

Executive Report

Published by Mental Health Corporations of America, Inc. Third Quarter 2006

MHCA RETURNS TO SAN ANTONIO

Count 'em. Six years. It was Fall 2000 when MHCA last met in San Antonio, Texas. We liked it then and we look forward to returning. Plan to join us there for our 2006 Fall Conference, again being held at The Westin Riverwalk Hotel on San Antonio's famous downtown waterway. From there you can walk to restaurants, night spots, boutiques... and The Alamo! Dates are October 31-November 3. Registration materials are being mailed in early September.

Come early for *Peer Collaboration Training* being offered on Tuesday, October 31 from 8:00 am – 3:00 pm. There is no fee for this workshop, but a required workbook will be used (\$75 each). Leaders will be MHCA members who have partnered, typically in groups of four, to provide peer consultation to one another's companies. In all MHCA has fostered numerous peer partner groups over the past several years. Heading up this workshop is Bill Sette, CEO of Preferred Behavioral Health of New Jersey (bsette@preferredbehavioral.org).

Keynoting our conference on Wednesday morning will be Stever Robbins (yes, that's Stever), co-designer of the Harvard MBA "Foundations" program and author of *It Takes a Lot More than Attitude...To Lead a Stellar Organization*. Visit his website: www.steverrobbins.com. His MHCA keynote topic is **People, Profit and Passion: For Profit Lessons to Benefit Non Profits**.



On Thursday in General Session attorney Ron Zimmet will present *Avoiding Liability for Medication Errors*. This session will be videotaped as part of the Mental Health Risk Retention Group's (MHRRG) risk prevention education program. Also offered will be a presentation on *Jail Diversion* by staff members of Bluegrass Regional MHMR Board and The Center for Health Care Services. Both have national award winning diversion programs within their organizations.

Another report will be *IIMHL in Action – Lessons Learned* by participants in the leadership exchanges of the International Initiative for Mental Health Leadership. Primarily they will convey the values gained through their

exchanges during the 2006 program in Scotland. On Thursday afternoon we will hold a *Member Forum: Family Meeting II*. This forum will serve as a follow up to the Family Meeting held in August when reports were made on our recent member survey and our current efforts to create MHCA's 2007-2009 Strategic Plan (see article, page 2).

Be sure to bring your information technology staff to participate in a two-day IT track being held Wednesday and Thursday afternoons. IT Chair Chris Wyre will be developing that agenda. Refer to registration materials for details on other committee and forum meetings being held throughout the conference.

Our Wednesday evening reception will honor the retirement of MHCA's long time colleague Dick DeSanto, CEO of the Andrews Center in Tyler, Texas. Dick plans to attend our conference, and we know many of you will want to participate in this special event.

Following the Wednesday reception, QoL meds will sponsor boat rides on the River Walk - what a lovely way to end the evening!

If you haven't been able to attend an MHCA conference recently, you'll definitely want to make it to San Antonio. If you are a regular, you know you just can't miss it. We look forward to a great turn out.

SEE YOU THERE!



Don Hevey

Subjects or Makers of the Future?

Getting out ahead of the curve is an exercise MHCA has always relished. So it was no surprise that the group participating in our Strategic Planning Process for 2007-2009 focused on doing just that as they met to formulate the association's strategies and priorities for the next three years. Twenty-two individuals representing the MHCA and MHA Boards, various committees and newer members gathered in Seattle on Tuesday, August 15 for a seven hour planning session under the direction of long time MHCA friend and management consultant, Craig Savage. Craig is Vice President/CEO of Health Planning Source in Chapel Hill, North Carolina.

Early in the day Craig asked, "Are MHCA and its members subjects of the future or makers of the future...in other words, are you strong enough to "make the market" or are you resigned to just participating?" When planning, he recommended, "Don't fear thinking large; develop plans based on multiple futures; and get out in front of the market."

Participants carefully reviewed a recent Member Survey conducted by the Member Services Committee and were guided by its results. They considered strategic priorities set by MHCA in 2004 weighing the importance of each and the degree to which we have accomplished those goals. Survey responses recommended continuation of six priorities as we plan for 2007-2009:

- Promote boundaryless methods of providing services
- Emphasize and interpret marketing methods for MHCA and its members
- Provide for cultural succession
- Offer benchmarking
- Explore Information Technology
- Recruit and fully integrate top notch new members

In addition, participants took into consideration "supertrends" recognized by the American Society for Association Executives and applied them to the atmosphere of community behavioral health and specifically the work of MHCA.

