

# 2008 Annual HFMA Spring Conference and Golf Outing



## Making a Difference!

May 21-23, 2008  
Soaring Eagle Casino & Resort  
Mt. Pleasant, Michigan



*10+ hours of  
continuing  
education  
offered!*



**hfma**<sup>™</sup> western michigan chapter  
healthcare financial management association



**hfma**<sup>™</sup> great lakes chapter  
healthcare financial management association



# CONFERENCE HIGHLIGHTS AT A GLANCE

**WEDNESDAY, MAY 21** HFMA Golf Outing at the PohlCat  
Registration and Hospitality Suite

**THURSDAY, MAY 22** Keynote Address

*Moving Positively Through Change*

Renee Waller, M.S., LifeCore Development, Inc.

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## Concurrent Breakout Session I

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**Reimbursement** *Medicare Reimbursement and Its Effect on Medicaid Reimbursement*

Larry Bara, Senior Consultant, and Dave Ferguson, Principal, Health Management Associates

**Revenue Cycle** *Improved Clinical Performance = Improved Financial Performance*

Holly Sutton, BSN, RN, MBA, CMAC, Consultant, The Rybar Group, Inc.

**Finance** *Conducting Effective Meetings & Taming Your Meeting Monsters*

Renee Waller, M.S., LifeCore Development, Inc.

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## Concurrent Breakout Session II

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**Reimbursement** *Who Manages Your Case Mix Index?*

David Raymond, President, Clinical Financial Management Associates

**Revenue Cycle** *Top 10 Compliance Issues for 2008*

Joan L. Lowes, Esq., Hall, Render, Killian, Heath & Lyman

**Finance** *Financial Literacy in Medical Centers*

Patricia Kane, Partner & Art Wells, Partner, The Schuster Kane Alliance, Inc.

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## Concurrent Breakout Session III

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**Reimbursement** *CAH & Rural Health Reimbursement Strategies*

Pam Sanborn, Manager, Cost Reporting, The Rybar Group, Inc.

**Revenue Cycle** *Patient Loyalty — If Quality Determines Loyalty, How Could You Possibly Explain Dominos Pizza?*

Joe Heuer, JoeSpeaks!

**Finance** *Charity Care and Bad Debt — Reporting and Reducing!*

Paul Soper, Executive Director, Ernst & Young

### Pre-Banquet Cocktail Reception

### Spring Conference Banquet

*Everything I Know I Learned from Rock & Roll*

Joe Heuer, JoeSpeaks!

**FRIDAY, MAY 23**

### General Session I

*Update on Michigan & National Healthcare & Financial Trends*

Marilyn Litka-Klein, Senior Director, Health Finance, Michigan Health & Hospital Association (MHA)

### General Session II

*How HFMA and You Can Make a Difference*

Joe Fifer, Vice President of Finance-Delivery System, Spectrum Health

**Making a Difference!**

Regular golf attire is appropriate on Wednesday for the golf outing. Otherwise, business casual attire is appropriate throughout the conference.

# AGENDA

## Wednesday, May 21

11:30 am - 5:00 pm

### HFMA GOLF OUTING

6:00 - 9:00 pm

### REGISTRATION WITH HOSPITALITY SUITE

## Thursday, May 22

7:00 - 8:45 am

### REGISTRATION & NETWORKING BREAKFAST

(Exhibit Hall)

8:45 - 9:00 am

### WELCOME & OPENING REMARKS

Lorraine Schnelle, Conference Program Chair  
Western Michigan Chapter, President-Elect

9:00 - 10:30 am

### KEYNOTE SPEAKER

#### *"Moving Positively Through Change"*

Renee S. Waller, LifeCore Development, Inc.



*Change is the rule in organizations-constant, even relentless change, creates new opportunities and chaotic work lives. In many cases, change leaves people feeling frustrated, puzzled and angry. This presentation addresses the human response to change, and provides insight into the impact of widespread change on managers and employees. Participants will learn practical tools for providing people with the kinds of information and support they need to move positively through change.*

10:30 - 11:00 am

### NETWORKING BREAK

(Exhibit Hall)

11:00 am - 12:15 pm

### Concurrent Breakout Session I

#### REIMBURSEMENT TRACK

#### *"Medicare Reimbursement and Its Effect on Medicaid Reimbursement"*

Larry Bara, Senior Consultant and Dave Ferguson, Principal  
Health Management Associates

