

# Executive Report

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## Salt Lake City Hosts MHCA's Summer Conference

August. Two months after the U.S. Supreme Court's expected decision on national healthcare law. Two months before Presidential elections. What a time for behavioral health executives to put their heads together and figure out how to effectively and efficiently serve diverse populations, remain key players in their local communities, integrate care with the known medical universe and keep the lights on back home! Hey, it's what we do.

So let's get down to it. MHCA will hold our 2012 Summer Conference in Salt Lake City, Utah. Last time we were there was 1991! Dates are August 14-17, and we will convene at the beautiful Grand America Hotel downtown. General session begins on Wednesday morning following Tuesday's pre-conference Integrated Healthcare Learning Community. Guest speaker Alicia Smith of Health Management Associates (HMA) will be speaking. *See Conference, page 4*



### Featured Speaker

MHCA's featured speaker for our 2012 Summer Conference is Alicia Smith, Partner with

Ohio-based Health Management Associates (HMA) where she specializes in public behavioral health policy and reimbursement. HMA is an independent, national research and consulting firm with 15 offices nationwide. Their focus is publicly financed health care.

Ms. Smith is currently assisting several states obtain federal approval of Medicaid health home services and has worked successfully with the first two states in the nation to receive approval of their Medicaid health home state plan amendments.

With the advent of federal health care reform, Ms. Smith has been called upon to assist state Medicaid agencies, state and local mental health authorities, managed care organizations, trade associations and others understand the challenges and opportunities under the Affordable Care Act.

Prior to joining HMA, Smith operated a consulting practice and assisted state and local behavioral health authorities and providers with advancing their efforts to improve access and financing for behavioral health services.

As deputy director of Resources for Recovery, a national grant program of The Robert Wood Johnson Foundation, she assisted states with identifying and implementing strategies for the expansion of alcohol and other drug treatment resources.

## Workforce Specialist Will Address MHCA

Returning for a second speaking engagement at MHCA is David DeLong, PhD, who will address our Summer Conference on Thursday morning. His remarks are titled, "Solving New Leadership Challenges in the Changing Healthcare Environment." DeLong will share some of the recent findings from his ongoing research on leadership and workforce issues and from his latest book, *The Executive Guide to High-Impact Talent Management* (McGraw-Hill). DeLong is a Research Fellow at the MIT AgeLab.

David DeLong & Associates helps clients create future workforce capabilities by accelerating leadership development, maximizing retention of high performing, high-impact employees, and building the business case for knowledge retention and talent management investments.

Executives today recognize that their firms face a wave of retirements

over the next decade as the baby boomers hit retirement age. At the other end of the talent pipeline, the younger workforce is developing a different set of values and expectations, which creates new recruiting and employee retention issues. The evolution from an older, traditional, highly-experienced workforce to a younger, more mobile, employee base poses significant challenges, particularly when considered in the context of the long-term orientation towards downsizing and cost cutting.

DeLong will outline the broad issues, provide tools for developing a knowledge-retention strategy and offer best practices for retaining knowledge, e.g., knowledge transfer practices, using technology to enable knowledge retention, retaining older workers and retirees, and outsourcing lost capabilities.



*A Message from the President**Strategic Plan Extended and Enhanced by Brief Addendum*

Don Hevey

Years ago MHCA recognized, along with other forward thinking organizations, that a “long range plan” was a thing of the past. In an age of rapid change, gazing more than about three years into the future seemed a futile exercise. Therefore, our planning became a three year effort and recent plans have served us well. Our 2010-2012 plan, known as our “Strategic Plan,” was thoughtfully crafted over two intensive sessions in 2009 with facilitation by Stu Winby, a California based organizational and leadership strategist (members can find this document in our online Document Archives). Enthusiastic participation by a representative group of MHCA members ensured that differing opinions and collegial compromise resulted in a meaningful Plan. As those before it, this Plan has provided meaningful guidance to our boards, our committees and our partnerships.

Typically we would now be in the throes of developing a new Strategic Plan to span 2013-2015. However, recognizing the dual realities of imminent national healthcare reform sea changes and my own retirement from MHCA in February 2013, your MHCA Board of Directors decided to extend our current Plan through 2013 and leave initiation of our next three year plan to my successor. It seems a prudent thing to do.

