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## Crossroads in Behavioral Healthcare

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

Much like Indianapolis, behavioral healthcare is at a pivotal crossroads. Throughout the industry, disruptive change has become the new normal. The consolidation of providers, integration of healthcare silos, shifting financial models and rapid deployment of new technologies have converged to create an environment where organizations must continually learn and adapt just to survive. The pressure on leaders in this environment is tremendous, as the decisions they make today have a more immediate and irreversible impact on the long-term viability of their organizations than ever before.

mhca encourages behavioral healthcare leaders to embrace this deluge of disruption as an opportunity to establish or strengthen an organizational culture of innovation and ongoing quality improvement, and we are committed to supporting our members in this endeavor. From quarterly conferences and Innovation Incubator sessions,

to the Customer Satisfaction Management System and CEO Compensation Survey - at mhca, we take pride in providing our members with resources to develop ground-breaking solutions, overcome challenges and better serve the unique needs of their communities; but, we can't do it alone. The strength of mhca lies in our members and their willingness to engage with us and each other. Will you engage with us?

There is no clearly-drawn map to our destination, and I'm sure we will need to adjust course from time-to-time (I can almost hear, "recalculating, recalculating, make a U-turn"); but, if we work together, I'm confident that we can blaze a trail to a patient-centered, fully-integrated healthcare system that provides better care experiences and improves population health at significantly reduced costs.

I hope you will join us in Indianapolis, the "Crossroads of America", to learn more about innovative approaches to tackling the road ahead. ■

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# Are You Prepared to Break New Ground?

Spring is a time of rebirth and new beginnings and our Spring Conference in Indianapolis is the perfect opportunity to equip your team to break new ground in the ever evolving behavioral healthcare industry. From our FREE pre-conference Innovative Incubator session, to our nationally-renowned keynote speakers, to the variety of top-notch afternoon breakout sessions, **mhca**'s Spring Conference will help you grow your knowledge base, hone your leadership skills and engage with a trusted network of peers so you can ensure your organization's long-term success in our increasingly competitive marketplace.

On Wednesday, Dr. Alan Robinson, a professor at the Isenberg School of Management and best-selling author of 10 books including *The Idea-Driven Organization*, will share what he learned working with companies worldwide about building idea-driven organizations capable of implementing fifty to a hundred or more ideas per-employee each year. He'll explain what's needed to put together a management team open to grassroots innovation and describe the strategies, policies, and practices that encourage - and those that discourage - employee ideas. We'll learn exactly how high-performing idea processes work and how to design one customized for our own organizations - including advice for teaching our staff to come up with new ideas.

Sue Stubbs, CEO of ServiceNet, will join Robinson to co-present an afternoon breakout session where she will share her experience with implementing a high-performing idea system and some valuable

lessons she learned along the way.

Thursday's general sessions feature Kevin Mahoney, PhD, Professor at Boston College School of Social Work and Founding Director of the National Resource Center for Participant-Directed Services, and Fran Silvestri, President and CEO of the International Initiative for Mental Health Leadership, presenting on *Self-Direction: A Promising Approach to Meet Recovery Goals*; and, Robert Dyer, CEO of Foothills Behavioral Health Partners and consultant to the **mhca** Care Management Taskforce, who will present on *Effective Care Management for Populations with Co-Occurring, High-Cost Psychiatric and Medical Conditions*. Dyer will also provide an overview of the care management training manual being developed by **mhca**.

Afternoon breakout sessions throughout the conference offer the opportunity to learn about a wide range of relevant topics including: implementing a Rapid Access Center to avoid unnecessary emergency room visits and inappropriate incarceration; using a care management approach to community reintegration of the SPMI population; adopting Google technology to build a secure, flexible and



scalable infrastructure to support your organization in achieving its mission; using the data-to-wisdom continuum to ensure your organization is constantly evaluating and improving service provision; and determining the best funding options for your employee benefits packages.

Because membership in **mhca** is exclusive, our conference attendees enjoy unique opportunities to network and collaborate with peers in smaller, more intimate settings that allow them to forge trusting, life-long relationships. Members, guests and vendors can mingle at our nightly receptions and Wednesday-night banquet, and members can learn their peers' perspectives on shared challenges and aspirations during the informal View-Point breakout session.