*Medicare Proposed Reimbursement Changes and how the Medicare Cost Report and Medicare Reimbursement affect the Medicaid calculations of the upper payment limits, hospital assessment, reimbursement rates, etc.*



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healthcare financial management association



# AGENDA

Thursday, May 22 (continued)

## FINANCE/LEADERSHIP TRACK

### *“Conducting Effective Meetings & Taming Your Meeting Monsters”*

Renee S. Waller

*Do your meetings ‘keep minutes and waste hours’ and turn people off? Leaders in healthcare spend 40- 50% of their time in meetings, and up to 50% of that time is unproductive. The cost in lost time, \$\$\$ and employee morale is astronomical. Participants will learn practical tools for keeping meetings focused and productive and the real \$\$\$ cost of meetings. They’ll also learn how to recognize, manage and prevent disruptive behaviors.*

## REVENUE CYCLE TRACK

### *“Improved Clinical Performance = Improved Financial Performance”*

Holly Sutton, BSN, RN, MBA, CMAC, Consultant

The Rybar Group, Inc.

*October 2007 brought many changes to the healthcare industry, many which have a direct effect on hospital finances. Managing these changes can present a challenge to facilities, but each also offers an opportunity to achieve improved clinical economic performance.*

*Join Holly Sutton as she takes you on a tour of the key components affecting your facilities clinical economic performance, and discover opportunities for optimizing the payment that you should receive. Included in the discussion will be a discussion of MS-DRGs — the catalyst to improving your practices, Present on Admission and what it means financially to your facility, and tools for bridging the communication gap between clinical and financial people. Participants will leave not only with a better understanding as to the components affecting the clinical health economics, but with tips and tools that can be applied when they return to the office.*

12:15 - 1:30 pm

## LUNCHEON, NETWORKING & EXHIBITOR DISPLAYS

### SPECIAL LUNCH BREAKOUT

#### *“Critical Access Hospital (CAH) CFO Benchmarking”*

*The Critical Access Hospital (CAH) CFO Benchmarking group cordially invites you to join them for lunch and an introduction to the Michigan CAH CFO Benchmarking Project.*

*At the 10th Annual Rural Health Conference in Mount Pleasant in 2007, 14 CFOs met and established a CAH benchmarking project. The group created clear defined measures in areas that were relevant to all rural hospitals. They chose to evaluate costs in laboratory, radiology, emergency services, operating room and acute care. One year later, after numerous meetings spent refining, refining, and refining instructions, the group is ready with measurements that it feels will be valuable to all. At the luncheon you will have an opportunity to join the group discussion, ask questions, network with peers, and learn more about future plans.*



*“I will act  
as if what  
I do makes  
a difference.”*

William James

# AGENDA

1:30 - 3:00 pm

## **Concurrent Breakout Session II**

### **REIMBURSEMENT TRACK**

#### ***"Who Manages Your Case Mix Index?"***

David Raymond, President

Clinical Financial Management Associates

*The Case Mix Index is a key indicator that is used in budgeting, quality performance and tracking reimbursement. Yet the CMI varies greatly from hospital to hospital. Why? Who is responsible for managing it at your hospital? Or do you just monitor its performance and hope for the best? This presentation will address 7 different activities all hospitals can do to manage and improve their case mix index. It will also address who should be responsible for managing the CMI. Detailed examples will be included throughout the presentation.*

### **FINANCE/LEADERSHIP TRACK**

#### ***"Financial Literacy in Medical Centers"***

Patricia Kane and Art Wells, Partners

The Schuster Kane Alliance, Inc.

*Can you imagine the positive financial outcomes if the managers of a medical center understand the financial underpinnings of their organization? In this breakout session we will review the needs that were addressed and the needs that were satisfied with a financial literacy workshop tool created and introduced at Adventist HealthCare. Also, we will review the process that created the tool, what was delivered, and the financial outcomes.*

### **REVENUE CYCLE TRACK**

#### ***"Top 10 Compliance Issues for 2008"***

Joan L. Lowes, Esq.

