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Performance Management for Today's Workforce

*From the Desk of Dale Shreve,
mhca President & CEO*

During our Winter Conference in Clearwater Beach, Florida, best-selling author and nationally-recognized speaker Simon T. Bailey provided an inspiring keynote session on leadership. He covered a lot of ground during his presentation, but a couple of things stood out to me: 1. He said one of the biggest threats to innovation is an organizational culture that won't consider new ideas or allow for failure; and, 2. He reiterated what more and more organizations have been realizing – annual performance reviews are ineffective tools for managing today's workforce.

In my mind, these two things go hand-in-hand. While **mhca** members are innovative in many respects, I suspect most have yet to adopt innovative approaches to performance measurement that could help them attract and retain the Millennial and Gen Z employees in today's competitive, fast-paced marketplace.

Today, employees often view annual reviews and employee rankings as arbitrary and unfair; and many

managers confess that they find the annual review process cumbersome and time-consuming. Most importantly, rather than improving employee performance, the annual review process may actually decrease employee engagement and performance given the often arbitrary and untimely nature of the feedback.

Who hasn't spent too much emotional capital arguing why an item was rated a 4 instead of a 5, or been unable to support a manager's recommendation to fire someone who for the past several evaluations was rated as a good employee? While there was once a time that annual performance reviews were accepted as valuable tools for employee assessment, there are two main reasons that this is no longer the case:

1. Changing Employee Values

Employees entering the job market

in this issue

A Taste of Southern Charm 2

New Faces & Places 4

Annual Meeting Highlights 6

Illustrating Innovation 7

Celebrating Excellence 8



Dale Shreve

A Taste of Southern Charm in Historic Savannah, Georgia

Whether you prefer to walk along the riverfront, stroll through some of the Historic District's 22 squares, or hop on the **Old Town Trolley Tour**, there are plenty of sightseeing, shopping and dining options in the charming old-south city of Savannah, Georgia.



Sightseeing

Chippewa Square is where the famous bench scene in *Forest Gump* was filmed and **Monterey Square** is by **Mercer House** -- a model of Italianate architecture and the exquisite, mysterious home of Jim Williams, the wealthy preservationist made famous by the murder chronicled in the best-selling book and movie, *Midnight in the Garden of Good and Evil*. If you would like to preserve your "square visiting" memories, head over to **One Fish Two Fish** for some scented candles -- there is a different one to represent each square.

Forsyth Park is a 30-acre park in the heart of Savannah's Historic District featuring the stunning, white-stone Forsyth Fountain, a Fragrant Garden for the visually impaired, and a 300-year-old Candler Oak tree.

The Cathedral of St. John the Baptist features intricate gold-leaf designs, an Italian marble altar

and stunning stained-glass windows that rival Europe's medieval churches.

Telfair Museum is a mansion-turned-museum boasting more than 4,500 works of art from the 19th and 20th centuries, including paintings from the Im-



pressionist period, plaster casts of such renowned works as the Venus de Milo, and Sylvia Shaw Judson's famous "Bird Girl" statue.

Shopping

Consider a free honey tasting at the **Savannah Bee Company**, or pick up a few bars of Don't Bug Me soap from **Nourish** to ward off pests during your evening ghost tour.

City Market is a four-block, open-air marketplace featuring restored warehouses housing a variety of restaurants, boutiques and art galleries.

shopSCAD is a trendy boutique featuring unique works from the faculty and students of the Savannah College of Art and Design (SCAD), arguably one of the top art and design universities in the country.

Eating & Drinking

Elizabeth on 37th features locally sourced seafood, produce and home-grown flora in a delightful

array of Southern coastal cuisine.

The Old Pink House, housed within a blush-colored stucco mansion built in the late 1700s, features low-country dishes sure to please. After dinner, sneak down to the speakeasy-like cellar underneath the restaurant for a drink by the



fireplace and to hear some tunes by a local pianist or jazz musician.

Alligator Soul features a variety of expertly prepared exotic meats such as elk, bison, yak, ostrich and even gator egg rolls.

Local 11 Ten and **Cotton & Rye** are good choices for a more contemporary take on Southern cuisine and farm-to-table menus.

Leopold's Ice Cream is a 20th-century soda shop featuring an original black marble soda fountain and ice cream flavors like Tutti Fruitti.