Your **mhca** membership entitles your organization to unlimited conference registrations; so, go to [www.mhca.com](http://www.mhca.com) and register today! ■



# Discover Indy!



Crossroads are critical points at which decisions with far-reaching consequences must be made. What better place to explore the current crossroads in behavioral health than the *Crossroads of America*!

Indianapolis is the largest city in Indiana, second largest in the American Midwest, and 14th largest in the U.S. It was nicknamed the *Crossroads of America* because it sits at the junction of four Interstate highways and six U.S. highways.



It is considered a “high sufficiency” global city and has appeared on Forbes’ list of “Best Places for Business and Careers,” was ranked second in the listing of best U.S. cities for culture, and was seventh on The Huffington Post listing of “America’s Most Underrated Cities

for Millennials.”

Downtown Indianapolis is beautiful, vibrant and culturally rich, providing the perfect backdrop for inspiration, collaboration and innovation.

mhca’s Spring Conference will be held at the Westin Indianapolis, a 4-Star hotel featuring an indoor heated pool and state-of-the-art fitness facility. Located just steps from Monument Circle, the Westin offers easy access to a variety of great



restaurants and local attractions.

**White River State Park** is a 250-acre urban playground featuring the Indianapolis Zoo, NCAA Hall of Champions and Victory Field baseball stadium. Explore the Central Canal in a Venetian-style gondola, surrey, cruiser bike, Segway, pedalboat or on foot and you’ll pass an impressive collection of public art, war memorials, museums and cafes.

**Soldiers & Sailors Monument** features the Col. Eli Lilly Civil War Museum and offers a bird’s-eye view of the city. The museum is on the first level and the observation level is 330 steps up, or you can take the elevator to step 290.

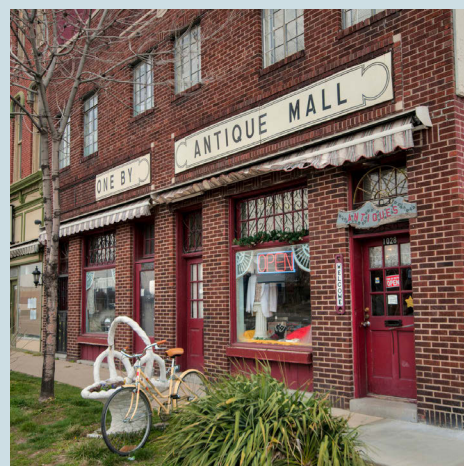
**Indianapolis Museum of Art** is a world-renowned museum featuring



54,000 works spanning 5,000 years, a 100-acre sculpture park, and the historic Lilly House and Gardens.

**The Hall of Fame Museum** at the Indianapolis Motor Speedway features one of the world’s largest, most varied collections of racing, classic and antique cars, including more than 30 cars that won the Indianapolis 500.

**Fountain Square** is the place for charming shops and a variety of ethnic eateries. The Fountain Square Theater also offers old-



school duckpin bowling.

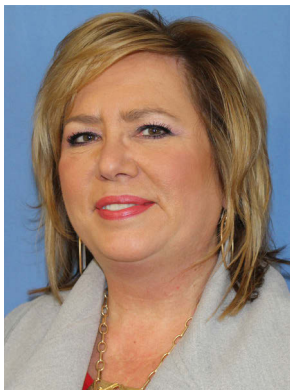
**Broad Ripple Village** features public art, record shops, nightclubs and the Crackers Comedy Club.

**Mass Ave** features indie boutiques, theaters, galleries and nightclubs. ■

# New Year, New Faces and Places

We are pleased to welcome the following new members to our ranks!

**Red Rock Behavioral Services** of Oklahoma City, Oklahoma, founded in 1974 as a private, not-for-profit provider of comprehensive behavioral health services, was the first CMHC in Oklahoma nationally accredited by CARE.



*Verna Foust*

Red Rock's CEO, Verna Foust, has worked in community mental health for 25 years. During her career, she has proven her ability to adapt

and thrive in this ever-changing industry. With just \$50,000, she established an unfunded Systems of Care Program to serve two western Oklahoma counties; since 2000, this program has received over \$10 million in state and federal funding and it now serves 12 counties.