Health Law Department

Hall Render Killian Heath & Lyman

*With increased funding and expansion of the RAC program, the government is "re-emphasizing" its compliance efforts and providers should, too. It is time to dust off those compliance programs and refocus your efforts.*

*In this program, attendees will;*

- *Become familiar with some of the top compliance issues that the government is focusing on*
- *Understand how they may have an impact on your facility*

3:00 - 3:30 pm

## **NETWORKING BREAK**

(Exhibit Hall)



# AGENDA

Thursday, May 22 (continued)

3:30 - 5:00 pm



*"We must not, in trying to think about how we can make a big difference, ignore the small daily differences we can make which, over time, add up to big differences that we often cannot foresee."*

Marian Wright Edelman

## Concurrent Breakout Session III

### REIMBURSEMENT TRACK

#### *"CAH & Rural Health Reimbursement Strategies"*

Pam Sanborn, Manager Cost Report  
The Rybar Group, Inc.

*This session will look at financial strategies and opportunities for Critical Access and Rural Hospitals including cost report opportunities, special payment designations, pricing and other strategies available to the rural hospital.*

### FINANCE/LEADERSHIP TRACK

#### *"Charity Care and Bad Debt — Reporting and Reducing!"*

Paul Soper, Executive Director  
Ernst & Young

*Confusion in classifying bad debt and charity care, compounded by wide diversity in reporting practice, has muddied these aspects of the financial statement. Principles and Practices Board Statement 15 provides guidance on the correct way to measure and report these components of uncompensated care. We will discuss not only how to properly report but also how to reduce uncompensated care (especially bad debt!)*

### REVENUE CYCLE TRACK

#### *"Patient Loyalty"*

Joe Heuer  
JoeSpeaks!

*If quality determines loyalty, how could you possibly explain Dominos Pizza?*

*Based on his popular book, The Pocket Guide to Patient Loyalty, Joe Heuer demystifies the process of creating patient loyalty by answering that question. You'll learn why clients have called him the "Dr. Phil" of service excellence.*

*In this entertaining program you will learn the simple universal principles that not only inspire your patients to keep coming back, but encourage them to sing your praises to the world. Joe explores the myths about patient satisfaction that you need to understand in order to thrive in a changing marketplace. Learn to leave your competitors behind while you create a new category of one.*

*Attendees will also learn a system for responding to complaints and a simple strategy for exceptional service recovery.*

*This is a presentation for any organization that wants to make the quantum leap from patient satisfaction to patient loyalty.*

5:30 - 6:30 pm

## PRE-BANQUET COCKTAIL RECEPTION

(Exhibit Hall)

# AGENDA

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6:30 - 8:30 pm

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## BANQUET

### *"Everything I Know I Learned from Rock and Roll"*

Joe Heuer  
JoeSpeaks!



*In this engaging and entertaining program, Joe Heuer delivers the timeless wisdom he discovered within the lyrics of rock & roll bands from Aerosmith through ZZ Top in his uniquely humorous style. Be prepared for a fun-filled, eye-opening Rock & Roll experience that just may change the way you look at life.*

## Friday, May 23

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7:30 - 8:30 am

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## CONTINENTAL NETWORKING BREAKFAST

(Exhibit Hall)

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8:30 - 9:45

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## GENERAL SESSION I

### *"Update on Michigan & National Healthcare & Financial Trends"*

Marilyn Litka-Klein  
Senior Director, Health Finance Policy and Health Delivery  
Michigan Health & Hospital Association

*This session will review changes in individual health and financial status and other factors that influence your hospital's operations. Current developments in Medicare, Medicaid and BCBSM will also be included.*

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9:45 - 10:00 am

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## NETWORKING BREAK

(Exhibit Hall)

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10:00 - 11:30

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## GENERAL SESSION II

### *"How HFMA and You Can Make a Difference"*

Joe Fifer, Vice President of Finance-Delivery System,  
Spectrum Health, and past National Chairman of HFMA

*Joe will provide a thought provoking and action-oriented presentation on how HFMA is impacting healthcare decisions across the country and how you can make a difference in your community.*

*He will highlight:*

- HFMA national activities and what this means to you
  - Actions you can take to engage and educate your local community and its residents on healthcare issues
  - How Spectrum Health Hospitals is proactively reaching out to the community
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11:30 am - 12:30 pm

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## LUNCHEON & CONFERENCE ADJOURNMENT

# CONFERENCE SPEAKERS

**LARRY BARA** is a senior consultant with Health Management Associates who has over 30 years of experience auditing Medicare cost report as well as assisting providers with the preparation of the cost report, appeals, and responding to Intermediary Audit concerns.

