

# Executive Report

Published by Mental Health Corporations of America, Inc. Second Quarter 2002

## Take a Trip Around the World at MHCA's Summer Conference 2002



Come to the "World Within a City" - Toronto, where a rich mosaic of cultures will make you believe you've traveled the world over...all in a week's time and with just one simple border crossing. MHCA's Summer Conference will be held in this enchanting city August 6-9 at The Westin Harbour Castle on the shores of scenic Lake Ontario. Come for the conference, enjoy the city - and explore the world!

We will pack an extraordinary amount of learning and collegial exchange opportunities into our four day Summer Conference. It all begins on Tuesday, August 6, with an MHCA Training Institute seminar on "High Performing Teams for Executives". This will be a day long course led by Dev Ogle of The Ken Blanchard Institute. Attendance is limited and focused primarily on CEOs, so be sure to register early.

Wednesday's keynote will be delivered by Matthew Weinstein, CEO of Managed Networks of America, and David Lloyd, President, MTM Services. Together Weinstein and Lloyd will present "Core Requirements for a Behavioral Health Care Practice." They will stress the need for behavioral healthcare organizations (BHOs) to shift from a low/no accountability practice model to a business-like, compliant model. BHOs, they maintain, face an uncompromising need to provide consistent "best value" and "good stewardship" services.

Thursday's schedule will introduce MHCA members to our Canadian hosts with presentations on the Canadian behavioral healthcare system and on a specific program showcase. Charles Ray, President/CEO of the National Council for Community Behavioral Healthcare, will deliver a public policy address, summarizing current lobbying initiatives and program/funding challenges. An MHCA member will provide a showcase as our last general session agenda item - always a popular part of our program. Throughout the day we will offer Internet/computer training classes.

Details of committee meetings, forum discussions and board meetings are posted on MHCA's website ([www.mhca.com](http://www.mhca.com)). Deadline for hotel reservations (The Westin: 416-869-1600) and meeting registration, including the Institute registration, is July 3. Come explore the world with MHCA - it's an expanding and exciting world, indeed!



# ON THE RADAR SCREEN

## Corporate Benchmarking Project Taking Shape

For some time the Benchmarking Work Group of MHCA's Outcomes and Standards Committee has been working toward a benchmarking product for meaningful corporate comparisons within the field of behavioral health. This is the culmination of work done in three separate areas by three work groups: clinical staffing guidelines; operational performance indicators and, financial indicators. The benchmarking work group has incorporated all three into this one benchmarking product.

In April, Work Group members met in Salt Lake City to put finishing touches on the survey instrument. The survey will be piloted among approximately a dozen members this summer and be available to all MHCA members some time after that. MHCA's National Data Center will collect and analyze the data and issue reports.

## MHCA Establishing New Contacts with Software/Technology Vendors

Dick DeSanto, MHCA Chairman, Denny Morrison, MHCA Secretary and Don Hevey, MHCA CEO met with the Software and Technology Vendors Alliance in late April at SATVA's conference in Georgia. SATVA representatives John Paton and Steve Hurt had attended our Annual Conference in February. Efforts are being made by SATVA and MHCA to develop a set of core standards and definitions for our industry and a "professional code of conduct" for their

group. The folks at SATVA were very receptive to working with us and we hope to develop an ongoing conversation with these folks that will lead to improved understanding of just what is needed in the way of behavioral healthcare computer software.

## MHCA Enterprises Training Institute and Cultural Succession Project.

MHCA Enterprises has finalized plans for its second Training Institute - Executive Excellence course to be held in Toronto in August. Dev Ogle, of the Ken Blanchard Company, will be providing an all-day workshop on Tuesday, August 6 on "High Performing Teams for Executives". Registration will be limited to 30 people so that the workshop can be interactive.

Preliminary plans are underway for the third Institute course in February 2003 featuring Matthew Weinstein and David Lloyd. Matthew and David will give a joint presentation as our keynote speakers in Toronto in August and provide a full-day workshop in February.

