

Executive Report

Fall Conference Focuses on Healthcare Reform

Many Paths, One Mission – Remaining Essential Within Our Communities

There may be other important conversations going on, but the one that dominates the room is healthcare reform. MHCA is devoting the majority of its agenda again at our 2011 Fall Conference to matters pertaining to relevancy, efficiency, partnering and performing within the world of healthcare reform.

From Tuesday's Integrated Healthcare Learning Community to Wednesday's continuing reform forum, to our Learn About It session on benchmarking and Thursday's Quality Improvement Collaborative, each topic at every session finally boils down to healthcare reform...imagining it, getting out ahead of it, finding like-minded partners, managing the funding ramifications, and overlaying the whole of it with a continuing dedication to excellent client care.

As we learned from a member panel at our Summer Conference, each local story is different, and reform will take many paths depending on regional, state and community realities. No matter the differences – it's the similarities and the shared energies that count among MHCA members.

Registration materials for our Fall Conference were mailed in early September and are available in the calendar section of our website (<http://www.mhca.com/Meetings/2MeetingRegistration.asp?CalendarID=51>) Dates are Tuesday, November 8 through Friday, November 11. We'll

convene at Scottsdale, Arizona's lovely Westin Kierland Resort. Reservations are to be made directly with the hotel (phone 800-223-3000) no later than October 7. Our conference keynoter, Shawn Achor, brings a unique message

on "The Happiness Advantage" to kick-start the meeting Wednesday morning and get us in the right frame of mind for a busy couple of days. In the afternoon,

See Fall Conference, p. 4

The Happiness Advantage: Positive Leadership in Uncertain Times



Most companies and schools follow this formula: if you work harder, you will be more successful and then you will be happy. According to Shawn Achor, keynoter for MHCA's 2011 Fall Conference, this formula is scientifically backward. A decade of research shows that training your brain to be positive at work first actually fuels greater success second. In fact, 75% of our job success is predicted not by intelligence, but by optimism, a social support network and the ability to manage energy and stress in a positive way. By researching top performers at Harvard, the world's largest banks and Fortune 500 companies, Achor discovered patterns which create a happiness advantage for positive outliers - the highest performers at the company. Based on his new book, *The Happiness Advantage* (September 2010, Random House), Achor explains what positive psychology is, how much we can change, and practical applications for reaping the Happiness Advantage in the midst of change.

Shawn Achor spent over a decade at Harvard University where he won numerous distinguished teaching awards for his work. He graduated magna cum laude from Harvard and earned a Masters from Harvard Divinity School in Christian and Buddhist ethics. In 2006, he was Head Teaching Fellow for "Positive Psychology," the most popular course at Harvard at the time. In 2007, he founded Good Think Inc. to share his research with a wider population. When the global economy collapsed in 2008, Achor was immediately called in as an expert by the world's largest banks to help restart forward progress. Subsequently, he has spoken in 45 countries to a wide variety of audiences: bankers on Wall Street, students in Dubai, and CEOs in Zimbabwe. His research on happiness and human potential have received attention from the Harvard Business Review, New York Times, Forbes, CNN, and NPR.

A Message from the President

In this issue, MHCA President/CEO Don Hevey shares his usual space with New Trends Forum Chair Diana Knaebe.

There's More to Happiness Than a Smile

At MHCA conferences, we have used our New Trends Forum over the years to investigate trends, compare state by state behavioral health scenes, learn about members' innovative projects and, yes, even to serve as a gripe session when we just couldn't help ourselves. Current New Trends Chair Diana Knaebe is going to facilitate the Forum in Scottsdale, Arizona at our 2011 Fall Conference and expand the topic of "happiness" as introduced by our keynoter, Shawn Achor (*see front page*). Diana will also introduce the research of others who are pursuing happiness as a fundamental key for competitive advantage in the workplace.