Although MHCA has had a mission statement since its inception, it was noted that we have never created a vision statement per se. The group felt it was time to do so and expressed the following characteristics that might be included:

- National leadership
- Entrepreneurial practices
- Role as integrator
- Thought leadership
- Service to all populations
- Clinical leadership
- Benchmarking, outcomes, reporting
- Partnerships to advance applied research

See Subjects/Makers, page 6

MHCA MISSION STATEMENT

MHCA is an alliance of select behavioral health organizations. It is designed to strengthen members' competitive position, enhance their leadership capabilities and facilitate their strategic networking opportunities.

THE EXECUTIVE REPORT

The *Executive Report* is published four times per year by:

Mental Health Corporations of America, Inc.

1876-A Eider Court
Tallahassee, Florida 32308
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850-942-4900

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145 Members in 33 States

News of Our Members

MHCA welcomes two new members from the State of Vermont. Lamoille County Mental Health of Morrisville is led by Executive Director **William K. (Butch) Alexander** who visited with us at MHCA's 2006 Annual Meeting in St. Pete Beach, Florida. Lamoille MH operates with a \$10 million overall budget and serves both Lamoille and Caledonia Counties in northern Vermont. United Counseling Service of Bennington County, Inc. with CEO **Ralph Provenza** has become our 145th member and the second Vermont company to join us this summer.



Ralph Provenza

Provenza visited MHCA's Spring Conference in Savannah, Georgia. Established in 1959, United Counseling Service is the only source for comprehensive mental health services and crisis support in Bennington County.

We also are getting to know several new CEOs at existing MHCA member companies. With the assistance of The Meyers Group, Lee Mental Health Center of Fort Myers,



Nancy Langman

Florida has hired **Nancy Langman** to replace outgoing CEO Jan Eustis. Langman took over leadership at Lee MHC on August 1. Most recently she has served as Vice President of Psychiatric and Professional Services for The May Institute, a well established research and training center for autism, brain injury, mental retardation, pervasive developmental disorder, and behavioral healthcare needs. Previously she held executive

medical management roles and was a key player in the interface between community providers and commercial behavioral managed care operations in Massachusetts.

Communicare, Inc. of Elizabethtown, Kentucky has announced the resignation/retirement of CEO **Cindy Barker**.

Returning to lead the organization for an interim period is former long-time chief **W. T. (Bill) Osbourne** who visited with MHCA at our Summer Conference in Seattle. Communicare is one of fourteen community mental health centers across Kentucky providing mental health, mental retardation and substance abuse services in the Lincoln Trail Add District that includes eight counties.



Bill Osbourne

Laurie Neumann Nafziger has been selected as the new President & CEO of Oaklawn in Goshen, Indiana. She replaces long time CEO **Harold C. (Hal) Loewen** who retires October 1 after 28 years at Oaklawn. Joining the Oaklawn board in support of Ms Nafziger's appointment is Mennonite Health Services Alliance, Oaklawn's sponsor body. The new appointee has been with Oaklawn for more than 18 years, serving as chief operating officer for the past year.



Laurie Nafziger



Hal Loewen

A New Face on the Risk Retention Board

This summer the Mental Health Risk Retention Group announced **Marilyn LaCelle's** retirement from its Board of Directors as she also retires from her position as CEO at Valley Cities Counseling & Consultation in Auburn, Washington. Ms. LaCelle has been the representative to MHRRG from the National Council for Community Behavioral Healthcare since November 2004. Chosen by NCCBH to replace LaCelle is **Margaria**



Marilyn LaCelle



Maggie Labarta

(Maggie) Labarta, PhD, CEO of Meridian Behavioral Healthcare, Inc. of Gainesville, Florida.

Meridian was a founding insured of MHRRG when it was first established by MHCA in 1985 to address a crisis in behavioral health professional liability coverage. Labarta says Meridian has benefited greatly since then from MHRRG coverage: "MHRRG has been a great leveler over the years for managing insurance cost, and they have consistently been responsive to us. MHRRG has provided effective risk management tools and has issued impressive dividends to their insureds."

Labarta says she hopes to learn more about how the risk retention industry functions and specifically how MHRRG serves its insureds. The MHRRG Board meets quarterly with three of those meetings coinciding with MHCA conferences. The fourth Board meeting is held in Vermont since the company is domiciled in that state. ❖

Seattle Setting Inspires Collegial Creativity for

America's Great Northwest has a way of charming MHCA. Each time we have returned there for a summer conference, we've been met by cool, dry temperatures and delighted by the colors and comforts of the Pacific coast. This year was no different. Our 2006 Summer Conference held August 15-18 in Seattle, Washington was a great success. Thanks to the generous sponsorship of Genoa Healthcare, attendees were treated to a dinner cruise Wednesday evening that featured a beautiful

sunset and fostered the kind of conversations that expand the concept of business networking to a higher level of friendship and congeniality.

