

How to advocate for rural health change

In rural America, providing and accessing health care services can be challenging. Obstacles include workforce shortages, aging infrastructure, reimbursement reductions, and difficulties in access and coverage. For more than 40 years, NRHA has helped rural providers and patients overcome these challenges by providing leadership on rural health issues through advocacy, communications, education, and research. Given their small size and resilient nature, rural communities can also be hubs for innovation.

Through advocacy, NRHA helps Congress, the executive branch, and other stakeholders understand how to improve health and health care in rural areas. NRHA's three main policy priority areas are 1) addressing rural declining life expectancy and rural equity, 2) reducing rural health care workforce shortages, and 3) investing in a strong rural safety net.

NRHA created this advocacy guide to help our members amplify their voices using information and tools provided by the association. Elected officials want and need to hear from their rural constituents to understand and address the issues impacting their community. If you have any questions or would like more information or assistance, reach out to [NRHA's government affairs team](#).

What is advocacy?

Advocacy is the tool citizens use to bring improvement to our communities. It is all about education and includes publicly recommending or providing support for a cause or policy. By engaging in advocacy, you can inform your elected officials how their decisions are directly impacting their district or state. Every citizen can and should advocate.

As a leader in your community, advocacy allows you to offer your perspective by sharing a combination of facts, research, and your own personal story. You have the knowledge and experience public officials want and need to make decisions that directly impact people's lives. Examples of advocacy include:

- Organizing or participating in meetings on Capitol Hill
- Participating in NRHA advocacy campaigns to message your federal elected officials
- Hosting elected officials for a site visit virtually or in person
- Attending a local town hall with elected officials
- Engaging with your elected officials via social media
- Sharing messages with your network and/or the public
- Attending and/or testifying at hearings

Legislative branch

Congress, also known as the legislative branch, is comprised of two chambers: the House of Representatives and the Senate. Congress creates federal laws and policies and makes spending decisions. Members of Congress turn ideas into law by sponsoring bills, or legislation, which are assigned to Congressional Committees of Jurisdiction upon introduction. Members of Congress have staff who engage in conversations with constituents, research policy proposals, and draft legislation. Key staff members include Legislative Directors, who oversee the Member's legislative portfolio, and health Legislative Assistants, who are assigned specifically to health-related priorities.

Members of Congress are assigned to committees, and their staff work alongside committee staff to review and pass legislation by gathering information and holding hearings and markups. NRHA often works with the following committees, as their jurisdiction impacts rural health:

Chamber	Committee	Jurisdiction
House	Ways and Means	Bills regarding taxation, social security, Medicare, foster care and adoption programs, etc.
	Energy and Commerce	Bills regarding health care, health insurance, biomedical research, clean air and climate change, food and drug safety, etc.
	Appropriations	Appropriating funding for most federal government functions
	Agriculture	Bills regarding nutrition, rural development, conservation and forestry, biotechnology, general farm commodities, etc.
	Veterans Affairs	Bills regarding veterans' hospitals, medical care, treatment, vocational rehabilitation, and education
Senate	Finance	Bills regarding health programs under the Social Security Act, deposit of public monies, national social security, etc.
	Health, Education, Labor, and Pensions	Bills regarding health and public welfare, aging, biomedical research, individuals with disabilities, public health, etc.
	Appropriations	Appropriating funding for government agencies, departments, and organizations
	Agriculture, Nutrition, and Forestry	Bills regarding agricultural commodities, food stamp programs, human nutrition, inspection or agricultural products, rural development, etc.
	Veterans Affairs	Bills regarding veterans' vocational rehabilitation, education, medical care, civil relief, and civilian readjustment

To learn more about how NRHA is advocating within the legislative branch, visit [our website](#).

Executive branch

The executive branch, which includes the President, the Vice President, the presidential Cabinet, and most federal agencies, is a critical partner in the implementation of policies and programs supporting rural health care. NRHA frequently provides input on programs and policies by authoring letters and regulatory comments to ensure federal leadership considers the impact on rural providers.

The President works in conjunction with Congress to create laws by signing bills passed by Congress into law and implementing and enforcing the law. The President helps guide Congress to implement their political agenda by addressing joint sessions of Congress, calling Congress into session, recommending bills, and hosting informational sessions with members of Congress. The President also has the power to issue federal directives through executive orders.