Southbound Brewing Company, Savannah's first microbrewery, and **Coastal Empire Beer Co.** are great local options for our beer connoisseurs.

Good to know: Savannah allows to-go cup cocktails of 16 ounces or less, on the streets; so, ask to take your drink to go and you can enjoy it while relaxing in one of the squares or shopping the trendy boutiques on Broughton Street. ■

>>*Continued from cover*

today don't just want a job - they want a purpose, a team, a life, and a clear career path. They expect employers to clearly communicate how they will contribute to the organization's success, and to provide them with the support they need to succeed in their new role, as well as opportunities for ongoing development. Their life experience is not in standardization, but rather customization.

2. Changing Marketplace Demands

In our ever-changing world, both employees and organizations recognize the value of continual learning; and in a fast-paced industry, employees need more immediate and meaningful feedback. Organizations focused on developing and competing for the best employees have discovered that a culture that promotes learning opportunities, mentorship

and advancement also helps to defend against costly employee attrition.

How is Performance Management Changing?

On-going performance management with real-time feedback is good for employees and good for business. A Bersin and Associates survey of 214 business leaders and HR professionals found that among companies that reviewed goals each month, 50% were also in the top quartile in terms of performance; while only 24% of companies who reviewed goals once a year made it into the same bracket.

Near-term customized goals and regular feedback help keep employees and management focused, increase productivity and performance, allow for course corrections throughout the year, and can even result in reduced employee turnover.

There is a continuum of performance management innovation that any organization moves along, and there are a number of promising performance management models emerging, from Big 5 Performance Management to Catalytic Coaching.

Finding the right solution for your organization will take time – in fact, the NeuroLeadership Institute found that 88% of companies took two years to gain significant traction with a new performance management system – but, as the saying goes; anything worth doing is worth doing right. And **mhca** is here to help!

Our Spring Conference in Savannah, Georgia, will feature a keynote session on performance appraisals and a breakout session on Catalytic Coaching. Hope to see you there! ■

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New Faces & Places

Please help us welcome our new members and leaders!

Emergence Health Network of El



Kristen Daugherty

Paso, Texas, rejoined **mhca** this quarter. EHN is the largest mental health provider in El Paso County with 19 service locations. They assist adults, children, veterans, and homeless and justice-involved individuals with severe/persistent mental illness, intellectual/development disabilities, and substance abuse issues.

CEO **Kristen Daugherty**, who has been at the helm since 2012, reports EHN recently opened a private pay

clinic to provide mental health, substance use and primary care services outside of the state funding stream.

New member **PEMHS** (Personal Enrichment Through Mental Health Services) is a private, non-profit behavioral healthcare



Jerry Wennlund

organization located in Pinellas County, Florida. Programs include a 24-hour suicide hotline, emergency screening and crisis intervention services, inpatient services for adults and children, residential services for children, and community-based programs.

Prior to taking the helm at PEMHS in 2016, **Jerry Wennlund** served as the organization's Chief Operating Officer for more than 30 years. He is actively involved in several professional and community organizations.

Gateway Family Services is Birmingham's oldest nonprofit and Alabama's leader in family solutions. They offer a variety of programs including intensive residential treat-



Kate O'Day

ment, financial freedom, family counseling, therapeutic foster care intensive in-home services, and an independent living program.

Kate O'Day is

Behavioral healthcare is risky business. Reducing risk is our business.

Risk management is a particular specialty at the Mental Health Risk Retention Group (MHRRG), an insurance company owned by policyholders-shareholders who are all behavioral healthcare organizations. MHRRG insureds enjoy customized and complimentary risk management tools such as the *Individualized Risk Management Program (IRMP)*. This unique program focuses on some of the loss drivers in behavioral healthcare organizations, including:

Violent Acts. Boundary Violations. Suicide Malpractice. Medication Errors. Employment Practices.

Additional risk management tools available to MHRRG insureds include an Employment Practices Hotline, webinars, videos, articles, brochures and more.

MHRRG coverage is available exclusively through Negley Associates. Tell your insurance agent or broker to contact us today. Call or email Marilyn Udis: 800-845-1209, MUdis@jjnegley.com

MHRRG and Negley Associates are exclusively endorsed by mhca and the National Council for Behavioral Health.



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a Licensed Clinical Social Worker with over three decades of experience serving children and families. Before becoming President and CEO of Gateway in 2014, she made meaningful impacts through her roles as founder of Richland Horizon Consulting for organizational excellence and commissioner of the Tennessee Department of Children's Services.