From our keynote by Dick Ruhe on Wednesday to our general session presentations by a number of outstanding MHCA members, meaningful topics were explained and explored. Ruhe, of The Ken Blanchard Group, received high marks for his remarks. His exploration of High Performing Teams combined the fundamentals of group dynamics with

the strength of situational leadership. As one in the audience remarked, "Ruhe was extremely engaging with quick, easy applications to both our organizational and personal lives."

Presentations on *Best Practices in Pharmacy Services*, *MHCA's Sabbatical Program*, and *Leadership Academies* provided practical guidance and colleague-tested examples of entrepreneurial successes and challenges. Our thanks to all members who served as presenters.



MHCA Chair Erv Brinker (left) and CEO Don Hevey (right) welcomed keynoter Dick Ruhe.



From left: Randy Stith, Mary Monnat, Susan Pickens, Bob Williams and Eliza Romick told their Leadership Academy stories.



Above from left: Best Pharmacy Practices presenters Dale Klatzker, Genoa's Kevin Martyn and Mark Peterson, (Don Hevey) and Jess Jamieson.



At right: Ken Jue and Sue Stubbs spoke about MHCA's Sabbatical Program.

MHCA Members and Guests

Tuesday's Strategic Planning Session kicked the conference off and set the agenda for Thursday's popular "Family Meeting" - this interactive member forum received the highest evaluation scores of all segments of the conference. Participants were treated to an abbreviated version of MHCA's "You Can't Not Do That" video (now available in our online document archives) and heard results of strategic planning by consultant Craig Savage. A first-ever "Executive Assistants Track" was well attended and introduced MHCA to these key staffers who heretofore had only second-hand appreciation for the role of this organization. There's already talk of a follow-up EA track! Thanks to Gwen Watts and David Guth of Centerstone for heading up this effort. Two dozen members participated in Monday's pre-conference workshop on *Planning For The Next Generation Of Behavioral Health & Social Services* provided by Monica Oss of OPEN Minds.

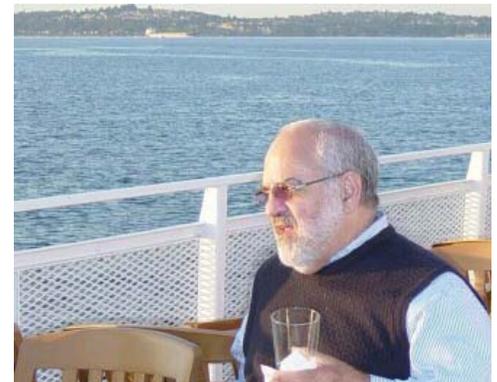
In all 120+ members and guests enjoyed our Summer Conference – each took away a wealth of new information, new contacts, new goals and great memories. ❖



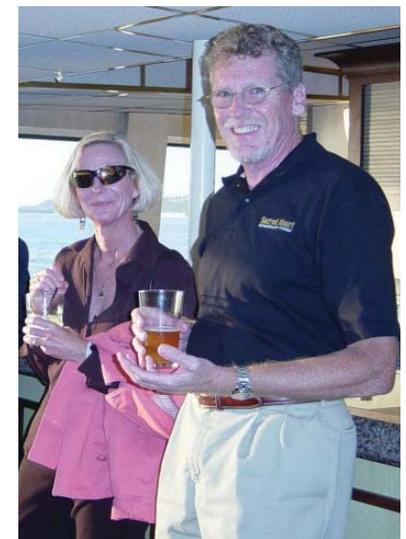
Terry Crocker



Mark Peterson, Jim Gaynor and Tom Riggs



Dennis Wool



Right: Diana Knaebe and Grady Wilkinson

Left: Sue Buchwalter, Mike Hamill and Sandy Stephenson



Right: Harry and Sheila Shulman with Glenda Deal

Far right: Dancing at Sea!!!





Craig Savage leads MHCA's Strategic Planning Process group on August 15 in Seattle, Washington.

Subjects or Makers of the Future, continued from page 2

Separate from the vision statement an outline of “corporate values” was also recommended to reflect the desired attributes of MHCA. Likewise, it was recommended that our current emphasis on “cultural succession” be recrafted as “cultural management” to document institutional memory and values.