**DAVE FERGUSON** is a principal at Health Management Associates and is a nationally recognized authority on the various mechanisms used by States to reimburse hospitals (i.e., DSH and GME Pools, Hospital Assessments).

**JOE FIFER**, Vice President of Finance – Delivery System, Spectrum Health. The Spectrum Health delivery system is comprised of 7 hospitals, with net revenues of \$1.2 billion, providing a full range of acute and post-acute services.

Joe Fifer is also past Chairman of HFMA, serving as Chairman in 2006-2007. In that role, Joe oversaw the development of the Patient-Friendly Billing Report: Reconstructing Hospital Pricing.

**JOE HEUER**, JoeSpeaks!, is an entertaining speaker known for his uniquely humorous style and idiot-proof approach to customer service, motivation, communication and life in general. His background includes the creation of the staff education department for a large multi-specialty clinic system.

His clients refer to him as the “Dr. Phil” of customer service. His wife calls him an idiot savant for his uncanny recall of obscure rock & roll lyrics, although he can’t even remember to take out the garbage.

Joe is the author of thirteen books, some of which have actually been published, including: *The Pocket Guide to Patient Loyalty*, *Business Daffynitions: Humor from the Workplace* and *The Wit and Wisdom of a Regular Joe*.

He is known internationally as a humorist and his award-winning and nationally syndicated *Daffynitions* have been featured in newspapers and on radio stations nationwide.

Joe’s presentations are fresh, fun and sometimes even a little controversial. His audiences are jolted out of traditional thinking to rekindle the creativity, drive and humor that are often stifled by self-imposed limitations and habits.

Joe possesses a Master of Science degree in Education and his teaching experience ranges from elementary school through the collegiate level and corporate America. His ‘fifteen minutes of fame’ came in 1986 when he lived his dream of becoming the youngest collegiate head basketball coach in the country ... who never played the game. Unfortunately, his fifteen minutes came in April, just when the clocks are set ahead.

**M. PATRICIA KANE** is managing partner at The Schuster Kane Alliance, Inc. in Kansas City, a business consulting/human resource development firm. With more than 30 years experience, Patricia helps clients determine their business development needs, designs the process for achieving the results, and creates and administers team building and management feedback programs. She is co-author of *The Power of Open-Book Management* and *Open-Book Management Field Book* published by John Wiley & Sons.

**MARILYN LITKA-KLEIN** is the Senior Director for Health Finance at the Michigan Health & Hospital Association. Since 1996 she has handled a variety of health policy issues for the major Michigan payors (Medicare, Medicaid, Blue Cross) including health care funding, contracting, graduate medical education, hospital reimbursement, wage index and claims processing. She is the MHA staff to the Blue Cross Blue Shield of Michigan Payment

Practices and Benefit Administration committees. She also represents Michigan’s hospital interests with American Hospital Association and the finance and policy staff of the 50 state hospital associations. Her previous employment includes Sparrow Hospital, Burroughs and Ernst & Ernst.

**JOAN L. LOWES, ESQ.**, Hall Render Killian Health & Lyman, is a shareholder with the Health Law Department and focuses her practice in the areas of reimbursement, certificate of need, regulatory compliance and managed care. She earned her law degree from the University of Maryland in 1979 and is licensed in Illinois and Michigan. Joan is a member of the American Health Lawyers Association, the Healthcare Financial Management Association, and is Vice-Chair of the Substantive Law Committee of the Health Care Law Section for the State Bar of Michigan. She previously served as Assistant General Counsel at Blue Cross Blue Shield of Michigan (1992-2003) and Assistant Regional Counsel for the U.S. Department of Health and Human Services in Chicago, Illinois.

**DAVID RAYMOND** is the President and Founder of Clinical/Financial Management Associates which specializes in DRG management. He has his Masters degree from the University of Michigan, School of Public Health in Health Care Administration and Health Gerontology.

David’s experience includes six years of clinical experience, six years of program management for PROs and nine years in healthcare administration at a community hospital. In the hospital he worked closely with finance, the clinical staff and physicians to maintain profitability and advance the hospital.

Seventeen years ago he founded CFMA to assist hospitals achieve and maintain profitability under DRGs. Practical bottom-line results are

# CONFERENCE SPEAKERS

achieved through facilitating clinical support for high quality and clinically effective care practices and improved physician documentation for quality and reimbursement purposes. David has 25 years of experience in helping hospitals and their medical staffs to successfully manage under DRGs.