Community Resource Center provides programs for the prevention, intervention and treatment of mental health problems and substance abuse to residents of three rural Illinois counties. They are currently building a school-based mental health system within one of their school districts, and are partnering with the 4th Judicial Circuit, Department of Children and Family Services and city schools to implement a truancy diversion program called Student and Family



Georgianne Broughton

Education Court.

Executive Director **Georgianne Broughton** has worked at Community Resource Center for more than 25 years. She held numerous positions of increasing responsibility prior to being appointed Executive Director in 2014. She also currently serves as president of the Community Behavioral Health Association of Illinois.



Kurt Sheppard

Valle del Sol was founded in 1970 to fill a gap in behavioral health and social services available to the Latino community and

under-served populations with nowhere else to turn. They provide innovative, comprehensive, culturally-competent care to more than 10,000 individuals and families annually.

Kurt Sheppard became the CEO in 2011 after serving the organization in many other capacities since 1999. Before coming to Valle del Sol, Kurt



Matthew Burden

Burden succeeded Rocco Schiralli as President/CEO of **Porter-Starke Services**. He previously served as Executive Director/CEO at Swanston Center. He serves as a board member for the Indiana Council of Community Mental Health Centers. Rocco Schiralli will stay on at Porter-Starke as their Chief Strategy Officer.

Jim Myers succeeded Jerry Jen-

served for 20 years in the U.S. Air Force. He credits his time in the Air Force with giving him the desire to work in a field that strives to help others.

Matthew



Jim Myers

psychiatry departments across the country. Prior to that, he was the Executive Director of the Pediatric Mental Health Institute at Chil-



Wanda Figueroa Peralta

ty-five years in the position. Wanda most recently served as President and CEO at Aspira of Illinois where she led four schools and a youth

kins as CEO of Anchorage Community Mental Health Services. Most recently, Jim has been conducting program reviews for several leading academic psychiatry departments across the country. Prior to that, he was the Executive Director of the Pediatric Mental Health Institute at Children's Hospital of Colorado in Aurora.

Wanda Figueroa Peralta succeeded **RiverValley Behavioral Health's** CEO Gayle DiCesare, who retired in January after twenty-



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Annual Meeting Highlights Achievements and Goals

Wow - 2017 was a banner year for **mhca**, and 2018 is shaping up to be even better! During our annual meeting, held at the beginning of our Winter Conference in Clearwater Beach last month, our board of directors highlighted some of our most significant accomplishments and provided an overview of our goals for 2018.

Thanks to referrals from our members and trusted vendors, and the support of **mhca**'s board of directors, we added 13 new members to our ranks in 2017, reaching an all-time-high of 153 active members! Star Recruiter awards were present-

A worthy goal we were not able to achieve during 2017 was for every member to attend at least one quarterly conference during the year. While overall conference attendance for the year was up 2% over 2016, only 88% of members attended at least one conference during the year, with 19 of our 153 members unrepresented. If you haven't been to a conference recently, we encourage you to join us this year. We are posting our conference dates nearly a year in advance and are publishing the agendas at least 90 days out to make it easier for member CEOs and staff to plan ahead.

- Jamie Stewart, CEO of Grafton Integrated Health Network in Virginia;
- Inman White, Executive Director of Community Healthcore in Texas; and,
- Terri Wilson, President & CEO of South Jersey Behavioral Health Resources in New Jersey.

Re-elected to serve a second 3-year term are:

- Peggy Chase, President & CEO of Terros Health in Arizona;
- Linda De Piano, CEO of The Jerome Golden Center for Behavioral Health in Florida; and,



Harriet Hall & Rick Doucet

ed to the **mhca** member and vendors providing the most referrals resulting in new memberships over the past four years; each responsible for three new members during this time period were Jefferson Mental Health CEO Harriet Hall, and vendors Stuart Meyers and Genoa Healthcare. We had a 93.5% member retention rate during the 2018 renewal cycle, and we've added four new members already this year, bringing current membership to 147 with a goal of 150 active members by year's end.



Jim Gaynor & Barbara Daire

Towards the end of our annual meeting, four board members who reached the end of their terms and/or were retiring, Harriet Hall, Jim Gaynor, Jim Cooney and Rick Weaver, were recognized and thanked for their service, and our newly-elected and re-elected board members were announced.