To prepare for the New Trends Forum you might want to do a little reading (all available through Amazon). First, of course, take a look at **Achor's book, *The Happiness Advantage***. According to the *Wall Street Journal*, "Achor bases his training on a burgeoning body of research on the positive psychology movement, which emphasizes instilling resiliency and positive attitudes..." Amazon adds, "A must-read for everyone trying to excel in a world of increasing workloads, stress, and negativity, *The Happiness Advantage* isn't only about how to become happier at work. It's about how to reap the benefits of a happier and more positive mind-set to achieve the extraordinary in our work and in our lives." In addition, consider these:

Barbara Fredrickson's *Positivity*

From Amazon.com, "Positive psychology pioneer Fredrickson introduces readers to the power of harnessing happiness to transform their lives, backed up by impressive lab research. The author lays out the core truths and 10 forms of positivity - joy, gratitude, serenity, interest, hope,

pride, amusement, inspiration, awe and love - in a book that promises to change the way people look at feeling good. Disdainful of Pollyannaism, Fredrickson remains realistic in her treatment and provides scientific evidence to illustrate her findings that maintaining a 3:1 positivity ratio of positive thoughts to negative emotions creates a tipping point between languishing and flourishing."

Laurel Mellin's *Wired for Joy*

Again, from Amazon.com, "In *Wired for Joy*, researcher and *New York Times* bestselling author Laurel Mellin presents a simple yet proven way to train your brain to move through stress and back to joy. Her method has been called the missing link in health care, as it focuses on rewiring the emotional brain - the caldron of our stress - rather than the thinking brain, which has been the focus of most other stress-busting methods."

More than a smile, happiness translates to a more productive work environment. Here are a few statistics Diana found, "On average, business units in the top quartile on the employee engagement produced one to four percentage points higher profitability. For many organizations in a highly competitive market, one to four points per business unit is quite substantial and can represent the difference between success and failure (Harter, Schmidt, & Keyes, 2002)." And this, "For every 100 happy managers, the average company could save nearly \$400,000 each year." (www.sciencedaily.com)

Convinced? Skeptical? Come talk about it with your MHCA colleagues at our New Trends Forum on November 9 in Scottsdale. Happiness—it can do more for the individual and for the company than you might have imagined. ❖

MHCA MISSION STATEMENT

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

THE EXECUTIVE REPORT

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132 Members in 31 States

Rinard Recognized, Successor Named

Dale Rinard, who will retire as President and CEO of Arizona's TERROS on October 7, received the Founders Award from Arizona State University's Center for Applied Behavioral Health Policy at the 12th Annual Summer Institute on July 21 in Sedona, Arizona. He was recognized for his many years of inspired leadership.

Center Director Dr. Michael Schafer presented the award to Dale for his instrumental role as a founding member of the Advisory Board of the Arizona Practice Research Collaborative. The work of the Research Collaborative evolved into a 15 year focus on helping treatment providers adopt and implement evidence based approaches for treatment of substance use disorders.

Dr. Schafer said, "Dale has exemplified inspired servant leadership, within TERROS, and state-wide on behalf of people needing quality care for behavioral health disorders."

Awards Gala emcee Charles Arnold, a Phoenix attorney and well known behavioral health advocate told the large audience, "Dale is receiving this award in recognition for his many years of invaluable service to the state-wide behavioral health community. Together with many dedicated staff, Dale has transformed TERROS from its

roots as a "crash pad for hippies" into the multifaceted, successful agency it is today."

Named to replace Rinard at TERROS is Peggy Chase, the organization's senior vice president of operations and chief financial officer. Chase has been on staff there since 2005.

"Peggy is an excellent strategic thinker and skilled navigator within the behavioral health system. We're confident that she will provide leadership in line with TERROS values and its vision to pursue excellence," Board Chair Hank Radda, PhD says, "Ms Chase brings 25 years of leadership experience in the State of Arizona behavioral health system, with executive experience in the provider, regional behavioral health authority and independent contracting areas. ❖"



Dale Rinard



Peggy Chase

DeHaven Is a Champion

Behavioral Healthcare magazine has announced its 2011 Behavioral Healthcare Champions and among the five is MHCA member Rich DeHaven, CEO of Aspire Indiana and a valued MHCA member since 1988. In the 40 years Rich has been associated with Aspire (formerly The Center for Mental Health), he says, "We've gone from deinstitutionalization to community integration and now to recovery and inclusion...(crediting) wonderful, passionate people who are willing to work hard to create new programs and see that people we work with benefit."