In New Orleans, a preview showing was held for the initial draft of the first of a series of videos on our cultural succession project. Fifteen member CEOs were filmed in St. Pete Beach in February talking about the early days and continuing value of the community mental health movement.

*continued on page 8*

### Board of Directors

#### Officers:

Richard J. DeSanto  
*Chairman*  
Susan D. Buchwalter, PhD  
*Vice Chairman*  
Ervin R. Brinker  
*Treasurer*  
Dennis P. Morrison, PhD  
*Secretary*  
Anthony A. Kopera, PhD  
*Director-at-Large*  
Harriet L. Hall, PhD  
*Past Chairman*

Donald J. Hevey, *President*  
& *Chief Executive Officer*

#### Directors:

Howard F. Bracco, PhD  
Wesley R. Davidson  
C. Richard DeHaven  
James G. Gaynor, II  
William C. Huddleston, PhD  
Gary Lamson  
Jerry Mayo  
Daniel J. Ranieri, PhD  
R. Thomas Riggs, ACSW  
Susan Rushing  
William J. Sette  
Harry Shulman, MSW  
Robert S. Ward

**MISSION STATEMENT:** Mental Health Corporations of America, Inc., a national system of mental health organizations, was formed to strengthen the competitive position of its members within the health care industry and to enhance their financial viability.

**THE EXECUTIVE REPORT:** Information printed in the *Executive Report* does not necessarily represent the opinion or policies of MHCA. Content is intended for informational purposes only. The *Executive Report* is published six times per year by Mental Health Corporations of America, 1876-A Eider Court, Tallahassee, Florida 32308. Tara S. Boyter, Editor

**8 MHCA 2002**

**Mental Health Corporations of America, Inc.**  
1876-A Eider Court  
Tallahassee, Florida 32308  
Telephone: 850-942-4900  
FAX: 850-942-0560  
WEB PAGE: <http://www.mhca.com>

## ⇒⇒⇒ Moving On ⇒⇒⇒

To bring you up to date on career changes...

**Ann Brand, PhD**, formerly CEO of Mentor Health Northwest in Bellevue, Washington, has been tapped as Administrator for the Oregon Department of Human Services' Office of Mental Health and Addiction Services.

**David Briggs**, who has served as CEO of former MHCA member Arapahoe/Douglas Mental Health Network since 1991, recently announced his retirement effective September 20.

**Jim Gaynor**, formerly of Northpointe in Michigan and Verity Integrated Behavioral Healthcare Systems in Oregon, has become CEO of the Grafton School in Winchester, Virginia.

After 26 years with the Alliance for Community Care in San Jose, California, **Mary Hiland** has decided to pursue a doctoral degree and enter the consulting field.. The company is conducting a search for her replacement.

**Hank Milius** of Northwest Alabama MHC in Jasper has left that center. No permanent replacement has been named.

**David Ptaszek** of Bridgeway, Inc, Galesburg, Illinois, has stepped down as CEO there. Bridgeway had been an MHCA member since 1988 when it was known as the Spoon River Center.

**Ken Taylor**, formerly CEO of Anchorage CMHC in Alaska, has become the Executive Director of South Central Mental Health in El Dorado, Kansas.

**Duane Zimmerman** has left Lakeside Alternatives in Orlando, Florida and gone to Lifestream Behavioral Health in Leesburg, Florida as COO. Acting Director at Lakeside is **Jerry Kassab** who served formerly as the center's CFO.



## Heritage Names New CEO

Heritage Behavioral Health Center, Inc. of Decatur, Illinois has named Diana Knaebe its new CEO to replace Grady Wilkinson. Knaebe has been the Vice President of Client Services and COO at Heritage for the past eight years and has often



attended MHCA meetings. Heritage's Board Chair Terry Henkel says, "It is reassuring to all of us that someone with (Diana's) skills, competence and grounding in our mission and values will be assuming the leadership responsibilities."