Therefore, on May 29 at our Spring Conference in New Orleans, members of the MHCA Board and MHA Board met jointly along with longtime friend, futurist and strategy consultant Warren Evans to deliberate

an extension of the 2010-2012 Plan. The formal addendum, shown below, was formally adopted at that meeting. Later during the Conference, MHCA Board Chairman Susan Rushing introduced the addendum to the wider membership in a forum led again by Evans. There are three elements of the addendum, each offered as a new “imperative” for the coming year:

- 1) MHCA will help its individual members become the preeminent providers of care within the national healthcare arena. We will provide the best chance of success in an ever changing landscape of reform through education and, as needed, development of specific tools.
- 2) MHCA will provide continuing excellence and seamless member responsiveness as we transition to a new CEO.
- 3) Recognizing the addition of considerable numbers of new member organizations and new CEOs to MHCA, we will be purposeful in engaging all members in the work of the organization. We will make membership inclusion a high priority for the new CEO (see *Membership Statistics*, page 3).

Whether you are new to MHCA or an “old-timer” who has seen this organization through years of shared challenge and success, we invite you to embrace these imperatives. You rightfully expect great things from

*See Plan, page 5*

**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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127 Members in 31 States

## MHA Names Two New Directors

The Board of Directors of Mental Healthcare America (MHA), MHCA's for-profit subsidiary corporation, has elected Jon Cherry and Nelson Burns to the Board to serve three year terms effective immediately (Spring 2012-Spring 2015). Cherry is CEO of LifeStream Behavioral Center in Leesburg, Florida. In his association with LifeStream, Cherry has been a member of MHCA since 2000. Prior to that, he was CFO at MHCA member, Lakeview Center in Pensacola, Florida. Burns is CEO of Coleman Professional Services in Kent, Ohio and has been an MHCA member since 1997. Both Cherry and Burns are Directors on the Board of MHCA as well.

MHA's mission is to provide tools, technical assistance and other resources which enhance corporate opportunities for MHCA members. Its Board



*Nelson Burns*



*Jon Cherry*

of Directors meets in conjunction with MHCA's conferences. Products which have been developed by or which exist within the oversight of MHA include the Mental Health Risk Retention Group, MHCA's Customer Satisfaction Management System and Peer Consultation.

Others currently serving on MHA's Board are Dale Shreve, Chairman; Morris Roth, Vice Chairman; Barbara Daire, Secretary-Treasurer; and Tod Citron. ❖

## Copeland Becomes CEO

Former Vice President Joy Copeland has been selected Chief Executive Officer at MHCA member center, Comprehensive Mental Health Services, Inc. of Independence, Missouri. Copeland



*Joy Copeland*

had been named Interim CEO at the untimely and unexpected death of former leader Bill Kyles on August 9, 2011. As the newly appointed CEO, Copeland also oversees Independent Residential Services, Inc. and the Comprehensive Mental Health Services Foundation, Inc. She has been associated with Comprehensive MHS since the organization first joined MHCA in 1998. Copeland announced that she has appointed Julie Pratt as Vice President of Operations, overseeing day-to-day operations and all clinical programming. ❖

## Three States Add Members to MHCA



*Brad Barry*



*Catherine Ryder*



*Dennis Regnier*

This spring, MHCA welcomes three new members from the states of Pennsylvania, Maine and Arizona.

Becoming our second member in Pennsylvania is Brad Barry, CEO of Child Guidance Resource Centers. Located in Havertown, Child Guidance serves the Philadelphia area and the central part of Delaware. Barry visited MHCA's Winter and Spring conferences and served as a panelist in our February session about the Benevon fundraising program.

From Lewiston, Maine we welcome Catherine R. Ryder, CEO at a former MHCA member center, Tri-

County Mental Services. Tri-County operates with a budget of \$23 million and a total 383 FTE. In addition to joining MHCA, Ms. Ryder has been elected to a three year term on the Board of Mental Health Risk Retention Group (MHRRG) by the Class C Shareholders.

Returning to MHCA after a brief hiatus is Dennis Regnier, now CEO of CODAC Behavioral Health Services in Tucson, Arizona. Regnier had been a member while CEO of Grand Prairie Services in Tinley Park, Illinois. CODAC serves Pima County, operating with 245 FTE and a budget of \$32 million.

We look forward to the full engagement of these new members and extend MHCA's warm welcome to them all. ❖

## Membership Statistics of Note

The following shows the number and percentage breakdown of the MHCA membership by the number of years current CEOs have been members regardless of their current state of domicile. Get to know a colleague you haven't met before!