Verna attended **mhca's** Summer Conference in San Diego, California, as a guest of Randy Tate, CEO of NorthCare, and recently decided to join, saying, "In a time when behavioral health is changing rapidly, staying abreast of what others across the country are doing, and having valuable friends and partners to consult with, are of utmost importance."

**Wasatch Mental Health Services** of Provo, Utah is recognized as one of the strongest public agencies in Utah and a shining example of organizational excellence. Founded in 1967, Wasatch is a comprehensive community mental health center proving children, teens and adults

in Utah and Wasatch counties with inpatient, residential, day treatment, case management, outpatient, 24-hour crisis line, outreach, follow-up, referral screening, consultation, education and prevention services.



*Juergen Korbanka*

Wasatch's Executive Director, Juergen Korbanka, has extensive knowledge and experience in community mental health. He has devel-

oped a counseling program for perpetrators of domestic violence and authored a workbook, a pamphlet, and numerous trainings on the topic of borderline personality disorder and addiction. He is the recipient of a Lifetime Achievement Award from the Utah Mental Health Counselor's Association and a member of the Utah Behavioral Healthcare Committee, which he also chaired for four years.

**Gracepoint**, formerly Mental Health Care, initially joined **mhca** in 1985, and we are pleased to welcome this long-standing member back into the fold. With an annual budget of \$32 million, Gracepoint operates a 60-bed adult and 14-bed child crises stabilization unit as part of its offerings as the largest full-continuum community mental health organization in Tampa.

Gracepoint's CEO, Joe Rutherford, successfully lobbied for \$1.8 million in new annual state funding to develop a 24-bed forensic diversion program and expanded the bed capacity for DCF-funded Baker Act patients, resulting in an \$850,000



*Joe Rutherford*

annual funding increase. Current projects include the development of a multi-family tax credit project in Tampa called The Graham at Gracepoint. Half of the development's 90-units will be available to persons whom are homeless.

**LifeSkills, Inc.** of Bowling Green, Kentucky serves 10 counties in south central Kentucky, supporting people who experience mental illness, addiction and intellectual and developmental disabilities as they build meaningful, independent lives. LifeSkills is currently working with an area hospital to establish a joint, integrated health model in a rural area, with hopes of replicating the model.



*Joe Dan Beavers*

LifeSkills CEO Joe Dan Beavers has 14 years of leadership experience in the healthcare industry with a strong focus in finance

and accounting. He is a member of the American College of Healthcare Executives, the Healthcare Financial Management Association and the American Institute of Certified Public Accountants.

**Pasadera Behavioral Health Network** of Tucson, Arizona was



founded in 2013 with the merger of Southern Arizona Mental Health Corporation (SAMHC) and Compass Health Care, Inc., two well-known local nonprofit agencies with more than 90 years of combined service delivery. Pasadera is accredited through CARF and has five locations serving Pima and Greenlee counties in Southern Arizona.



*Chuck Burbank*

Pasadera CEO Chuck Burbank is a Licensed Professional Counselor with the Arizona Board of Behavioral Health Examiners and holds the Exam-

iners Senior Professional in Human Resources certification with the Society of Human Resource Professionals.

**Spectrum Healthcare Group, Inc.** of Cottonwood, Arizona, founded in 1965, is a leading provider of integrated care in the Verde Valley Community. Spectrum Healthcare's Work Adjustment Training program recently received a Mickey Hawley Award in recognition of its innovative and quality provision of behavioral health services.



*April Razo*

Spectrum's new CEO, April Razo, has 18 years of managerial experience in various fields including the service industry, childcare and the

medical field.

**InnovaTel Telepsychiatry** was

founded in 2014 to improve access to quality psychiatric care in areas where recruiting and retaining qualified psychiatrists is especially challenging. InnovaTel's team of experienced behavioral healthcare providers uses telemedicine technology to serve community mental health centers, primary care centers, senior living centers, correctional facilities and other settings in rural and urban areas.

