block at the Sandpearl Resort is already open, so reserve your room now before they're all gone!

If you have any trouble booking rooms in our block for the nights you need, please contact Gena Matthews (gmatthews@mhca.com) for assistance.

The conference agenda and additional event details will be posted online at mhca.com in November.

All **mhca** members and retired member CEOs are encouraged to attend, as we are sure you will enjoy this opportunity to reconnect with old friends, meet new members and hear about our plans for the future.

Feel free to pass this invitation along to any retired **mhca** CEOs in your network, as we don't have up-to-date contact information for everyone. ■

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Introductory background about MHRRG:

Date Established	1987
Type of Business	Insurance company owned by policyholders in behavioral healthcare and related social services organizations
Products	Liability insurance coverages exclusively for behavioral healthcare and related social services organization
Clients	Policyholders/Shareholders
Availability	Through agents & brokers exclusively via Negley Associates
Eligibility	Most classes of behavioral healthcare, addiction and social services organizations are eligible



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Book Now!

Our room blocks fill up FAST - book your hotel rooms now and register for the conference at mhca.com once we enable online registration (typically 90 days out). Please book only the rooms you need, and if your plans change, call mhca to cancel your reservations.



Spring Conference

May 14-16, 2019

JW Marriott New Orleans
New Orleans, Louisiana
Reservations: 504-525-6500
Hotel Group Rate: \$199
Reservation Deadline: April 17

Summer Conference

August 13-15, 2019

The Grand America Hotel
Salt Lake City, Utah
Reservations: 800-437-5288
Hotel Group Rate: \$269
Reservation Deadline: July 10

Fall Conference

November 5-7, 2019

Loews Atlanta Midtown
Atlanta, Georgia
Reservations: 404-745-5000
Hotel Group Rate: \$239
Reservation Deadline: Oct. 11

Winter Conference

March 3-5, 2020

Sandpearl Resort
Clearwater Beach, Florida
Reservations: 866-384-2995
Hotel Group Rate: \$304
Reservation Deadline: Feb. 1