In recent years, recognizing that economic pressures were limiting supported employment opportunities for clients, DeHaven and his staff created new "micro-businesses" that not only meet Aspire Indiana's needs but expanded to include a vending-machine service that today supports over 100 accounts, a housekeeping business that focuses on local offices and businesses, and a 17-acre agricultural/transitional housing venture, Harvestland, that grows fresh produce for local sale and consumption.

MHCA joins Behavioral Healthcare magazine in saluting Rich DeHaven as a true Champion! ❖



Rich DeHaven



2012 Negley Awards for Excellence in Risk Management

When was the last time you considered submitting an application for the Negley Awards for Excellence in Risk Management? If you are a member of MHCA, a member of the National Council, and/or an insured by Negley Associates, you are eligible to enter this annual competition. The topic for 2012 is "Keeping People Safe" – more specifically, keeping clients and staff safe

as you provide service to potentially violent patients. Three finalists will be chosen to present their programs at both the MHCA Annual Meeting and Winter Conference in February and at the National Council's Annual Conference in April. Top prize is \$10,000 with two runner-up prizes of \$5,000 each. Negley Associates provides up to \$1,500 to offset the cost of travel expenses to

the two conferences. The application form is enclosed with this issue of the Executive Report for MHCA member readers. Applications were mailed to all eligibles this summer and are online at: <http://www.mhca.com/public/NegleyAward-Application-2012.pdf> Applications are due by **November 15** and should be sent to Mental Healthcare America. ❖

MHCA Integrated Health Learning Community Redux: A Great Start



Above: Dr. Ken Minkoff (right) shares his enthusiasm with Robie Fazekas.



Right, left to right: Cheryl Holt, Sue Buchwalter and Jeff Capobianco

In its second series, MHCA's Integrated Healthcare Learning Community met August 16 in Portland, Oregon in conjunction with our 2011 Summer Conference there. Thirteen MHCA member companies, most accompanied by their healthcare partners, began the five workshop series where they will examine elements of integration, improved service delivery and excellence in shared patient care. Facilitator Cheryl Holt, Director of Training & Technical Assistance with the National Council, together with Jeff Capobianco, National Council Research Investigator, and Ken Minkoff, MD of the Harvard Medical School, provided leadership. Enthusiastic participants gave excellent evaluations of the day:

- *I like the opportunity to plan our goals for next year.*
- *The process helped frame an exciting project for us.*
- *We were able to place a framework and focus on achieving doable, small goals.*
- *There was helpful interaction among the participants.*
- *I took away some valuable information and a renewed dedication to move forward. ❖*

MHCA Board Nominations and Election Process Underway

A call for nominations was sent September 6 to fill six directors' terms on MHCA's Board of Directors. Those whose terms are expiring February 2012 are Midwest: Susan Buchwalter (Ohio), Diana Knaebe (Illinois), and Tony Kopera (Illinois); Northeast: David Jordan (Massachusetts) and Greg Speed (New Jersey); South: Chris Wyre (Tennessee). Kopera has announced his intention to retire and thus will not entertain consideration. Nominations are to be returned to the MHCA office by September 30. Ballots will be issued electronically November 1 and due November 22. If run-offs are necessary, they will be held in early December. Board officer nominations will be made by the Nominating Committee for consideration by the Board. New three-year terms for Directors and one-year terms for Officers begin February 24, 2012. The MHCA Nominating Committee Members are: Tony Kopera, Chair; Inman White, Bruce Bird, and MHCA CEO Don Hevey. ❖



Fall Conference, continued from page 1

we will again conduct a healthcare reform forum led by Robert Dyer, PhD, Managing Principal of Criterion Health. Dyer's August presentation along with Mel Smith and member panelists was well received with calls for repeat performances!