Founding partner, president and CEO Jonathan Evans has more than 30 years of experience in behavioral healthcare. After struggling to meet growing consumer demand for services with a shrinking pool of lo-



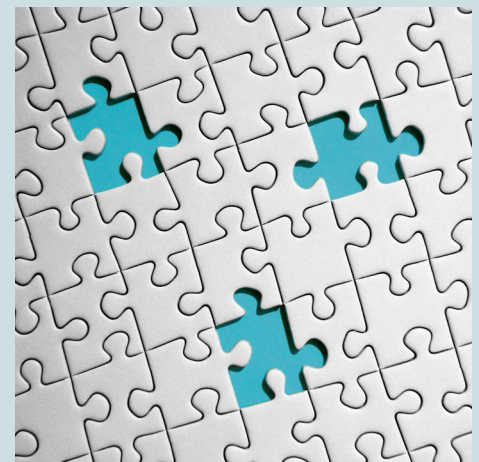
*Jon Evans*

cal psychiatrists, Evans turned to telemedicine saying, "Telemedicine technology has been successfully used in numerous specialties

for many years. There is probably no specialty better adapted to the technology than psychiatry." ■

## Who's Missing?

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. Help us identify prospective members that will further enhance the value of your network! Just contact Dale Shreve at [dshreve@mhca.com](mailto:dshreve@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 recently revised our membership criteria.

Prospective members must still 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; except, majority-owned subsidiaries that do not provide any direct behavioral healthcare are now considered eligible for membership as long as their parent organization is a behavioral healthcare provider and active **mhca** member. As always, organizations and/or subsidiaries that provide some amount of direct behavioral healthcare may apply for membership on their own and such subsidiaries are unaffected by the membership status of their parent organizations. ■

# Achieving Excellence in Customer Satisfaction

For nearly 20 years, **mhca** has provided Customer Satisfaction Management System (CSMS) instruments to help behavioral healthcare providers measure client and staff satisfaction. Individual organization results are confidential, but aggregated data is used to identify trends and recognize providers attaining exceptional outcomes.

The following members were awarded Certificates of Excellence at our Winter Conference in Clearwater Beach, Florida in recognition of their stellar performance in 2015.

Join us in saluting these members for achieving the highest level of client and staff satisfaction in their service categories.



*Cathy Barnes presented Certificate of Excellence to Mary Ann Uzzi and Kristine Pendy from CarePlus New Jersey*

**CarePlus New Jersey** ranked first in staff satisfaction overall, as well



as in client satisfaction with vocational services and client satisfaction overall among organizations offering five or more categories of service.

**Pine Belt Mental Healthcare Resources** ranked first in client satisfaction overall and among organizations offering one or two categories of service.

**Regional Mental Health Center** ranked first in client satisfaction with case management services.

**Heritage Behavioral Health Center** ranked first in client satisfaction with emergency services. ■

## Shorter Client Survey Launched

Measuring customer satisfaction is essential for quality improvement and continued success in today's increasingly competitive marketplace. **mhca's** proven CSMS instruments were recently made available electronically to make measuring client and staff satisfaction easier, faster and more affordable. Now, a new, shorter client satisfaction survey is available!

This shorter version of the client satisfaction survey has half as many questions as the original, making it easier for clients to complete and also reducing data entry for organizations that provide their clients with the PDF version of the elec-

tronic survey.

Though some questions were combined or eliminated, the psychometric properties of the original survey were not affected and the shorter survey can be benchmarked against the longer version of the survey.

As always, an individual organization's results are confidential, but aggregated data from behavioral health providers across the country is used to identify trends and recognize providers attaining exceptional outcomes. For more information, contact Cathy Barnes at [cbarnes@mhca.com](mailto:cbarnes@mhca.com). ■



# Support mhca and Save Money on Quality Staff Development!

The Relias Learning Management System (RLMS) provides access to a library of accredited, approved and certified online courses, allows you to easily create your own custom content, and also helps you manage your live training.