Our newly-elected board members are:

- Jon Cherry, President & CEO of LifeStream Behavioral Center in Florida;



Rick Weaver

- Steve Ronik, CEO of Henderson Behavioral Health in Florida.

Following the annual meeting, MHRRG presented a ceremonial giant check in the amount of \$945,459 to **mhca** members, highlighting the dividends **mhca** members insured through MHRRG received in 2017. MHRRG offers **mhca** members significant benefits in addition to dividends, so members are encouraged to contact Marilyn Udis for a free, no-obligation quote at mudis@jjnegley.com. ■

Illustrating Innovation



We kicked off our Winter Conference in Clearwater Beach with the first of two Innovation Incubators to be led by healthcare consultant and Innovation 360 practitioner Susan Wright. After some introductory remarks, conference participants engaged in a variety of interactive activities



involving multi-colored giant gum balls, marshmallows and vermicelli pasta. Through these hands-on small-group activities, participants learned how even truly revolutionary innovations rarely survive on their own; the ones that do survive are the ones you “feed” – usually because they are the ones most easily integrated into your existing

organizational culture.

Susan went on to describe Innovation 360, a proven process created to boost the odds in favor of innovators by creating a sustainable, repeatable process for fostering innovation, maximizing organizational strengths and executing new ideas. The first step in implementing Innovation 360 is the InnoSurvey™ – an innovation assessment to help leaders better understand

continued pg 9>>

development center, created new behavioral

Continued page 7 >>

>>Continued from page 5

health, mentoring and workforce development programs, and secured funding for the successful completion of a \$27M capital project.

Jodi Daly was selected as the new CEO of **Comprehensive Healthcare** following the retirement of long-time CEO Rick Weaver. Jodi has worked in the behavioral healthcare field for 25 years, most recently as CEO of Western Montana Mental Health Center, which is also an **mhca** member organization.

New Interim Leadership

The Centers for Youth and Families tapped Chief Operations Officer **Melissa Dawson** to serve as Interim CEO/President following the retirement of Doug Stadter.

Following the retirement of Charlie Harris, **Spindletop Center** announced the appointment of **Holly Borel** as Interim Chief Executive Officer.

AspenPointe named COO **Susan Seiler** to serve as Acting President and CEO after Mick Pattinson resigned to start a private consulting practice.

Julie Pratt is serving as Interim CEO of **Comprehensive Mental Health Services** following the retirement of long-time CEO Joy Copeland.

Chief Clinical Officer **Joseph Forscher** was named Interim CEO of **Central Wyoming Counseling Center** upon departure of Brandon Wardell.

Hans Wiik, board member and chair elect of **Mental Health Partners**, is serving as Interim CEO following the resignation of Kelly Phillips-Henry. ■

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Celebrating Member Excellence

Measuring customer satisfaction is an important tool in evaluating organizational performance and pinpointing opportunities for improvement. **mhca** offers members steeply discounted rates on both printed and electronic customer satisfaction measurement services to assess client, staff and referral source satisfaction.

Our national database, with more than 20 years of customer satisfaction results from community behavioral health providers across the country, allows for comparative reporting, trend analysis and recognition of organizations attaining the highest satisfaction levels each year in relevant categories. Organizations are compared to others treating similar populations with similar services; however, the identities of organizations and their individual survey results are strictly confidential.

The following members were awarded Certificates of Excellence in recognition of their stellar performance in 2017.



Cathy Barnes & Jerry Mayo

Pine Belt Mental Healthcare was recognized for achieving the highest level of client satisfaction in the provision of behavioral health services among organizations offering one or two categories of service, as

well as attaining the Best Overall Ranking across all categories.



Cathy Barnes & Karen Berry

The Counseling Center was recognized for achieving the highest level of client satisfaction in the provision of behavioral health services among organizations offering five or more categories of service, for achieving the highest level of client satisfaction in the provision of vocational services as part of its delivery of behavioral health services, and for achieving the highest level of satisfaction among those who refer clients for behavioral health services.



Cathy Barnes & Greg Speed

Cape Counseling Services was recognized for achieving the highest level of client satisfaction in the provision of partial hospitalization/day treatment care as part of its de-

livery of behavioral health services.