Thursday's general session will feature two presentations. Arizona MHCA member La Frontera (CEO: Dan Ranieri, PhD) will offer a member showcase followed by an update on meaningful use of electronic health records (EHR) by NetSmart Technology Executive Vice President Kevin Scalia. Scalia will be explaining how meaningful use applies to behavioral healthcare, who is eligible and what you need to do to qualify. Behavioral Health organizations can be eligible for Medicaid and Medicare incentive funding for the meaningful use of an EHR, but it's important that you act now to meet the funding criteria. Prior to the conference, on Wednesday, September 21, Scalia is providing a jointly sponsored webinar (NetSmart and MHCA) on this topic, free to

MHCA members. It's being held from 2:00 – 3:00 pm (ET). To participate, go to: www.ntst.com/MHCA2

This all sounds so serious. And it is. So...thanks to our fun-time friends from Genoa Healthcare, we'll lighten up Wednesday evening with a "Fiesta Del Cerdo" (aka: pig roast) and reception at the beautiful outdoor "Brittlebush" patio area. Plans are still afoot but you can be sure these hosts will make it a memorable evening. Wear your best Western gear and join in the festivities. We'll also unwind Thursday evening with another relaxing outdoor reception. Throughout the conference, plan to visit with our exhibitors whose participation supports not only our conference but the ongoing work of MHCA members. Scheduled to exhibit are: Anasazi Software, Credible Wireless Software, Essential Learning, Genoa Healthcare, iCentrix Corporation, Mental Health Risk Retention Group, NetSmart Technologies, NorthRock Pharmacy, Peer Partners, Qualifacts, QoL meds, Sequest Technologies, and The Echo Group ❖

MHCA and Essential Learning - Successful Teamwork for Online Education

This report is intended to provide a snapshot of the achievements demonstrated by our MHCA/Essential Learning partnership for online education. Since the 2003 inception of MHCA's partnership with Essential Learning, customers who are MHCA members have completed close to 1.4 million courses! In 2010, members completed nearly 360,000 courses and through June 30th of this year, over 200,000 courses have already been completed.

Every day an average of 871 learners from MHCA member organizations log on to the Essential Learning system. In addition to their required training, learners have completed well-over 56,000 electives in the past 365 days. Not only do employees want to complete requirements – they are enticed to learn more through this easily accessible and affordable portal.

With a 53.6% MHCA member sales penetration rate, Essential Learning has been able to share back to MHCA close to \$113,000 in commissions in the past twelve months. Although the MHCA member sales penetration rate is far above the average of Essential Learning's other national association partners (16%), there is still great opportunity for growth. Every new member that subscribes to the Essential Learning training solution generates additional annual revenue for MHCA of approximately \$2600.

[ELEVATE: A Subscription Online Learning Management System](#)

The statistics above refer to Essential Learning's full service subscription program called ELEVATE which provides a training management system with unlimited access to more than 500 courses on clinical, recovery and compliance topics with continuing education credits. Members who use ELEVATE to manage their training can :

- o assign and track individualized training plans including annual training, CEU requirements, regulatory and compliance
- o track course completions and test scores