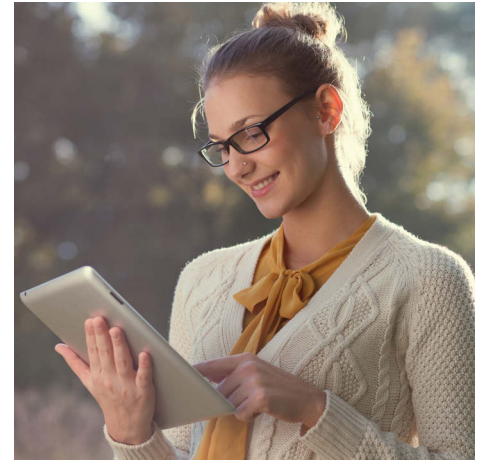
mhca members receive a 15 percent discount on all RLMS products and services; and, every time you use your mhca discount, Relias Learning contributes a percentage of your purchase to mhca to help support our mission.

Our partnership with Relias Learning added about \$200,000 to our operating revenue last year; so, please consider using RLMS for your training needs, and remember to use your mhca discount for all of

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To learn more, visit:  
<https://reliaslearning.com>. ■

## 868 Thousand Reasons to Insure with the Mental Health Risk Retention Group

As the exclusive insurance underwriter for the Mental Health Risk Retention Group (MHRRG), Negley Associates proudly presented this 2015 dividend check to mhca members insured with MHRRG. What's even more impressive is the nearly \$16 million in total dividends that the Mental Health Risk Retention Group has paid to insureds since it was founded in 1987.

When you choose Negley and MHRRG for your organization's insurance, you enjoy many more advantages, including:

- Protection against nonrenewal
- Stable rates
- A board of directors comprised of behavioral healthcare leaders who understand the risks you face
- And a management team comprised of insurance experts with immeasurable experience in risk protection and loss prevention

To get a no-risk, customized quote on insurance for your organization, (Professional Liability, General Liability and much more) please contact:

**Marilyn Udis at Negley Associates**  
[mudis@jjnegley.com](mailto:mudis@jjnegley.com) or 800-845-1209

 <b>Mental Health Risk Retention Group, Inc.</b>	Date	12/15/2015
Pay to the Order of	mhca Membership	\$ 868,005.00
Eight Hundred Sixty Eight Thousand Five Dollars		
For	MHRRG Annual Dividend Payment	<i>Nicholas Berxxa</i>





# Winter Conference Highlights

Our Winter Conference in Clearwater Beach was attended by 221 **mhca** members and guests from across the U.S. Those fleeing colder climates were not disappointed, as the weather was sunny with an average temperature of 70 degrees. Tuesday evening's welcome reception was held beach-front, making the most of a truly spectacular venue with unobstructed views of the sun sinking into the Gulf of Mexico.

Despite the temptation of the white-sand beach just steps away, members eagerly attended, actively participated in, and candidly reviewed conference sessions from Tuesday's "incredibly relevant" Innovation Incubator on the "interesting and important topic" of value-based purchasing, to Thursday afternoon's breakout sessions featuring "great discussion" on managing your organization's online reputation and "good fundamental information" on the complexities of establishing, owning and operating a recovery housing residence.

The most recent in our series of Innovation Incubator sessions provided members with a unique opportunity to connect with payers and learn more about what payers are looking for and trying to measure as they transition to value-based purchasing. **mhca** hopes sessions like this will help build a bridge between providers and payers and promote mutually-beneficial collaboration.

Both of our keynote speakers energized and inspired attendees, though they addressed very different topics. During Wednesday's general session, *Losing Tim: Why Working B4Stage4 is How We'll Change Minds and Find Him Again*, CEO of Mental Health America Paul Gionfriddo shared his com-



*AltaPointe Health Systems CEO and newly-elected **mhca** Board Member Tuerk Schlesinger and wife Cheryl enjoy the beach front welcome reception*

elling personal story to illustrate how policy makers created a mental health system focused on deinstitutionalizing adults, but failed to consider the needs of kids, from

and treatment sets kids on trajectory for hospitalization, incarceration, homelessness and early death. Despite what is reported in the media, mental health is a public health crisis, not a public safety crisis. In closing, he encouraged attendees to advocate for policies that recognize mental illness as a chronic health condition that should be treated



*Karl Cline in conversation*

pre-school to college, who need early intervention. He talked about how the healthcare system and the mental health and addiction treatment system are separate and unequal; how existing laws and rules are designed to serve physically disabled kids, but not those with mental or emotional disorders; and, how the lack of early identification