Number of years	# of CEOs	% of membership
20 years+	18	14.2
15-20 years	15	11.8
10-14 years	22	17.3
5-9 years	31	24.4
Less than 5 years	41	32.3
Total	127	100%

## MHCA Will Be Represented at Knowledge Exchange

In July, MHCA's Board Chairman Susan Rushing along with Board member Linda DePiano, PhD and MHCA National Data Center Director Ed Neu will attend the inaugural meeting of the International Knowledge Exchange Network for Mental Health (IKEN-MH). It will take place July 9-10, 2012 in St. John's, Newfoundland, Canada. Meeting objectives are:

- ♦ To explore best and promising knowledge exchange practices within the mental health and substance use context,
- ♦ To promote awareness of, and interest in, existing funding resources, existing peer-reviewed journals and professional development opportunities committed to knowledge exchange,
- ♦ To increase interest in and research on the innovative knowledge exchange approaches to mental health and substance use,
- ♦ To enhance engagement in the International Knowledge Exchange Network for Mental Health,
- ♦ To integrate people with lived experience and family care givers into the knowledge exchange process.

Keynoter for the conference is **John N. Lavis, MD PhD**, Director of the McMaster Health Forum ([www.mcmasterhealthforum.org](http://www.mcmasterhealthforum.org)), Associate Director of the Centre for Health Economics and Policy Analysis, and a Professor (in both the Department of Clinical Epidemiology and Biostatistics and the Department of Political Science) at Ontario's McMaster University. His principal research interests include knowledge transfer and exchange in public policymaking environments and the politics of health systems.

*See Knowledge Exchange, page 5*

## Conference, *continued from page 1*

Management Associates will advance our understanding of healthcare reform with an address focusing on "Policy and Implementation Considerations of Medicaid Health Homes" followed by MHCA's internal Healthcare Reform Forum led by Bob Dyer of Criterion Health and Jim Gaynor, Chairman of our HCR Advisory Committee. Alicia Smith will join Dyer and Gaynor for this continued examination of the yet unfolding reform scenario. And all that is just Wednesday morning! The afternoon will feature a New Trends Forum, Quality Improvement Collaborative, and meetings of the Marketing/Fund Development Committee and the Performance Improvement Committee followed by a meeting of the MHA Board of Directors.

On Thursday in general session, return speaker David DeLong will share his considerable insights about workforce issues. This interactive session will focus on issues such as: rethinking the business model and leadership skills for behavioral services, attracting and retaining a motivated staff, and creating a more innovative culture to sustain growth.

A member showcase is being provided by Valley Mental Health under the leadership of newly appointed CEO Gary Larcenaire. His topic is "Organizational Agility and Adaptation to What Comes Next." In the afternoon, our Learn About It session will highlight MHCA's highly effective Peer Partners program. A joint meeting of our Performance Improvement Committee and Healthcare Reform Advisory Committee at 3:15 pm brings together MHCA talent across two platforms to consider meaningful implementation of



*Salt Lake City's famed Mormon Temple*

quality standards within a yet unformed national healthcare delivery system.

On Friday both our MHCA Board of Directors and the Board of the Mental Health Risk Retention Group will hold their quarterly meetings.

Exhibitors for this conference include Anasazi Software, DATIS, Genoa Healthcare, iCentrix, Joint Commission, MHRRG, Netsmart Technologies, QoL meds, Qualifacts, Peer Partners, and The Echo Group

We are especially grateful to our sponsors - QoL meds for Wednesday morning's continental breakfast and Janssen Pharmaceuticals for Thursday morning's continental breakfast; Genoa Healthcare and MHRRG/Negley Associates for Wednesday and Thursday evenings' receptions respectively.

A complete agenda and registration are provided online at [www.mhca.com](http://www.mhca.com). Preliminary meeting materials were mailed to members and invited guests in mid-June. Registration and hotel reservations deadline is July 17. Contact the Grand America by phone: (800) 437-5288 and ask for MHCA's conference rate. ❖

## Knowledge Exchange

*continued from page 4*

Additional speakers include:

**Gary Belkin**, Associate Professor and Director, Program in Global Mental Health, New York University School of Medicine and Senior Director for Psychiatry for the 11 New York City public hospitals that comprise the NYC Health and Hospitals Corporation.