The executive branch encompasses departments and agencies relevant to NRHA’s advocacy efforts, such as the U.S. Department of Health & Human Services, which includes the Health Resources and Services Administration, the Centers for Disease Control and Prevention, the Centers for Medicare and Medicaid Services, and the U.S. Department of Agriculture. To learn more about how NRHA is working with the executive branch, visit [our website](#).

Association policies

NRHA’s policy priorities are drafted, approved, and advocated for by our membership. NRHA’s annual policy agenda is developed through member engagement. Policies adopted by the NRHA [Rural Health Congress](#), NRHA’s policymaking body, is included in the agenda. Elected NRHA representatives from each of the association's constituency groups, State Association Council, State Office Council, issue groups, and leadership serve on the Rural Health Congress, which has broad grassroots representation that reflects the concerns of NRHA's members. The annual policy agenda outlines the full range of NRHA policy within the framework of the association’s mission and priorities.

Each year, NRHA selects 10 to 15 highly motivated individuals who have proven their dedication to improving the health of rural Americans through their educational or professional experience to participate in the association's [Rural Health Fellows Program](#). During the program, Fellows help draft NRHA policy papers and briefs, which are reviewed and approved by the [Rural Health Congress](#).

NRHA staff creates policy position papers to define the organization’s stance on rural health advocacy issues. The information for these papers is created using previously curated policy papers and the NRHA policy agenda. These position papers are reviewed and approved by NRHA constituency groups prior to dissemination. The position papers act as a brief overview of specific advocacy issues and share key facts, recommendations, and legislative or regulatory actions.

NRHA’s government affairs team uses the association’s policy agenda, papers, and briefs to draft policy position papers, which aid our advocacy efforts on Capitol Hill and within the Administration. You can view each of these documents and utilize them to inform your advocacy efforts by visiting [our website](#).



NRHA tools for your advocacy

NRHA Connect

[NRHA Connect](#) is the association's internal social networking site and the primary platform NRHA staff use to engage with our membership. You can access your member profile using the login information provided in your welcome email or by contacting the [NRHA government affairs team](#). Through NRHA Connect, you can find and contact other members in the directory, start a conversation or pose a question, obtain research, access the Journal of Rural Health and conference resources, create your own blog, and much more. Log in today to view posts from NRHA's government affairs team on legislative priorities, advocacy campaigns, and grassroots calls. NRHA Connect is a fantastic way to stay informed and connect with other NRHA members and staff.

Grassroots calls

The NRHA government affairs team hosts grassroots calls on the last Wednesday of each month at 2 p.m. ET. Join these calls to learn more about what is happening in Congress and the Administration. The calls supply in-depth explanations behind rural health advocacy efforts, allow you to ask questions, and explain how you can help us make your voice louder.

NRHA legislative tracker

NRHA's legislative tracker allows you to see which bills the association is supporting, tracking, and opposing. You can view information on any proposed federal legislation and search by topic area, keywords, or bill numbers. For each bill, the tracker displays a summary, related bills, sponsors and cosponsors, actions, and additional links.

Find Legislation

Federal

Key Legislation

Federal

H.R. 5376



H.R. 5376: Build Back Better Act

117th Congress (2021-2022)



Sponsors



[Representative John Yarmuth \(D-KY-003\)](#)

This bill provides funding, establishes programs, and otherwise modifies provisions relating to a broad array of areas, including education, labor, child care, health care, taxes, immigration, and the environment. (The bill is commonly referred to as the Build Back Better Act.)

For example, the bill ...

[Show More...](#)

Related Bills

HR 1791	CHIPP Act
HR 1878	State Health Care Premium Reduction Act of 2021
HR 1945	HITS Act
HR 2288	Investing in Our Communities Act

Explanation

Category: Legislative Vehicles Under Consideration

We support this bill

Actions

11/19/2021	Motion to reconsider laid on the table.
11/19/2021	On motion to table the motion to reconsider Agreed to by the Yeas and Nays: 217 - 105 (Roll no. 386).
11/19/2021	Mr. McGovern moved to table the motion to reconsider the vote.