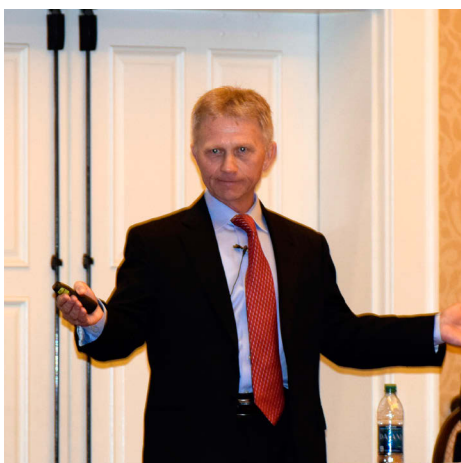
*John Talbot and Dale Shreve*

by EMTs instead of sheriffs, and in clinics instead of courtrooms.

During Thursday's *Uncaged Innovation*, the highest-rated session



of the conference, presenter Amy Lynch engaged the audience in a lively discussion about how leaders can empower their staff – from Baby Boomers to Millennials – to innovate. She talked about how Boomers are competitive idealists who crave recognition of their individual accomplishments and are accustomed to top-down communication; whereas, Millennials are much more collaborative, accustomed to two-way communication, and see innovation as a shared responsibility. Often overlooked, the Gen Xers are a smaller group of independent skeptics who need a safe place to test new ideas and encouragement to keep trying when their ideas fail.



*Hank Milius presenting*

Our two other general sessions were also well-attended and well-received. Attendees found Hank Milius and his team to be a “very knowledgeable group of presenters” with valuable insights on the “very relevant and timely” topic of becoming a FQHC. The audience appreciated both the “good, real-world information” and the “humor in the presentation.” A few attendees mentioned plans to request a site visit with Hank and his team.

During the final general session, top management from Genoa – a

QoL healthcare company and Care Management Technologies shared “very relevant” information from a recent study conducted to determine the impact of using integrated pharmacy services in behavioral health centers. Presenters shared how integrated pharmacy services reduced re-admission rates and how providers could implement these services in their organizations. Audience members found the study results “of great interest” and said it will be “good to have data to support integrated pharmacy services.”



*Mary Ruiz presenting*

After *Uncaged Innovation*, the highest rated sessions were breakout sessions led by our members: *Increasing Paying Admissions from Primary Care, ACOs, Hospitals and Health Plans*, led by Mary Ruiz, CEO of Centerstone of Florida; and *So, You’re Considering Hospital/Healthcare System Affiliation*, a standing-room-only session led by Dale Klatzker, CEO of The Providence Center, and John Sheehan, CEO of Harbor Behavioral Health.

All conference presentations and a summary of all session evaluations are available online at [www.mhca.com](http://www.mhca.com).

Between sessions, members enjoyed refreshments while talking to

vendors and catching up with their peers. For those who found the refreshment and exhibit area space a little tight, you’ll be pleased to know that our 2017 Winter Conference will be held just up the beach



*Dale Klatzker presenting*

at the all-new Opal Sands Resort, where there will be ample space to accommodate our growing membership.

On Wednesday evening, everyone enjoyed great food and conversation during the beach-front buffet sponsored by Genoa – a QoL healthcare company. Lonnie Parizek, **mhca**’s new director of communications and membership, took lots of photos during the dinner and throughout the conference, which are all available to download from Flickr.com.

**mhca** staff was pleased to receive positive feedback on the association’s expanded social media efforts as well as the redesigned on-site conference program. **mhca** will continue building its online presence and seeking out new ways to engage with our members throughout the year. Staff also plans to continue providing the larger on-site conference programs this year while investigating options for transitioning to a conference app capable of pro-

**continued >>**



*Fred Michel and Dale Shreve talk during beach-front reception*



*Beach-front dining sponsored by Genoa- a QoL healthcare company*



*Don Hevey and wife Joy enjoy beach-front dining*

viding more information, as well as timely event updates, to attendees.