Diana assumed her new role on May 1 and expects to join us in Toronto for our Summer Conference. Grady Wilkinson has become CEO of Sacred Heart Rehabilitation Center in Memphis, Michigan. ❖

## Subsidiary Corporations Elections

The Board of Directors for **Mental Healthcare America, Inc.** has named Harold C. Loewen as its new Chairman as former Chair Susan Rushing declined to continue an additional term. Loewen is CEO of Oaklawn in Goshen, Indiana. MHA's new Vice Chairman is Dennis P. Morrison, PhD, and Secretary/Treasurer is Robert J. Williams, PhD. Williams and Gary Lamson, whose Board terms expired in May, have agreed to serve another three year term. Rushing's Board seat will remain vacant until MHCA's Executive Committee selects a replacement. The MHA Board gratefully recognized Rushing for her "service, dedication and leadership". MHA, a wholly owned subsidiary of MHCA, "provides practical resources for behavioral healthcare service providers to enhance corporate viability and ensure excellence in the delivery of care to their communities."

Current officers were re-elected by the Board of **MHCA Enterprises, Inc.** in May. They are Wes Davidson, Chairman; Erv Brinker, Vice Chair; Tony Kopera, PhD, Treasurer and Galen Goode, Secretary. Enterprises is another wholly owned subsidiary corporation of MHCA. ❖

MHCA's Spring Conference  
 New Orleans, Louisiana  
 May 13-17, 2002

## Partnering for Successful Outcomes... a Timely and Multi-Faceted Message



### Keynote Sets High Hopes for Partnerships

(Left to right) MHCA's CEO, Don Hevey with keynote panelists - Judge Steven Leifman, Michele Saunders and Larry Bacon - all with Florida's Partners in Crisis



(Left to right) Dale Frick and Bob Quam, presenters on "Privatization of a State Hospital" with long time MHCA member Bill Huddleston.



(Above) Bill Hogan and John Bilbrey chat with Scottsdale Insurance rep, Stephanie Moore.

(Below) Susan Buchwalter, John Bilbrey and Madeline Becker described usage of Customer Satisfaction measures.



Members, guests, presenters and sponsors found a lot in common at MHCA's Spring Conference in New Orleans. From the inspiring keynote on a successful behavioral health/law enforcement/courts partnership in Florida to an engaging forum discussion on a growing public health commitment within the pharmaceutical realm, meaningful linkage possibilities surfaced. Lessons were learned on becoming a better informed insured, effectively measuring customer satisfaction, privatizing state hospitals, and gearing up for implementation of HIPAA. A preview of MHCA's video on the history and vision of community mental health captured our reasons for being in this together...serving our communities by providing the best, most affordable and effective behavioral health care possible. ❖

(Below) Barbara Daire samples reception goodies.

(Top, right) Don Hevey visits with Jack Bailey, VP Business to Business, Eli Lilly and Company.

(Below, right) Harriet Hall, Dick DeSanto and Texas guest Theresa Mulloy relax and visit in the "Big Easy"!



## Excellent Supervision - Key to employee responsibility and reduced corporate risk

Winner - President's Award

*2002 Negley Awards for Excellence in Risk Management*

For twenty-five years, Vinfen Corporation (“Vinfen”) based in Cambridge, Massachusetts has provided an array of services and programs to help people with disabilities live independently and with pride. Vinfen’s service delivery model depends on programs that support people in the communities where they live, enhanced by a robust matrix of clinical, rehabilitation and training services. Vinfen’s mission is to transform lives by building the capacity of individuals, families, organizations and communities to learn, thrive and achieve their goals. As a human services leader, Vinfen strives to be the provider, employer and partner of choice. Part of being the employer, provider and partner of choice includes placing a high value on staff training and development. Inherent in Vinfen’s mission is a commitment to provide quality learning experiences for staff. Vinfen recognizes that highly skilled staff members provide a quality of service that the individuals we serve and other Vinfen employees expect and deserve.