**PAM SANBORN**, Manager Cost Report, The Rybar Group, has over 17 years of experience in healthcare financial management. During this time, she has worked in the finance area of various large Michigan hospitals, as well as a multi-practice physician group. Pam joined The Rybar Group as a consultant in 2002. Pam's accomplishments and activities include:

- Critical Access Hospital feasibility studies, applications, CONs, conversions, implementation, and education
- Rural Health Clinic conversion and analysis
- Provider Based conversion and analysis
- Cost report preparation and review
- Third party audits and appeals
- Preparation of reports and special payment requests filed with third-party payors

**PAUL SOPER** is an Executive Director and Market Leader for E&Y's Health Sciences Advisory Services (HSAS) practice in Michigan. As such, he is responsible for the delivery of professional services to healthcare providers in Michigan. Paul has over twenty years of financial experience, fifteen of which are in the health care field. Of those years in health care, two have been in the private sector with an acute care hospital and thirteen with Ernst & Young LLP as an auditor and advisor.

**HOLLY SUTTON, BSN, RN, MBA, CMAC**, Consultant, The Rybar Group, Inc., offers several years of healthcare experience, with a special focus in integrating clinical and financial business management. This includes revenue enhancement, cost avoidance, process of care management, strategic planning, and business development. Holly's diverse clinical and leadership experiences enable her to work successfully at all levels of the hospital organization.

Not only has Holly served as the Chief Nurse Executive in both hospital and nursing home settings, she has also assisted several hospitals in achieving clinic performance excellence. She has designed, directed, and implemented care management services in a wide range of medical settings. Her specialty includes the identification of opportunities to improve hospital fiscal performance and mission effectiveness, leading multi-disciplinary project teams, bridging health care economics and patient care quality to measurably improve fiscal and comparative database performance.

Through integration of hospital business and clinical functions, Holly has assisted multiple client hospitals in realizing measurable improvements in reimbursement, clinical resource management, revenue cycle, and clinical quality. Holly's ability to partner with both medical staffs and hospital executives, aligning clinical and financial expectations, has been key to the achievement of client goals and outcomes.

**RENEE S. WALLER, M.S.**, LifeCore Development, Inc., has a mission to mentor leaders, so they'll be better equipped to lead effectively. Her goal today is to encourage, support and cheer you on, and to provide you with practical guidance and tools that will help to reduce your frustration and increase your job satisfaction.

Prior to founding her company, Renee served as Director of Education and Professional Development for Gustafson and Associates, Inc., a nationally recognized consulting firm. During her tenure at G+A, she was responsible for bringing leadership development solutions and executive coaching to healthcare organizations across the country. Before joining G+A, she served in leadership positions at a hospital system in Boulder, Colorado.

For more than 18 years, she's earned a reputation for providing skilled and practical guidance to clients. Through staff education, leadership development and executive coaching, Renee helps healthcare leaders shoulder responsibility for achieving goals and reaching their business objectives.

**W. ART WELLS**, partner at The Schuster Kane Alliance, Inc., Kansas City, manages the financial literacy business of The Schuster Kane Alliance. He has a background as a finance professor, management consultant, and entrepreneur. He has been controller of a domestic sales division of Pfizer, and has consulted with numerous organizations, including The World Bank, Columbia University, ATT, the NJ-Department of Community Affairs, and many others.

# REGISTRATION FORM

## 2008 SPRING CONFERENCE AND GOLF OUTING

Healthcare Financial Management Association  
Western Michigan and Great Lakes Chapters

May 21 - 23, 2008 • Soaring Eagle Casino & Resort • Mount Pleasant, MI

Name: \_\_\_\_\_  
(As you would like it to appear on name badge.)