During the **mhca** Annual Meeting, held Wednesday morning as part of the general session, the Board of Directors shared the 2015 Annual Report, which highlighted several strategic accomplishments:

- **mhca's** mission and vision were revised from two separate statements totaling 75 words to a single, 13-word mission/vision

statement

- Conference keynote addresses were improved and the Innovation Incubator series was launched
- Welcome receptions, new member orientation luncheons and VIP receptions were established to improve member on-boarding and engagement

Barbara Daire presented the financial statements which illustrated



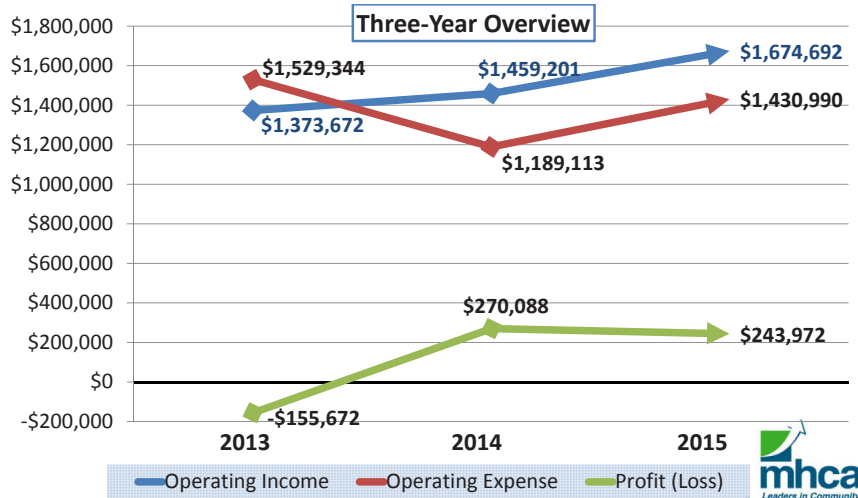
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- Make it **easier for your consumers** to receive medications and telepsychiatry services
- **Increase efficiencies** for your staff and consumers
- **Improve care and outcomes**

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## Finances: Operating Profit & Loss



that operational expenses have come down while operational revenue has increased, placing **mhca** in a strong financial position. Dues continued to represent about 56 percent of **mhca**'s operating income in 2015. Total assets increased approximately 24 percent, from \$1.9 million in 2014 to \$2.4 million in 2015.

At the end of the Annual Meeting,

the board thanked outgoing chair Inman White and outgoing directors Jon Cherry, Mary Ruiz, David Stone and Chris Wyre for their years of service. During Friday's **mhca** Board Meeting, the new chair, Dale Klatzker, welcomed his officers, Vice Chair Barbara Daire, Treasurer Rick Doucet, Secretary Peggy Chase and Past Chair Inman White, as well as the continuing and newly elected directors. ■



*Dale Klatzker presents Inman White with a plaque in appreciation of his leadership as Board Chair for 2015*



*Outgoing board members Jon Cherry, Mary Ruiz & Chris Wyre  
(Not pictured: David Stone)*



*Incoming board members Dennis Regnier, John Sheehan, Maggie Labarta & Tuerk Schlesinger  
(Not pictured: Susan Rushing)*

### Continuing Board Members

Nelson Burns  
James Cooney  
Linda De Piano  
James Gaynor  
Harriet Hall  
Steven Ronik  
Tom Sebastain  
Susan Stubbs  
Rick Weaver



1876 Eider Court, Suite A  
Tallahassee, Florida 30308



*Save the Dates!*

### **Spring Conference**

**May 10-13, 2016**

Westin Indianapolis  
Indianapolis, Indiana  
Reservations: 800-228-3000  
Hotel Group Rate: \$189  
Reservation Deadline: April 7

### **Fall Conference**

**November 1-4, 2016**

Westin Kierland Resort  
Scottsdale, Arizona  
Reservations: 800-354-5892  
Hotel Group Rate: \$274  
Reservation Deadline: Sept. 29

### **Summer Conference**

**August 16-19, 2016**

Doubletree Hilton Portland  
Portland, Oregon  
Reservations: 800-996-0510  
Hotel Group Rate: \$184  
Standard/\$204 Premium  
Reservation Deadline: July 14

### **Winter Conference**

**February 21-24, 2017**

Opal Sands Resort  
Clearwater Beach, Florida  
Reservations: 877-726-3111  
Hotel Group Rate: \$299  
Reservation Deadline: Jan. 23