### Supervisory Training Program

In the Spring of 2000, in a proactive effort both to provide Vinfen managers with in-depth training on how to be a successful manager and to reduce employment-related legal claims, Vinfen developed a comprehensive 18 hour introductory management training program entitled “Vinfen Supervisory Training Program” (“The Program”). Combining critical legal information with practical how-to information about day-to-day managerial tasks, the Program consists of a series of training sessions that anticipate most, if not all, employee relations issues that frontline managers need to understand in order to be effective managers for their employees, while reducing legal risk to Vinfen.

The Program course materials include participant workbooks, overhead slides, and instructor’s guides developed by members of the Human Resources Department and the Legal Department, in consultation with a committee

representing a cross section of senior and executive managers representing program field operations and corporate administrative departments. Vinfen introduced the Program in April 2000 and it is now mandatory for all managers.

The Program consists of four dynamic and interrelated modules described below that serve as critical building blocks for new managers (*ask for Exhibits 1-4 for actual Course Workbooks*):

1. **Interview and Selection Skills** in which managers learn how to attract the right candidate for the position, how to identify and select effective advertising techniques, how to interview, and how to assess a job candidate;
2. **Job Coaching** in which managers learn how to work constructively with employees, how to help individuals set performance goals and work toward achieving them and how to develop each staff member to his/her fullest potential;
3. **Positive Corrective Counseling** in which managers learn how to confront thorny performance problems, how to assist employees in developing a performance improvement plan, how to document performance problems and any disciplinary action and how to terminate a poorly performing employee, if necessary; and
4. **Employment Law** in which managers learn the general tenets of federal and state anti-discrimination laws (e.g., the American with Disabilities Act, Title VII, Massachusetts sexual harassment laws), responsibilities of managers, employees and the company under these laws, leave of absence laws (including the Family Medical Leave Act and state parental leave statutes), and other general employment law matters.

In addition to teaching managers general guidelines in each area, the courses use hypothetical situations to encourage participants to engage in small group discussions with their

*continued on page 6*

### Supervisory Skills, continued from page 5

peers where real-life problems can be shared and practical resolutions identified, while applying the very information the managers are in the process of learning. Each course is designed to build upon the content of the previous Program course(s) and is intended to be completed in sequence. The Program is offered on a quarterly basis, with classes meeting once per week for three weeks in a row. Upon completion of the Program, participants are given a Certificate of Completion. Program trainers are Vinfen employees who have expertise in the areas of interviewing and hiring; coaching and motivating employees; positive coaching and progressive discipline; and employment law.

### Impact of the Program

#### **Decreased employment-related legal claims:**

One of Vinfen's primary goals in developing this training series was to reduce the number of employment-related claims that its employees file at outside forums (state or federal court or state administrative agencies) and to encourage employees to raise concerns about employment-related matters internally, before seeking external redress through the legal system. The Program has been highly successful in both regards. First, since the introduction of the Supervisory Training Program, there has been an 80% reduction in the number of employment-related claims filed against Vinfen in outside forums.<sup>1</sup> While other factors also contributed to this reduction, the Program has been, and continues to be, a substantial factor in this sizeable and laudable reduction in employment-related claims and attendant costs. Equally important, managers and their employees better understand the mechanisms for raising employment law issues internally. This allows Vinfen to work constructively with its employees on resolution of issues, rather than to spend its financial and managerial resources defending external legal claims.

<sup>1</sup>Calculation based on comparison of number of employment-related legal claims filed in calendar year 2000 to calendar year 2001 and on data through 11/9/01.

#### **More effective utilization of staff time:**

As a direct result of the Supervisory Training Program, Vinfen management staff at all levels have been able to be more proactive,

knowledgeable and efficient in handling employment issues. In fact, the Director of Human Resources has noted specifically that since the Supervisory Training Program was introduced, the nature of supervisors' requests for consultation has changed dramatically. Supervisors' queries have become much more sophisticated, evidence that managers have already effectively implemented the principles and strategies that they acquired in the Supervisory Training Program *before* seeking consultation with Human Resources. This maximizes the use of the manager's time and the Human Resources Department's time, and increases Vinfen's ability to respond to potential employment risk management situations in a timely basis. Vinfen has noted that trained supervisors are much less likely to make the sort of mistakes that novices make, which can exacerbate an employee relations problem and often increase employer liability.