Organization: \_\_\_\_\_

Are you a member of HFMA or MPAA?  Yes  No HFMA Member # \_\_\_\_\_

If yes, please check one:

- MPAA  Western Michigan  Great Lakes  Eastern Michigan  
 NE Ohio  NW Ohio  SW Ohio  Central Ohio

**Please select the three (3) breakout sessions you would like to attend.**

- Session 1  Reimbursement  Revenue Cycle  General Finance  
Session 2  Reimbursement  Revenue Cycle  General Finance  
Session 3  Reimbursement  Revenue Cycle  General Finance

**Please indicate which meals you plan to join us for:**

### Thursday

- Breakfast  Lunch  Banquet

### Friday

- Breakfast  Lunch

## REGISTRATION FEES:

<b>Conference:</b> MPAA/HFMA Member Early Bird Registration (by April 30)	\$225
MPAA/HFMA Member	\$250
Non-Member	\$300
Guest/Banquet Only	\$ 50

**Golf Outing:** Wednesday, May 21

\$85 per person \_\_\_\_\_ people x \$85= \_\_\_\_\_ \$ \_\_\_\_\_

Total Amount Due \$ \_\_\_\_\_

If applicable, please list who you would like to be paired with:

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**Please submit payment, along with a copy of your completed registration form to:**

HFMA  
Attention: Jan Ferrier (is this still the contact person)  
Michigan Health & Hospital Association  
6215 West St Joseph Hwy  
Lansing, MI 48917

Registration forms can also be faxed to (517) 703-8637



To reserve your overnight accommodations or modify an existing reservation, please complete this form and fax or mail it by **April 30, 2008**. **(PHONE RESERVATIONS WILL NOT BE ACCEPTED)** to: Soaring Eagle Casino and Resort, 6800 Soaring Eagle Boulevard, Mt. Pleasant, MI 48858, Attention: Room Reservations, FAX # (989) 775-5686. Please print your information clearly. You may also reserve accommodations at [www.soaringeaglecasino.com](http://www.soaringeaglecasino.com), On-Line Reservations, Group Code: 973979 For prompt confirmation, please completely fill out form.

## Healthcare Financial Management Association

**Arrive: Wednesday, May 21, 2008 - Depart: Friday, May 23, 2008**

Name of guest(s) occupying the room: \_\_\_\_\_

Address: \_\_\_\_\_

City: \_\_\_\_\_ State: \_\_\_\_\_ Zip Code: \_\_\_\_\_

Phone: Daytime ( ) \_\_\_\_\_ Fax #: ( ) \_\_\_\_\_

Arrival Date: \_\_\_\_\_ Departure Date: \_\_\_\_\_

Player's Club Number: \_\_\_\_\_ E-Mail Address: \_\_\_\_\_

**Please list the room type you would prefer (Please mark 1st and 2nd choice)**

Smoking and Non-Smoking rooms are available, however, we cannot guarantee which type you will receive. We will do our best to accommodate all of your requests. **\*\*Rates quoted are per night.\*\***

- \_\_\_\_\_ (\$129.00) First Class Room - 1 King Bed
- \_\_\_\_\_ (\$129.00) First Class Room - 2 Queen Beds

There will be a \$10.00 per person charge nightly for the third and fourth person in a room over the age of 6.

**All rates are subject to increase as a result of any applicable Tribal tax.**

With the following requests:

\_\_\_\_\_ Smoking \_\_\_\_\_ Non-Smoking \_\_\_\_\_ Barrier Free Room \_\_\_\_\_ Hearing Accessible Room

How many adults in room? \_\_\_\_\_ How many children? \_\_\_\_\_ Ages \_\_\_\_\_

**All reservations must be guaranteed with a deposit; either a check or credit card for one night's lodging along with this form. If you are using a credit card, your card will be charged for the deposit at the time this reservation is made.**

Credit Card Number: \_\_\_\_\_

Expiration Date: \_\_\_\_\_ Type of Card: (Diners Club) \_\_\_\_\_ (MC/Visa/Amer Exp)

Bill Credit Card for all nights?  Yes  No, 1st night only

Name of Cardholder: \_\_\_\_\_

Signature: \_\_\_\_\_

You will receive a confirmation letter within 7-10 business days at the address listed above. If you would like your confirmation letter faxed to you instead, please list the appropriate fax number and check the box next to it. You should receive your faxed confirmation letter within 72 hours.

Please make sure your reservation request reaches the Resort by the date listed above to apply for a room that is held by the Group Block. After the date listed above, or should the Group Block be filled, rooms will be reserved based on availability. Group rates cannot be guaranteed. Reservations cancelled by 6:00 p.m., 3 days prior to arrival, will receive a full refund.

Check-In time is after 4:00 p.m.

Check-Out time is 11:00 a.m.

**\*\*\*Please, One (1) room reservation per Group Reservation Request Form**

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