Frontier Health was recognized for



Cathy Barnes & Terry Kidd

achieving the highest level of client satisfaction in the provision of drug and alcohol residential services as part of its delivery of behavioral health services, as well as for achieving the highest level of client satisfaction in the provision of drug and alcohol services overall.

RiverValley Behavioral Health was recognized for achieving the highest level of client satisfaction in the provision of drug and alcohol outpatient care as part of its delivery of behavioral health services.

Ocean Mental Health Services was recognized for achieving the highest level of client satisfaction in the provision of emergency services as part of its delivery of behavioral health services.

Comprehensive Behavioral Healthcare was recognized for achieving the highest level of client satisfaction in the provision of case management as part of its delivery of behavioral health services.

High Plains Mental Health Center was recognized for achieving the highest level of staff satisfaction by providing an exemplary workplace environment. Congratulations to one and all! ■

>>Continued from page 9

and performance – will take place at our Spring Conference in Savannah, Georgia.

All three of the general sessions offered at our Winter Conference scored a 4.6 or higher on a 5-point scale. Participants raved about Patrick J. Kennedy's inspiring remarks and his personable demeanor during his book signing.

They also concurred that Simon T. Bailey's session on leading amidst uncertainty was "brilliant" and provided concrete ideas they could apply back at the office. We were also encouraged by the overwhelmingly positive feedback we received on our new **mhca** Talks session format, a TED-talk style general session with a series of short, loosely-related member presentations. Participants said they really enjoyed

hearing other members talk openly and honestly about the challenges encountered during their personal journeys, and how those challenges shaped their perspectives and priorities.

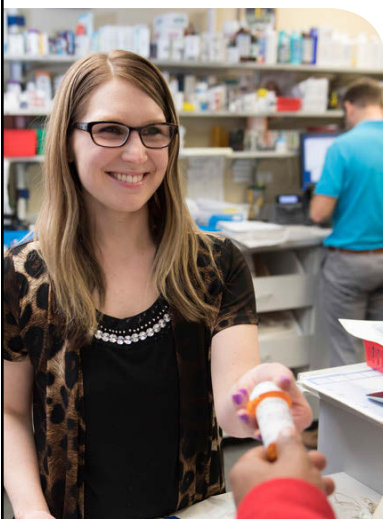
Three breakout sessions that also scored a 4.6 or higher on a 5-point scale during this conference were *Social Media in the C-Suite*, *Population Management within a Sub-Capitated Environment* and *Marketing Behavioral Healthcare in the Current Landscape*.

Following the social media presentation, many CEOs commented that they now realize why establishing a credible presence on social

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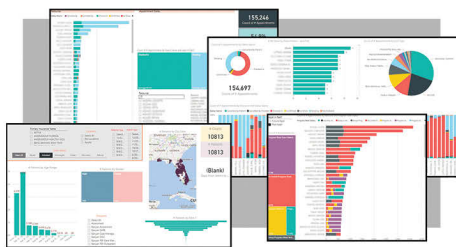
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media is something they can no longer ignore.

In addition to exceptional conference sessions and perfect weather, conference participants received a goody bag with a copy of *Innovation Made Simple* by Jeff Havens, courtesy of **mhca**, along with assorted items from vendors, delivered to their hotel rooms at the Opal Sands. And each evening, conference participants and their traveling

companions enjoyed delicious refreshments during our nightly receptions while they caught up with old friends and met new members from across the country while discussing the days events.

We anticipate being back at the Opal Sands for next year's Winter Conference, during which we will be celebrating our 35th anniversary and hosting a reunion dinner for retired **mhca** members and friends. We hope you will plan to join us. Additional information will be coming soon to your email inbox and the conference page at mhca.com. ■



Leaders in Community Health Solutions

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Save the Dates!



Our room blocks fill up fast, so book your hotel rooms now and register for the conference at mhca.com once we enable online registration (typically 90 days out).

Spring Conference

May 15-17, 2018

Westin Savannah Harbor

Savannah, Georgia

Reservations: 800-228-3000

Hotel Group Rate: \$220

Reservation Deadline: April 23

Summer Conference

August 14-16, 2018

Westin Book Cadillac

Detroit, Michigan

Reservations: 888-627-7150

Hotel Group Rate: \$179

Reservation Deadline: July 19

Fall Conference

October 30 - November 1, 2018

JW Marriott

Austin, Texas

Reservations: 855-249-7533

Hotel Group Rate: \$269

Reservation Deadline: October 2