**Dr. Elliot Goldner**, Professor at British Columbia's Simon Fraser University's Faculty of Health Sciences where he founded the Centre for Applied Research in Mental Health & Addiction.

**Juliette Powell**, an integrated media specialist, media entrepreneur, community catalyst and author with deep knowledge of the people and technologies at the forefront of social media.

Formation of the IKEN-MH was jointly envisioned by the Mental Health Commission of Canada and the International Initiative for Mental Health Leadership (IIMHL), to increase the capacity for effective knowledge exchange in mental health by connecting people, ideas, and resources on a global level. For more information about IKEN-MH, visit the Knowledge Exchange Centre's website: <https://kec.mentalhealthcommission.ca/>



## National Data Center to Expand Services, Enhance Products, Broaden Usage

The MHCA National Data Center provides satisfaction surveys and reporting services to MHCA members and non-member customers. We offer survey and reporting services for client satisfaction, staff satisfaction and to assess the satisfaction of referral sources.

In July, the MHCA National Data Center will be conducting an on-line survey of current and past customers to clarify customer requirements for satisfaction survey products and how we can better meet survey customer needs. This survey will attempt to identify barriers to participation in the MHCA survey program, as well as possible improvements in the survey instrument, the survey process, and the reporting of results.

For example, the current survey reporting system provides satisfaction levels in your organization for a single survey cycle and comparisons to national averages. Would the survey results be enhanced by including trends in your satisfaction scores over time? Would comparisons be more valuable if they compared your organization to the best-in-class performer rather than to national averages?

While the assessment of customer satisfaction is an important component of an organization's quality and performance improvement program, it

is only one component. The MHCA National Data Center is also seeking to identify new product and service offerings to assist organizations in all aspects of performance and process effectiveness measurement and improvement. Such services could include technical assistance with performance measurement and process improvement initiatives, and the management and analysis of your organization's data for supporting decision making and organizational improvement.

The goal of the MHCA National Data Center is to improve the value of our survey products to our customers and to expand our service offerings to meet the data and organizational measurement needs of MHCA members and other customers. We are seeking feedback about our current products and services and suggestions about new products and services. We hope you will participate in our upcoming National Data Center customer survey, and we encourage you to send any feedback and/or suggestions to Center Director Ed Neu at [eneu@mhca.com](mailto:eneu@mhca.com) (850) 942-4900 ❖



*Ed Neu*

## Plan, *continued from page 2*

MHCA – this organization in turn looks to each of you to advance our mission, our vision and our values through your engaged participation. Make your voice heard within MHCA as this organization continues to play an essential role in shaping and ensuring behavioral healthcare of the highest quality across this nation.

We are grateful to those of you who are already assuming leadership roles as directors, committee chairs and discussion leaders. We appreciate each member's financial commitment to our work and each individual's voice whether online in our listserv discussions or in person at our conference forums.

Because we share a devotion to MHCA's viability and continued effectiveness, I invite you to support the extended imperatives of our Strategic Plan and be instrumental in their successful implementation.



MHCA Spring Conference Focuses on Healthcare Reform

# Strategy, Strategy, Strategy

The New Orleans menu included a whole lot more than crayfish and gumbo for MHCA’s members and guests attending the association’s 2012 Spring Conference May 29 – June 1. In the historic city of jazz and Cajun culture, the conversation was all about strategy – for healthcare reform, for service integration, for health information exchange and for big changes coming to MHCA with the February 2013 retirement of longtime CEO Don Hevey. It was a plate full to say the least!

On Tuesday with only one more session planned in the current series, our Integrated Healthcare Learning Community continued its exploration of behavioral health and primary care partnerships led by Cheryl Holt, Jeff Capobianco and Kathy Reynolds of the National Council and Jeremy Nelson of Afia. Across the hall, the MHCA and MHA Boards were revisiting our 2010-2012 corporate Strategic Plan in light of pressing imperatives of national healthcare reform and anticipated internal changes resulting from Hevey’s scheduled retirement. Facilitating the joint Board discussions was Warren Evans, who has steered this association through numerous planning sessions over the years. See Hevey’s comments on page 2 where he presents the addendum language crafted for our Strategic Plan.

Wednesday’s general session was kicked off with a presentation by guest speaker and healthcare reform specialist, Pam MacEwan of the Group Health Cooperative of Seattle, Washington. Her comments focused on healthcare cooperatives and accountable care organizations. Hers was one of a series of guest presentations planned by MHCA over the next several conferences to inform us on specific challenges and opportunities being presented in a constantly unfolding national healthcare scenario. MacEwan’s presentation is available to MHCA members in our website document archives.