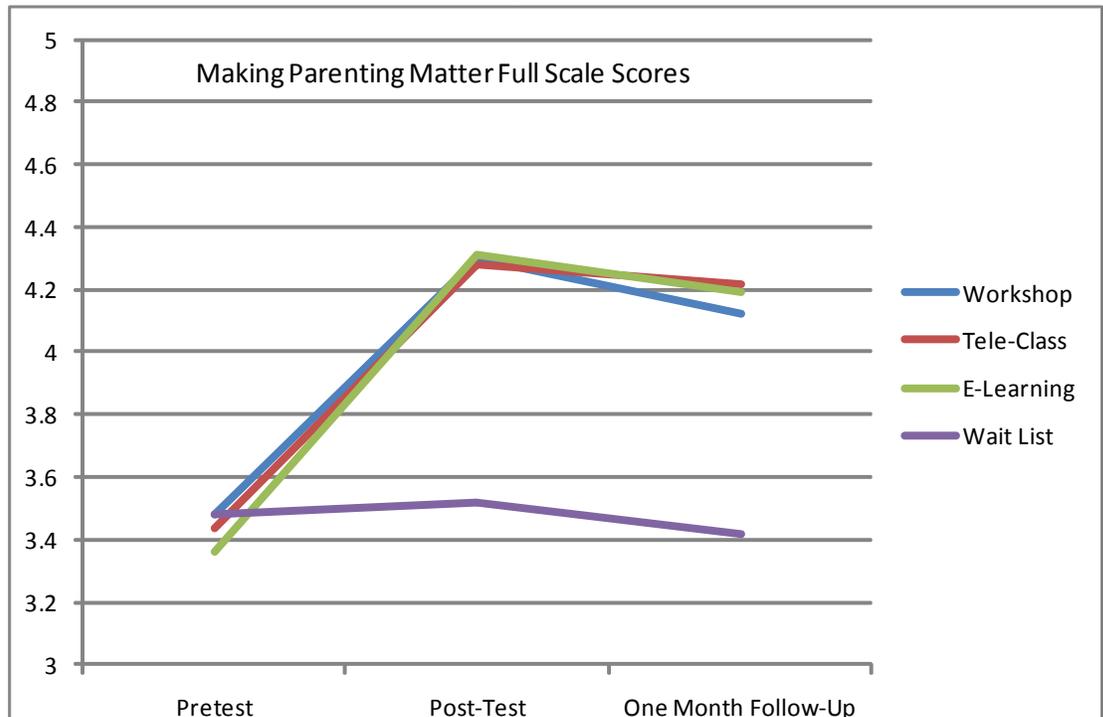
- o manage internal classroom training (scheduling, enrollment, attendance)
- o track external training events
- o issue certificates of completion for both general and CEU courses
- o generate training reports for funding and regulatory bodies
- o perform surveys and evaluations
- o track training effectiveness on an aggregate and per employee basis
- o independently develop and add custom content to EL Courses and add custom courses, evaluations and surveys and more!

See Teamwork, page 8

Table 1 - Return on Investment Findings

Condition	No.	Total Cost	Total CE's Awarded	Cost per CE
E-Learning	45	\$6,661.00	360	\$18.50
Tele-Class	46	\$7,229.00	368	\$19.64
Workshop	46	\$24,560.00	368	\$66.74

Graph 1 – Comparison of Learning Outcomes



MHCA Summer Conference 2011

Portland: From Future-Speak to Risk Retention

It's always good to catch up with an old friend, and when the friend is futurist Warren Evans, you know the visit will be entertaining and informative. Warren was the keynote speaker at MHCA's 2011 Summer Conference in Portland, kicking off the general session on August 17 with comments on "Where in the World the World is Going." In a whirlwind message, he touched on technology, operations, the economy, workforce and marketing issues facing not only the behavioral health field but pretty much the known universe! If you aren't asking yourself Warren-style questions such as these, you may not be ready to play today's game: "Who owns your brand? (hint...it's not you)"; "What's your leadership personality – does it show?"; "Where does the U.S. rank in healthcare outcomes?"; "Who is the most trusted newscaster in the U.S.?"; "Do you know Zhang Ruimin?" – well, we could go on, but you get the idea. Thanks to Warren for once again asking the questions and energizing us toward creative thinking. It was good.

Wednesday afternoon's session on Healthcare Reform was led by Bob Dyer, another long time MHCA friend and Managing Principal of Criterion Health. Together with Mel Smith of PEER Partners, LLC, Bob led a lively forum on this pressing national topic. Joining them were six MHCA member panellists who each spoke to reform preparation in their local areas. They included Nelson Burns, CEO of Coleman Professional Services in



Futurist Keynoter Warren Evans (left) with MHCA CEO Don Hevey in Portland, Oregon

Kent, Ohio; Dale Klatzker, CEO of The Providence Center of Rhode Island; Grady Wilkinson, CEO of Sacred Heart Rehabilitation Center in Memphis, Michigan; David Johnson, CEO of The Bert Nash Center in Lawrence, Kansas; Kelly Phillips-Henry, COO, AspenPointe in Colorado Springs, Colorado; and Harriet Hall, PhD, CEO of Jefferson Center in Wheat Ridge, Colorado. Each brought a unique message, and the audience was left wondering if "one reform solution is one...". Eager for more opportunities to share efforts and learn from each other's successes and disappointments, MHCA will be conducting additional

Healthcare Reform forums at conferences throughout the remainder of 2011 and into 2012.