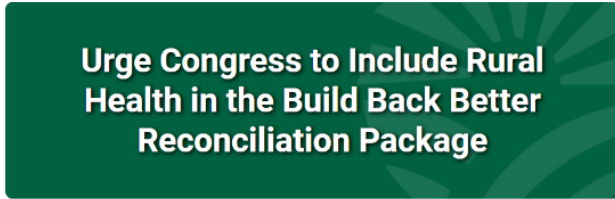
More Information

<https://www.congress.gov/bill/117th-congress/house-bill/5376>

Advocacy campaigns

NRHA creates [advocacy campaigns](#) to support the high-priority policies we advocate for in Congress. Through the advocacy campaigns on the website, you can send messages of support to Congress and Administration officials. You can also customize content as needed, allowing you to maintain your unique voice, as well as sign up for campaign alerts and find information on your representatives.

Current Advocacy Campaigns



Urge Congress to Include Rural Health in the Build Back Better Reconciliation Package
 Urge Congress to include rural health in the Build Back Better reconciliation package! The National Rural Health Association (NRHA) is supportive of the Build Back Better (BBB) reconciliation package, in particular the proposals to close the Medicaid coverage gap,...

Urge Congress to Invest in Rural Health
 Congress has begun negotiating fiscal year (FY) 2022 appropriations bills, and NRHA is advocating for investments in rural health. Now, more than ever before, it is crucial that Congress support programs that seek to address the severe health care crises in rural America...

Compose Your Message

- Governor Andy Beshear

Subject

Message Body

Your Federal Officials

-  [President Joe Biden Jr.](#)
-  [Vice President Kamala Harris](#)
-  [Senator Mitch McConnell Jr. \(R-KY\)](#)
-  [Senator Rand Paul \(R-KY\)](#)
-  [Representative Andy Barr IV \(R-KY-006\)](#)

Your State Officials

-  [Governor Andy Beshear \(D-KY\)](#)
-  [Lt. Governor Jacqueline Coleman \(D-KY\)](#)
-  [Secretary of State Michael Adams](#)
-  [Attorney General Daniel Cameron \(R-KY\)](#)
-  [Treasurer Allison Ball \(R-KY\)](#)
-  [Senator Reggie Thomas \(D-KY-013\)](#)
-  [Representative Ruth Palumbo \(D-KY-076\)](#)

How to get involved

Tips for advocacy

As a constituent, you have the right and responsibility to share your informed perspective on policy development. When you reach out directly to your elected officials and start a conversation, you enhance their ability to address an issue. You can also advocate to governors, mayors, council members, and public officials. Their individual websites will contain available contact information.

It is important to ensure your elected official and their staff understand all aspects of your policy position when you contact them. NRHA suggests [these five key rules](#) of advocacy outreach:

1. Be specific in your ask. Clearly articulate the problem and potential solutions.
2. Understand the jurisdiction of the people you are speaking to. Attempt to reach out in multiple ways.
3. Make sure you understand the issue and impacts of your ask. Know the elected official's role and what they could do to help.
4. Explain the importance of your ask. How does your experience support data or research?
5. Be concise and follow up. Offer yourself as a resource for information in the future.

Using media

Utilizing social media can help you stay connected and up to date on what is happening within Congress and the Administration. Policymakers use social media to share updates and communicate with constituents. Virtual advocacy is an important and simple tool that enables advocates to reach a wide audience and recruit supporters. On these platforms, you can write and share posts and repost messages you support. Try to keep your own posts short and engaging. Use pictures or other forms of media whenever possible. You can also tag your elected officials to help bring their attention to key posts. Social media can be a terrific way to share your efforts with your community and encourage their engagement.

Traditional modes of media can also be employed when voicing your opinion on key issues. Writing op-eds and letters to the editor is a terrific way to share your views. To share news regarding advocacy events and programming, consider sending media advisories and press releases. Traditional media and social media can both be effective when communicating with elected officials and peers.

Follow NRHA on social media and use #ruralhealth in each of your advocacy posts.

Enterprise Twitter page: [@ruralhealth](#) | Advocacy Twitter page: [@NRHA_Advocacy](#)
[Enterprise Facebook page](#) | [Advocacy Facebook page](#) [Enterprise LinkedIn page](#)

Get to know your officials

Learn who your key elected officials are, both within Congress and the Administration, and get to know them. Go to elected officials' websites and sign up for their newsletters. Attend town halls and make your voice heard. Introduce yourself to legislators and their staff members during events to remind them you are a constituent and tell them issues you care about. Send email and mailed correspondence to legislators and staff members reminding them you met and what your conversations were about, adding your personal story about how an issue affects you and your rural community. As relationships develop, you can maintain them through invitations to host a Congressional visit or by visiting members of Congress in their offices in Washington, D.C. Visit NRHA's advocacy campaigns website to identify your officials.