Craig Savage and members of the Executive Committee will meet again October 2 in Chicago to advance the work of the Seattle group. They will draft a vision and values statement for consideration by the larger planning group and

presentation to the entire membership. Results of the August 15 planning process were reported in a Member Forum/Family Meeting on August 17 in Seattle. A second Member Forum/Family Meeting will be held November 2 in San Antonio at MHCA's 2006 Fall Conference after which the 2007-2009 Strategic Plan will be finalized and adopted.

A copy of Craig's Strategic Planning Discussion Guide (August 2006) is available in MHCA's online document archives.

Comments and recommendations are welcome. Contact Don Hevey at heveyd@mhca.com

OPEN MINDS Workshop Provided in Seattle

Approximately two dozen MHCA members and guests took advantage of the pre-conference workshop provided by OPEN MINDS in Seattle held Monday, August 14 just prior to MHCA's Summer Conference there. The topic was *Planning for the Next Generation of Behavioral Health and Social Services - Futures Briefing*. Monica E. Oss, CEO of OPEN MINDS made the presentation. In summary, her remarks covered 1) The Futurists' Predictions, 2) Industry Metrics, 3) Key Trends Shaping Change in the Behavioral Health and Social Service Sector, 4) Market Dynamics at Work, and 5) Current Implications of the Changing Market. Participants completed a group exercise to consider Market Dynamics, collectively considering implications for payers, care managers, service provider organizations and professionals

and identifying “market losers” who would experience declining markets and “market winners” who would find new and expanded markets as a result of prevailing trends. Predictions for the future included increased individual longevity, bionic healthcare solutions, implantable internet access, womb-based health care assessment, cures for major diseases including Alzheimer's, increase in childhood addiction behaviors, prison obsolescence due to technological advances, community based electronic health care delivery, “smart homes” where health care and support services will be directly available, increased pharmacological interventions in lieu of “rehab” for addiction treatment, the disappearance of psychiatry as a stand-alone medical specialty and of mental health as a stand-alone area of health care. In addition, Oss said the days of employer-sponsored health



MHCA's Don Hevey and OPEN MINDS' Monica Oss in Seattle.

insurance are “numbered” and health care will be an increasingly global market. “What consumers want” rather than what they “need” will drive health care and human services. ❖

Negley Awards Offer Three Unrestricted Cash Prizes

Alert your staff – there's money to be made for your organization! Applications are due for the 2007 Negley Awards for Excellence in Risk Management. An annual competition, these awards have been made available since 1991. In the ensuing years, over a quarter million dollars have been awarded in unrestricted cash prizes to approximately two dozen community behavioral health centers. Some organizations have won more than once!

Top honors include a prize of \$15,000. Two runner-up prizes are valued at \$5,000 each.

This year the topic is very general – any well documented risk management plan that demonstrates best practices and innovation. Winners last year included The Providence Center of Rhode Island, Pikes Peak Mental Health of Colorado, and LifeStream Behavioral Center in Florida.

Applications must be received by Mental Healthcare America, a subsidiary of MHCA, by November 30, 2006. The Board of Directors of Mental Health Risk Retention Group (MHRRG) serves as judges. Three finalists will be notified in late December or early January. Each presents their program to MHCA at its Annual Conference in Orlando (February 22) and again to the National Council for Community Behavioral Healthcare (NCCBH) in Las Vegas, March 23-25.

Applications materials will be sent in mid-September to all MHCA members, NCCBH members and MHRRG shareholders. Organizations represented by MHRRG Board Members are ineligible. If you are interested in this program but cannot locate your application, please request another through MHCA (phone 800-447-3068). The application schedule is shortened this year, so get busy – not only might you land a nice

Kopera Accepts Appointment

Anthony A. (Tony) Kopera, PhD has been approved to serve as an Alternate Representative for the Mental Health Corporations of America on the Joint Commission's Behavioral Health Care PTAC. Tony joins Primary Representative Susan Rushing in representing MHCA to this "professional and technical advisory committee". He replaces Harold C. (Hal) Loewen who recently retired. Kopera is CEO of Community Counseling Centers of Chicago (C4) and serves on MHCA's Board of Directors as Treasurer. ❖



Vinfen Recognized

The *Boston Business Journal* has named Vinfen Corporation as one of its 2006 "Best Places to Work." Noting that "human services can be a rewarding field" but also a "taxing occupation", BBJ cites Vinfen's success in retaining employees. Key elements outlined were training, awards, decent pay and good communication through effective frontline managers. The BBJ article appeared in late June, 2006. Vinfen CEO is MHCA's Gary Lamson. ❖

cash prize, but your organization's risk management program will be spotlighted on the MHRRG website and featured in various publications. To access previous winners' programs, visit MHRRG at www.mhrrg.com - the programs may be viewed under "Risk Management – Merit Awards." ❖