Thursday's morning session showcased a proven program of early intervention in Oregon. MHCA member LifeWorks NW together with local and state partners described the Early Assessment and Support Alliance (EASA) which uses evidencebased practices for early assessment and intervention for young adults experiencing first psychosis. They received high praise for their presentation, including these comments, "I especially enjoyed the discussion on how EASA was able to establish funding as that is usually the most difficult aspect of developing a program" and, "Arguably the most important work we can be doing right now." Presenters included Amy Penkin of LifeWorks NW,

Tamara Sale and Ryan Melton of Mid Valley Behavioral Care Network, and Damien Sands of the State of Oregon Addictions and Mental Health Services.

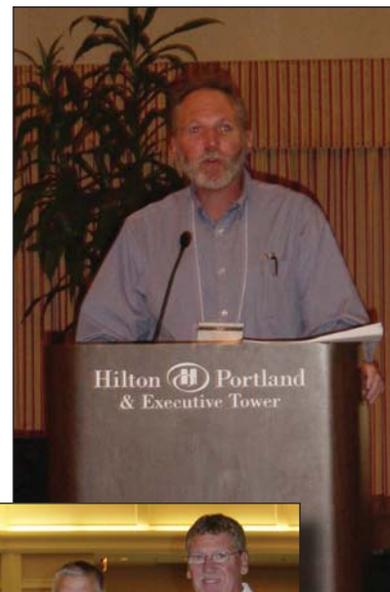
Following the EASA presentation was attorney Ron Zimmet's fast-paced and practical risk management delivery of "How Many Dead People Does It Take to Close Your Center?" His presentation was videotaped and will become an educational tool within the library of the Mental Health Risk Retention Group (MHRRG). Like Warren Evans, Zimmet raised some compelling questions. How about, "On a scale of 1 – 10, how traumatic is it for you if a patient dies or kills somebody



A Panel of Partners: Early Intervention Success (left to right) Ryan Melton, Amy Penkin, Tamara Sale and Damien Sands

At right - Dale Klatzker speaks on Healthcare Reform in Rhode Island.

Below - Joining Klatzker, others on the Healthcare Reform Panel: (seated) Bob Dyer, David Johnson and Harriet Hall; (standing) Mel Smith, Kelly Phillips-Henry, Nelson Burns and Grady Wilkinson



Risk Management attorney Ron Zimmet (left) with Sally Westgate and Harry Shulman



Joint Commission speaker Mary Cesare-Murphy (right) with Leslie Mariner and Denny Morrison

on your watch?”, “Why should I be happy if I get sued?”, and “What are the top three things I can do now to protect our patients?” Zimmet is Counsel to both MHCA and MHRRG, the risk retention group founded in 1985 by MHCA.

Rounding out our program was a “Learn About It” presentation by Mary Cesare-Murphy, PhD of The Joint Commission and and MHCA member Tony Kopera, PhD on current trends in accreditation. Kopera is the MHCA representative to The Joint Commission’s Professional and Technical Advisory Committee. On Thursday afternoon Dr. Allen Daniels facilitated a session of our Quality Improvement Collaborative.

Thirteen exhibitors participated in the conference, visiting with clients and providing valuable information about their products and services. Genoa Healthcare and MHRRG/Negley Associates sponsored our Wednesday and Thursday evening receptions respectively. QoL meds provided support for our Wednesday morning continental breakfast. Netsmart Technologies partially sponsored Warren Evans’ presentation and gave away a GPS system to one lucky guest.

Portland was a delightful destination, especially for those coming from overheated areas of the country. We are grateful to Mary Monnat, CEO of LifeWorks NW and her colleagues for their delightful Oregon hospitality. ❖

Teamwork for Online Education, continued from page 5

It also provides live event tracking and excellent customer support to help you set-up and fully utilize your system.

MHCA members receive a minimum 10% discount (additional 5% discount applies to multiple partner memberships).