Hosting a Congressional visit

During Congressional recesses, members of Congress and their staff will plan visits to facilities across their districts to learn about the experiences and needs of their constituents. This is your chance to show your representatives the impact and value of your work and why it is important to support policies that help rural America.

A Congressional visit should include a tour of your facility or a highlight of your programming with a focus on what makes your specific services unique. A sample visit might be a simple 20-to-30-minute tour and conversation, or a shorter tour followed by a roundtable with your staff.

This guide includes sample letters that you can use for all steps of the Congressional visit process. (See appendices A-C.)

Scheduling your visit as a host

You can reach out to the district scheduler for your Congressional representatives through a letter (appendix A), email, or phone call. Contact the representative's district office closest to your facility using the contact information available on their website.

If the representative cannot attend, be sure to offer the scheduler alternate times or your contact information for future opportunities. If the representative can attend, confirm key details, including the date and time, length of event, guests that will attend, plans for the visit, and your contact information.

Preparing for your visit

You will want to inform your staff and employees of the visit. If you have any materials you provide to visitors, such as a one-pager on your work, make sure you have a few copies on hand. For reference, see NRHA's "who we are" one-pager (appendix D).

It is a joint decision between your facility and your representative whether the media should be involved in the visit. If media coverage is agreeable, produce a collection of media documents in advance of the visit. This allows ample time for the representative's office to approve these materials. Identify key individuals at your local news outlet and send all relevant materials to them. Important media documents include:

- **Media advisory:** A brief written notice to the media about the upcoming event. This document should include the date, time, location, purpose of the visit, participants, and relevant contact information. An example is included in appendix B.
- **Press release:** This is written communication about the event for local media. A release typically contains a write-up and quotes from the visit and may contain photos.
- **Social media:** Social media posts can share information with the public before and after the event. Be sure to tag your representative in the posts and re-share their posts about the event.

After your visit

Send a thank you letter from you and your organization shortly after the visit. (See appendix C for examples.) Be sure to include any follow-up information and photos. You can also offer yourself as a future resource.

If able, forward your media materials to NRHA (dc@ruralhealth.us). NRHA is available as a resource if you need assistance throughout this process.

Scheduling a visit to Washington, D.C.

When in Washington, D.C., meeting with your district and state elected officials is the best way to let Congress know what your rural community needs. Reaching out to your elected officials early to schedule a meeting is critical to ensure you get to visit with them and their staff. These are the policy-centric visits that result in change across the nation.

Reach out to the right people

When scheduling a meeting with an elected official it is important to ensure you are contacting the right people. When you are hoping to visit with staff in Washington, D.C., it is necessary to talk with individuals from the Washington office, rather than state staff. First go to the member's webpage to see if the office has a meeting request form. If they do, fill it out, but also reach out to the appropriate staffers. NRHA is always able to provide the health Legislative Assistant and scheduler's email addresses. In a rush, simply calling the Washington, D.C., office and asking for the name and email of the two staffers is quick and easy. Sending an email directly to both staffers will ensure your request is facilitated.

What to expect

Be prepared to go through security when you arrive at the House and Senate office buildings in Washington, D.C. Security at Congressional buildings is not as stringent as an airport, but you will be required to remove your phone, wallet, keys, etc. from your pockets. Once you are in the House or Senate office buildings, you will be able to walk between the buildings relatively seamlessly. We urge you to arrive in your representative's office about 10 minutes before your meeting begins. If you are running late, call the front desk ahead of time as you are likely not the staffer's only meeting that day. There are coffee shops in both the House and Senate to prepare before meetings and have breakfast or lunch.

If you are scheduled to meet with the elected official, be aware that their portion of the visit may not comprise the full 30 minutes. Most of the time, they will pop in for three to five minutes, and the remainder of the meeting will be with the staffer. When you are with the staffer, you should get into the details of your policy requests since they will carry the details to the elected official. If an elected official is unable to make it into the meeting or is running late, try your best to be considerate. Unfortunately, votes and meetings are called and cancelled on a whim in Washington and sometimes a meeting is pushed or cancelled.

What to discuss

NRHA is happy to provide you with talking points and legislation we support ahead of the meeting. Sharing your story is one of the most powerful things you can do when talking with your elected official and their staff. Explain how your work is complimentary to the pieces of legislation you are urging them to support. Your experience providing health care to and employing your fellow constituents is critical to their district or state.