#### **Improved staff morale:**

By requiring that new managers attend the Supervisory Training Program, Vinfen has improved the morale among its junior managers. Specifically, managers report that they feel that they have been given the tools to handle properly the myriad of employment issues that likely will arise in their programs. This enhances morale, as managers feel supported by the company and, perhaps more importantly, have a clear understanding that they are not handling difficult employee issues alone. Rather, managers understand that a network of professionals (their own supervisors, Human Resources or the Legal Department) support them and assist them whenever they need help.

#### **Increased staff retention:**

Vinfen believes that a link exists between skills taught to new managers through the Program and employee retention. In an industry where a high turnover rate is common, especially among direct care staff, training supervisors properly to screen candidates, match candidates with positions, and avoid legal issues in the hiring and supervisory process translates into better hiring decisions of employees who are more likely to remain at Vinfen. Similarly, encouraging and training managers in employee coaching, in which

a manager works with an employee who may need assistance in sharpening certain skills or highlighting certain abilities, can directly affect staff retention by providing guidance and career development that an employee may require in order to remain effective, productive and satisfied at work.

**Reducing inappropriate, high risk behavior:**

Another benefit of the Training Program has been the reduction of high risk employee relations behavior by Vinfen managers at all levels. By attending the training, managers learn and understand what is expected of them in their role as a Vinfen manager, and the serious consequences to Vinfen organizationally when managers fail to comply with Vinfen's expectations of them as professionals. Moreover, a manager who understands that inappropriate behavior creates risks to Vinfen (and therefore its employees and consumers) is better suited to explain such risks to his or her employees in a meaningful way.

**Improvements in Quality of Care**

Vinfen's Supervisory Training Program has had a direct effect on improving the quality of care provided to its consumers. As a practical matter, every dollar saved in litigation defense costs is an additional dollar for Vinfen to spend enhancing consumer services. Every hour that a manager saves by clearly identifying and containing a problematic employment issue before it explodes, is an hour that can be directed towards the manager's program and the consumers it serves. Every employee who remains with Vinfen as a result of job coaching by a caring manager is an employee who has a more lengthy relationship with the consumers that we serve. Every hour that Human Resources, the Legal Department and senior managers save because the managers they are advising are better prepared to handle employment situations is an hour that these senior managers can use towards meeting Vinfen's mission of transforming lives.

**Relevance to the Industry**

Vinfen's Program is highly relevant to the mental health industry because mental health organizations often face employment-related

claims. The Vinfen Supervisory Training Program can be replicated at other mental health organizations that have human resources and training professionals on staff. Vinfen's Program was implemented entirely within its existing resources. Instructor's guides are available for three of the four training module (none for Employment Law). Case studies could be customized for the particular population of persons served and other unique aspects of the agencies.

Vinfen uses its General Counsel to train its managers on the nuances of federal and state employment law issues because it believes that such issues, and the complex questions inevitably raised during this section of the Program, are crucial to the managers' understanding of their responsibilities and can only be responsibly taught by a well-trained lawyer. However, many human service organizations don't have an inhouse lawyer. In that case, Vinfen suggests that this segment could be led by an outside lawyer who specializes in employment law issues. Given that many states encourage, if not require, training on the various anti-discrimination laws (such as sexual harassment) and that providing such training to all managers can significantly assist in an employer's defense to employment discrimination costs, the expense is easily justifiable and will have substantial rewards in terms of current and future risk reduction for any mental health organization. The lawyer could also review the Program materials to add any specific state law requirements unique to that jurisdiction.