NEGLEY
ASSOCIATES·INC
UNDERWRITING MANAGERS

Call for Nominations

On August 25 a Call for Nominations was sent to all MHCA members soliciting



votes for six positions on MHCA's Board of Directors. Those whose terms are ending are Erv Brinker in the Midwest Region, Dick DeSanto and Dan Ranieri in the southwest Region, Jim Gaynor and Tom Riggs in the South Region and David Stone in the Northwest Region. Nominations must be received by September 13. Acceptance forms are then sent to all nominees and candidates are certified by the Nominating Committee (Sue Buchwalter, Harry Shulman, Jerry Mayo and Don Hevey). Ballots for elections will be mailed October 4 with a return due date of October 31. If run off ballots are required, they will be conducted in November with final election results certified by the Committee by December 6. Balloting is then conducted for officers in January. Results of both elections will be announced at our Annual Business Meeting on February 21, 2007 and all newly elected individuals begin their terms February 23. ❖

Plan Now!

**MHCA's
2007
Annual
Conference**

February 20-23

**Orlando
Florida**

Behavioral Health Colleague Reaches Across the Globe From Caution to Accomplishment



You are checking your email. There's so much darn "spam". Grumble. Delete. Grumble. Delete. Here's another one of those misspelled pleas for help from some distant malcontent. It has to be a hoax. Grumble. Delete. Move on.

It's 2004 and MHCA Information Systems Director Frank Collins is combing through the MHCA email trying to assist our members in avoiding just such hoaxes. His job is tough – he's got to protect our credibility and provide security to the association's computers including our numerous listservers. He comes across an email plea from Adriana Ncheya of Douala, Cameroon – it looks very much like many he has confirmed as hoaxes. He sends out a warning to MHCA members to avoid the message.

Meanwhile Joe Masciandaro, CEO of Care Plus of New Jersey, is reading his email. There's that Ncheya message. Something about it rings true to him. He begins to investigate.

Joe learns that Adriana Ncheya is the Public Relations/Community Relations Director for Mental Health Counseling, Human Development

and Aids Association (MEHEDAS) in Douala. The organization is, indeed, legitimate and operates a mental health facility that treats many people in the poor west African nation of Cameroon. People with mental illness there are stigmatized, and the local buses will not pick them up. MEHEDAS had often used precious financial resources to hire taxi cabs to transport clients. A bus for the center would make life bearable and treatment available for so many, but the cost was prohibitive. In addition, the facility was in great need of drugs, clothing, and supplies of all kinds but a web of regulatory and bureaucratic regulation made it extremely hard for others to help.

After several years of dogged determination and perseverance, Masciandaro, working through Rotary International and his own local Rotary Club, reached across the globe and successfully assisted MEHEDAS in accomplishing their dream. The Care Plus Foundation also contributed to fund raising for the bus.

In August, 2006 Ms. Ncheya sent Masciandaro photographs of their new Toyota bus surrounded by grateful clients, staff, Rotarians and local dignitaries.

CALENDAR

MHCA 2006 Fall Conference

Dates: October 31 - November 4, 2006
Location: Westin Riverwalk
San Antonio, Texas
Phone: 210-224-6500
Rate: \$215 single/double
Deadline: September 28, 2006

MHCA 2007 Annual Conference

Dates: February 20-23, 2007
Location: Disney's Contemporary Resort
Lake Buena Vista (Orlando), FL
Phone: 407-824-1000
Rate: \$199 single/double
Deadline: January 19, 2007

MHCA 2007 Spring Conference

Dates: May 22-25, 2007
Location: TBA
Pittsburgh, Pennsylvania
Phone:
Rate: \$ single/double
Deadline: April _____

IIMHL 2007 Leadership Exchange

Dates: August 26-31, 2007
Location: Ottawa, Canada
Information: www.iimhl.com

Masciandaro is humble about his part in this success story. As he says, "No matter how under funded the mental health system may be in the USA, there are much worse situations in this world, and helping is a fulfilling experience." He continues to search for solutions to the other pressing needs of MEHEDAS and hopes to cut through the red tape to help them find the other supplies they so desperately need.

You will still delete a lot of hoax emails. But as you do, take heart. A message got through to a caring soul. A connection was made. Global friendship and cooperation prevailed. There's now a bus in Douala transporting behavioral health clients to a place of hope and healing. It's good. ❖