CEQuick – A Right Sized Solution for Smaller Groups

For those smaller organizations that may not be in a position to fully utilize ELEVATE, MHCA Partners with Essential Learning for CEQuick which makes it possible for individuals to purchase courses or agencies to bulk purchase courses for their staff. An updated version, soon to be released to MHCA members, will offer discounted course packages aimed at specific organizational needs as suggested by MHCA. It will be effective at helping customers more easily select training while also offering discounts based on the course groupings. A bulk purchase feature will allow organizations to purchase training tokens which they can distribute to staff through email. Tokens are purchased in bulk and stay “on account” until redeemed by individuals selected by the purchaser. Buyers have the flexibility of purchasing larger quantities and getting an automatically applied volume discount or just buy a few at a time and “pay as you go”. All CEQuick learners also have access to the CE-Tracker which helps maintain a current transcript of all completed trainings and certificates. Learners can upload certificates and course details for any coursework taken regardless of the source.

We believe that the Token system, volume discounts, and learner self-management tools position CEQuick to serve the needs of organizations that might not be in the position to take advantage of Essential Learning’s full service LMS solutions.

Is E-Learning a Valid, Affordable Education Tool?

Addressing the questions of validity and affordability, Essential Learning has shared a white paper entitled, “Comparing E-Learning, Tele-Classes and Live Trainings: An Analysis of Cost and Training Effectiveness” co-written by Daniel B. Singley, PhD, Vice President of Curriculum Development and Research, Essential Learning, LLC and Carol Hurst, PhD, LCSW, Director of Continuing Education & Evaluation, Corporate University of Providence, Providence Service Corporation.

This quasi-experimental study assessed student learning outcomes and costs associated with the provision of an in-service training course for mental health professionals counseling parents regarding parenting. The course, *Making Parenting Matter: Coaching Parents on Positive Parenting*, was taught using the same content in three different intervention conditions: e-learning, tele-class, and live workshop. A wait-list control condition was included as a comparison for the three intervention groups. Participants included 159 clinicians employed at a large behavioral health organization who completed pre-test, post-test, and one month follow-up assessments of their learning outcomes.

Results showed the three intervention groups’ learning outcome scores were comparable at all three assessments, while the wait list participants showed significantly lower scores ($p < .05$) than any of the intervention groups at post-test as well as at one month follow-up assessment (See Graph 1). E-learning was shown to be the most cost-effective of the three intervention conditions (See Table 1).

To learn how to subscribe to ELEVATE, contact Essential Learning at <http://www.essentiallearning.com/contact.htm>

To access CEQuick, go to <http://www.mhca.CEQuick.com>

Information for this article was provided to MHCA by Leslie Mariner and Rick Bruce of Essential Learning. ❖

CALENDAR

MHCA 2011 Fall Conference

Dates: November 8-11, 2011
Location: Westin Kierland
 Scottsdale, Arizona
Phone: 480-624-1000
Rate: \$219 Single/Double
Deadline: October 7, 2011

MHCA 2012 Winter Conference and Annual Meeting

Dates: February 21-24, 2012
Location: Sandpearl Resort
 Clearwater Beach, Florida
Phone: 877-726-3111
Rate: \$249 Single/Double
Deadline: January 23, 2012

PEER Partner Survey Response Due September 30

Sponsored by MHCA and conducted by MHA and PEER Partners, LLC, a brief CEO survey is online at SurveyMonkey for completion by September 30 (go to: <http://www.surveymonkey.com/s/FRQLGTR>). The survey is designed to elicit information regarding 1) the most critical maintenance and/or development issues and challenges you are being confronted with, 2) the type and form of resource support that you define as needed or that may be of value to you as you and your staff strive to meet the challenges of the day to ensure a sustainable future for your organization and/or its community service mission, and 3) provide you with an opportunity to consider and communicate your potential interest in serving as an affiliated PEER Consultant resource.

Part one of the survey deals with six areas of concern: Strategic Partnerships, Medical Primary Care Integration, Strategic Planning, Organizational Development, Executive Leadership and Specialty Direct Care Service. In each case, you are given an option to choose your favored form of training. Part two addresses your interest in providing consultation yourself. The survey can be quickly completed. Questions should be directed to Wes Davidson at wdauidso@maine.rr.com ❖