For other human service organizations with Human Resources staff with the experience and ability to conduct in-house training, Vinfen believes that its Supervisory Training Program training can be customized and applied successfully with strong risk reduction results. ❖

**The Organization**

Vinfen is the largest provider of human services in Massachusetts with an annual operating budget of approximately \$70 million and programs at over 200 community sites. CEO is Gary Lamson. For more info, contact: Kelly Douglas, VP, General Counsel (617-441-1820).

## Calendar

### MHCA 2002 Summer Meeting

**Dates:** August 6\* - 9, 2002  
**Location:** Westin Harbour Castle  
 Toronto, Ontario Canada  
 ☎ (416) 869-1600  
**Rate:** \$249 single/double Canadian  
**Registration Deadline:** July 3, 2002

### MHCA Training Institute

*Executive Excellence Course:*  
**High Performing Teams for Executives**  
**Presenter:** Dev Ogle  
 The Ken Blanchard Companies  
  
**Fee:** \$425/person (limited attendance)  
**Date:** \*August 6, 2002  
**Location:** Westin Harbour Castle  
 Toronto, Ontario Canada  
**Details:** See Above

### MHCA 2002 Fall Meeting

**Dates:** November 12 - 15  
**Location:** Renaissance Esmeralda Resort,  
 Indian Wells (Palm Springs), CA  
 ☎ (877) 804-4070  
**Rate:** \$160 single/double  
**Registration Deadline:** October 10, 2002

**Calendar Quip:** *A great deal of talent is lost to the world for want of a little courage. Every day sends to their graves obscure men whose timidity prevented them from making a first effort.*

ON THE RADAR SCREEN, continued from page 2

### The International Scene:

Thirty-one members have expressed interest in a “knowledge exchange” study tour abroad that MHCA plans to sponsor in June 2003. Information sent to members on March 29 outlined a trip to Birmingham, England to include several days of discussion opportunities and behavioral health program site tours. If you are interested but have not responded to the survey...be sure to let staff know. MHCA’s “International Work Group” is steering this effort.

Don Hevey is participating as an “organizing committee” member for the Club of Geneva, an international think tank for ongoing improvement of the wellbeing of individuals in the workplace. CG membership represents a prestigious group of thought leaders and key decision makers from a multi-disciplinary background. Their mission is “to serve as a global catalyst of knowledge and capital to empower international agencies, governments and employers in implementing incentives and measurements to create an efficient workplace while addressing the wellbeing of individuals at work.” Don was first introduced to CG when he attended the Global Symposium on Business and Mental Energy at Work conference in Geneva, Switzerland in October, 2001. ❖

## Best Practices Recognized for Satisfaction Excellence

The numbers don’t lie. MHCA’s National Data Center recently recognized Best Practices among mental health provider companies using the Customer, Staff and Referral Source Satisfaction instruments of MHCA’s Customer Satisfaction Management System. When data was crunched for the year 2001, the numbers proved these companies as tops in their categories -congratulations to the staff and leadership of each one:

<p><b>Inpatient (a tie)</b>                      + Spindletop MHMR Svcs.                      Texas                      + Lakeview Center, Inc.                      Florida</p> <p><b>Outpatient</b>                      Family Resources, Inc.                      Texas</p> <p><b>In-Home Services</b>                      ACT Corporation                      Florida</p>	<p><b>Partial/Day Treatment (a tie)</b>                      + Coastal Recovery Center                      Florida                      + Lakeview Center                      Florida</p> <p><b>Residential Services</b>  <b>Case Management</b>  <b>Vocational Services</b>                      Lakeview Center                      Florida</p> <p><b>Referral Satisfaction</b>                      Comprehensive Addiction Programs                      Virginia</p>	<p><b>Staff Satisfaction</b>                      Alternative Family Care, Inc.                      Florida</p> <p><b>Best Practices Overall</b>  <i>5-7 Client Types</i>                      Lakeview Center                      Florida</p> <p><i>3-4 Client Types</i>                      West Bergen Mental Health Ctr.                      New Jersey</p> <p><i>1-2 Client Types</i>                      Family Resources, Inc.                      Texas</p>
--	--	---