Following Ms. MacEwan’s presentation, Bob Dyer and Mel Smith of Criterion Health, together with MHCA’s Jim Gaynor, continued the healthcare reform discussion with specifics on MHCA’s intended response. Gaynor serves as Chairman of our Healthcare Reform Advisory Committee.

Warren Evans facilitated again Wednesday afternoon, leading a member forum that received information from Tuesday’s joint Board meeting and contemplated both our Strategic Plan and our plans for selection of a new CEO. Beyond wanting to “clone Hevey” the members thoughtfully considered qualities and abilities needed to lead MHCA in the coming years. Their recommendations will be taken into consideration by our Search Committee (which is our Executive Committee plus Dale Shreve, MHA Chairman, and Susan Buchwalter, MHRRG Chairman). Facilitating the national search is Stuart Meyers of The Meyers Group.

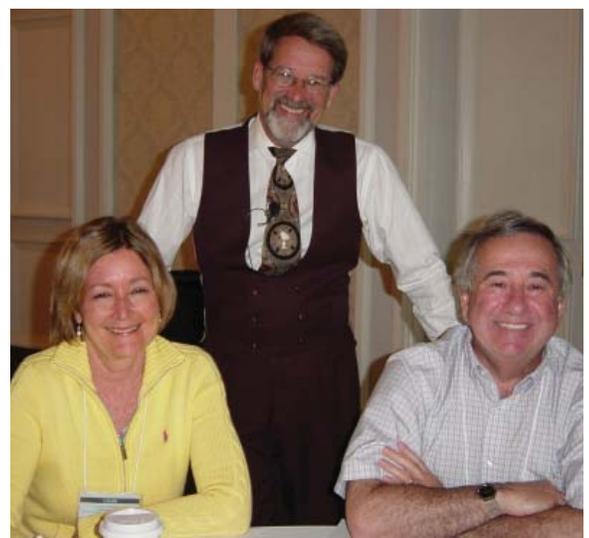
Lead off speaker Thursday morning was Kevin Scalia, Executive Vice President for Corporate Development at Netsmart Technologies. This was a return engagement for Scalia, who has addressed MHCA before on issues pertaining to outcomes-based care. As before,



**Top:** *Featured Speaker Pam MacEwan with MHCA CEO Don Hevey*

**Middle from left:** *Pam MacEwan with Healthcare Reform panelists Jim Gaynor, Bob Dyer and Mel Smith*

**Below:** *Facilitator Warren Evans (standing) with MHCA members Linda DePiano and Harry Shulman*



Scalia was well received. Responses included, “This is what we need – national business people interpreting the policy, business and clinical environment for opportunity and cutting edge practice...Excellent and thorough...Nice job of describing a disease management framework in which CMHCs may fit in provider configuration...I got a better sense of the roadmap for integration and communication.” Scalia’s presentation is available to MHCA members in our website document archives.

Equally well received on Thursday morning was a member panel showcase on healthcare integration initiatives. Facilitated by Diana Knaebe, Chairman of our New Trends Forum, panelists were Rick Doucet, CEO, and Dr. Jill Atkinson of Community Reach Center in Thornton, Colorado; Dr. Harriet Hall, CEO, and Dr. Dan Fishbein of Jefferson Center for Mental Health in Wheat Ridge, Colorado; and Mary Monnat, CEO, LifeWorks NW of Portland, Oregon. The audience was especially appreciative that panelists included in their comments examples of what has not worked as well as what has worked while they’ve moved forward with local attempts at integrated care. Response was so positive that Knaebe plans to pull together a subsequent presentation to showcase additional examples

*See Strategy, page 8*



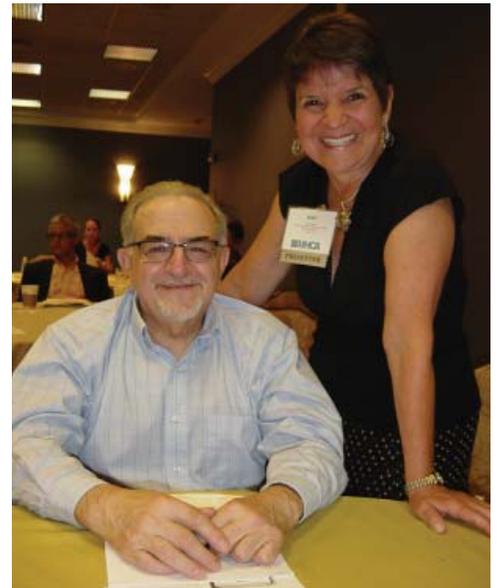
*Allen Daniels (left) chats with Kevin Scalia following Scalia's general session presentation.*