Follow up

If you are asked to provide something to follow up, make sure to do so in a timely manner. Within a week is ideal. Even if you were not asked for any supplemental materials, thanking your representative for their time and reiterating your asks will go a long way toward establishing and maintaining your relationship.

Advocacy IRS guidelines

Those of us working within the nonprofit community, and particularly in or with 501(c)3 public charities, recognize advocacy as a vital part of our mission. Frequently there is confusion regarding the distinctions between advocacy and lobbying, limited knowledge of related lobbying regulations, and a resulting uninformed concern over losing one’s tax-exempt status. Grassroots lobbying involves encouraging the constituency of legislators to exercise their influence with such legislators on behalf of or against some legislation. Under these definitions, there are many activities an organization can engage in that are neither campaigning nor lobbying. It may be important to your organization to note that these rules apply only to the organization and not to individuals acting in their individual capacity and not as a representative of the organization. Further, staff time funded by the federal government may experience additional restrictions. Organizations should work with their federal funder to understand any restrictions on staff time and resources. NRHA recommends sub-awardees follow the same rules as NRHA staff funded by federal dollars: We cannot pay for the staff person or contractor’s time to advocate with federal funds.

	501(c)(3)	501(c)(4)	501(c)(6)
Who	Charitable, religious, scientific, literary, or educational purposes	Social welfare	Nonprofit, business leagues (trade associations, chambers of commerce, etc.)
Purpose and requirements	Operate primarily in furtherance of exempt purpose. Other activities must be insubstantial.	Operate primarily in furtherance of exempt purpose. Other activities must be less than primary.	Operate primarily in furtherance of exempt purpose. Other activities must be less than primary.
Organization	Must be organized as corporation, community chest, fund, foundation, or partnerships	Must show that organization will be operated on a nonprofit basis. Less stringent organizational requirements.	Must show that organization will be operated on a nonprofit basis. Less stringent organizational requirements.
Ownership	Net earnings may not inure to private shareholders or individuals	Net earnings may not inure to private shareholders or individuals	Net earnings may not inure to private shareholders or individuals
Political activity	Absolutely no support for political campaigns or candidates	Support for political campaigns or candidates must be less than primary and further the exempt purpose. Political activity is taxed. Not eligible for grants.	Support for political campaigns or candidates must be less than primary and further the exempt purpose. Political activity is taxed. Not eligible for grants.
Legislative activity	Legislative activity must support exempt purpose and be insubstantial (less than 20 percent)	No limits on legislative activity if it supports exempt purpose.	No limits on legislative activity if it supports exempt purpose. May limit deductibility of due as business expense.
Dedication of assets	Must dedicate assets to furtherance of exempt purpose in the event of dissolution.	No dedication required.	No dedication required.
Contributions	Tax-deductible as charitable contribution	Not deductible as charitable contribution. May be deductible as business expense.	Not deductible as charitable contribution. May be deductible as business expense.

Conclusion

Thank you for advocating on behalf of rural health. Your work is invaluable in helping rural communities across the country overcome the challenges they face. By educating and sharing your experiences with Congress and the Administration, you can directly influence decisions to improve rural health and health care. By taking steps to advocate, you bring the attention of elected officials to a host of disparities and issues that face rural health today. Even if your elected officials do not address your specific rural health concern, advocacy makes them more aware of the broader issues facing rural patients and providers.

Appendices

Appendix A: [Sample Invitation Letter](#)

[DATE]

The Honorable [FULL NAME]

United States [SENATE/HOUSE OF REPRESENTATIVES]

Washington, D.C. [20510 (SENATE)/20515 (HOUSE)]

Dear [SENATOR/REPRESENTATIVE] [LAST NAME]:

On behalf of [INSERT NAME OF PROGRAM] in [INSERT CITY/TOWN], I would like to invite you to come tour our program/facility during the upcoming recess.

We would like to share with you the services our program/facility has provided our rural community for the last [INSERT NUMBER] years. During your visit we welcome you to (tour the facility, meet our staff, talk to patients, sit in on one of our meetings, see how our team operates, etc.). Health care in rural America is critical to a community's overall well-being. Rural hospitals and facilities comprise as much as 20% of the rural economy, and we look forward to the opportunity to show you the role our work plays in the growth and future of our community here in [INSERT CITY/TOWN].