*Steve Ronik (left) and Arthur Rose express their appreciation to presenter Kevin Scalia (right).*



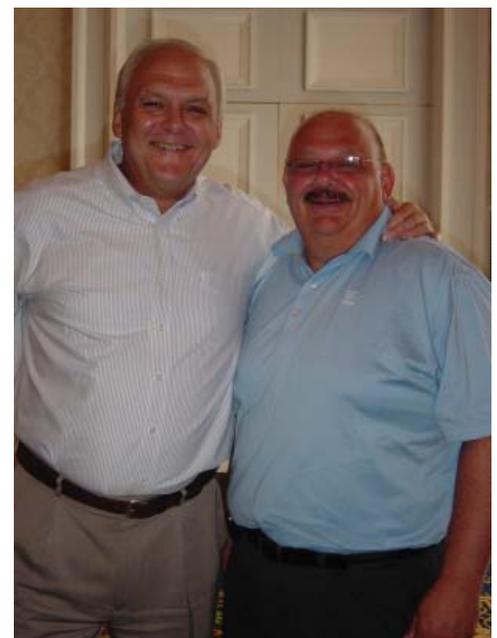
*Diana Knaebe (left) facilitated Thursday's Integrated Care panel: Seated to right of Knaebe: Jill Atkinson, Harriet Hall, Mary Monnat. (Standing) Rick Doucet and Dan Fishbein.*



*CARF's Nikki Migas with Joe Masciandaro*



*Mary Monnat shares a laugh with Genoa Healthcare's Mark Peterson.*



*Jim Cooney (left) hosts Harry Marmorstein*

**Strategy**, continued from page 7

of integration efforts for MHCA's upcoming Summer Conference.

On Thursday afternoon, Nikki Migas, Managing Director of CARF's Behavioral Health and Child-Youth Accreditation Services, spoke to our Learn About It session on CARF's proposed standards for Health Homes. Always a well-informed resource, Migas was a welcome guest speaker. Leading our Quality Collaborative on Thursday was Dr. Allen Daniels, who is guiding that group in their development of a performance improvement resource library inclusive of 11 categories of policies and procedures. The Collaborative will continue to meet as part of MHCA's quarterly conferences through November.



Throughout the conference members and guests alike were energized by a shared commitment to succeed - to find those strategies that will ensure improved care regardless of what shape healthcare reform takes. In the end our clients will keep walking through our doors, needing our help, contributing their voice to the process and being a part of our communities. However we are there for them, the imperative is that we be there. As our Vision statement declares, "MHCA will be the association of high performing providers of behavioral health and/or related services which envision and deliver innovative and effective community health solutions. MHCA will develop leaders, initiate change, and be distinguished by innovation, entrepreneurship and collaboration." Our Spring Conference clearly advanced that vision. ❖

**CALENDAR**

**MHCA 2012 Summer Conference**

*Dates:* August 14-17, 2012  
*Location:* Grand America Hotel  
 Salt Lake City, Utah  
*Phone:* 800-437-5288  
*Rate:* \$179 Single/Double  
*Deadline:* July 17, 2012

**MHRRG Fall Board Meeting  
 (Mental Health Risk Retention Group)**

*Date:* October 19, 2012  
*Location:* Stowe Mountain Lodge  
 Stowe, Vermont

**MHCA 2012 Fall Conference**

*Dates:* October 30 - November 2, 2012  
*Location:* Westin Riverwalk Hotel  
 San Antonio, Texas  
*Phone:* 888-627-8596  
*Rate:* \$217 Single/Double  
*Deadline:* September 27, 2012

**MHCA 2013 Winter Conference and Annual Meeting**

*Dates:* February 19-22, 2013  
*Location:* Sandpearl Resort  
 Clearwater Beach, Florida  
*Phone:* 877-726-3111  
*Rate:* \$249 Single/Double  
*Deadline:* January 21, 2013



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