([INSERT] short paragraph about the facility—what you do, job numbers, economic footprint, patients cared for, explain your role in providing care.)

We are happy to work with your scheduler to find a date that works well for you. I will follow up on this scheduling request within a week.

All of us at [INSERT NAME OF PROGRAM] look forward to offering a more personal look at the challenges and opportunities in providing health care in rural America through our community.

Sincerely,

[YOUR NAME]

[TITLE]

[ORGANIZATION NAME] [ORGANIZATION ADDRESS]

Appendix B: [Sample Media Advisory](#)

Email Subject Line: [REPRESENTATIVE/SENATOR] [LAST NAME] to Tour [FACILITY NAME] - [DATE] [TIME]



What: [CONGRESSMAN/CONGRESSWOMAN/SENATOR] will visit [FACILITY NAME] on [DAY], [DATE] at [TIME]. The [HOUR, HALF HOUR, ETC.] visit will include a tour of the facility and a reception with employees and rural health community leaders involved in the work here at [FACILITY NAME]. Media and photographers are welcome to attend.

(INSERT paragraph about the facility—what you do, job numbers, economic footprint, patients cared for, explain your role in providing care)

The [CONGRESSMAN/CONGRESSWOMAN/SENATOR] is working to raise awareness on the issue of rural health in Washington, D.C., and we look forward to the opportunity to collaborate with them on this issue. This visit will serve as an opportunity to highlight the power of rural providers and patients and the critical role that [FACILITY NAME] plays in the rural health safety net.

When: [DATE] [TIME] [LOCATION] [ADDRESS] Who: [CONGRESSMAN/CONGRESSWOMAN/SENATOR]
[RELEVANT HOSPITAL/FACILITY/PROVIDER ATTENDING]

Contact: [YOUR NAME] [EMAIL] [PHONE]

Appendix C: [Sample Thank You Letter](#)

[DATE]

The Honorable [FULL NAME]

United States [SENATE/HOUSE OF REPRESENTATIVES] Washington, D.C. [20510 (SENATE)/20515 (HOUSE)]

Dear [SENATOR/REPRESENTATIVE] [LAST NAME]:

On behalf of [INSERT NAME OF PROGRAM] in [INSERT CITY/TOWN] I would like to thank you for taking valuable time from your schedule to visit our (insert facility). It was an honor and pleasure to meet with you and your staff, and I hope you enjoyed the tour. More importantly, I hope you came away with a greater understanding of [TOPIC DISCUSSED DURING VISIT].

We look forward to continuing to work with you to ensure the healthy future of our rural communities. Please use us as a resource as you address issues related to rural health care and access to care. We look forward to working with you and your staff in the coming months. Thank you again for taking this time, and we look forward to speaking with you again soon.

Sincerely,

[YOUR NAME]

[TITLE]

[ORGANIZATION NAME, ORGANIZATION ADDRESS]

Appendix D: [NRHA “what we do” one-pager](#)



National Rural Health Association

Who We Are

The National Rural Health Association is a national nonprofit and nonpartisan membership organization with more than 21,000 members. NRHA memberships consists of a diverse collection of individuals and organizations who share the common bond of an interest in rural health. The delivery of health care in rural American is drastically changing. NRHA strives to improve the health of the 60 million who call rural America home. **Our mission is to provide leadership on rural health issues through advocacy, communications, education, and research.**

What We Fight For

Access to Care

Rural populations are older, poorer, and sicker than their urban counterparts per capita. Yet, medical deserts are appearing across rural American leaving many of the most vulnerable populations without timely access to care. Continued cuts have severely hurt rural providers, creating job loss and negative changes in service availability.

A Robust Rural Workforce

Rural areas have far fewer health care providers and face dramatic challenges in recruiting and retaining a health care workforce. Seventy-seven percent of rural counties in the United States are Health Professional Shortage Areas, while nine percent have no physicians at all. The uneven distribution of health care providers between rural and urban areas represents an inequality regarding access to care and has an impact on the health of the population.

Funding for the Rural Health Safety Net

The federal investment in rural health programs is a small portion of federal health care spending, but it is critical to rural Americans. These safety net programs increase access to health care providers, improve health outcomes for rural Americans, and increase the quality and efficiency of health care delivery in rural America.

YOUR VOICE. LOUDER.

www.ruralhealth.us/advocate



NRHA