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Innovation Requires New Perspectives & Connections

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

Changing course mid-stream can seem counter-intuitive. When initiatives are nearly complete, or they have already consumed significant resources, people tend to push forward with them despite evidence that the completed project won't produce the desired outcome. We are all vulnerable to the sunk-cost effect in human decision making – we naturally resist change and uncertainty in favor of the status quo. We continue to invest in strategies that once worked, but have reached the point of diminishing returns. We hold onto legacy programs that consume resources that could be better invested in new activities, and we keep once promising innovations on life-support long after we should've pulled the plug.

Whether its because we want to justify previous decisions, finish what we started, or are just reluctant to admit defeat, leaders are probably even more inclined to try and convince ourselves that we can turn a failing project around, despite insurmountable obstacles. We've all heard "what got you here

won't get you there," and we know continued investment in efforts with limited capacity for significant future returns is a surefire strategy for collapse. So, how can we avoid this all too common pitfall?

During recent mhca conferences, we've learned a lot about assessing our organizations' innovative strengths, adopting a disciplined process for vetting new ideas to overcome bias, and how network design thinking will be critical to organizational success in the 4th industrial revolution where the fusion of technologies is blurring the lines between the physical, digital, and biological spheres.

These are all valuable ideas, but the biggest thing that stood out to me in all these conversations was the importance of emergence. Emergence, when the whole is greater than the sum of its parts, results from the co-operation of



Dale Shreve

Destination Detroit – Epicenter of Entrepreneurship!

Fueled by creativity, innovation and a passion for change, Detroit is rising from the ashes with an economic and cultural resurgence that is attracting investors from around the world. Join **mhca** in Detroit this August and experience this renaissance for yourself!

The birthplace of Motown and the Model T is also now home to a number of diverse business incubators and accelerators including TechTown, Hatch Detroit, DC3 and the Green Garage. The Michigan Economic Development Corporation estimates that a new idea for a startup is generated in Detroit every 27 minutes.



Our conference hotel, the **Westin Book Cadillac Detroit**, was built in 1924 and features a gorgeous Italian Renaissance design offering guests elegance and luxury in the heart of downtown. The property includes a lavish indoor pool and whirlpool and a fabulous steakhouse that's headed by an award-winning celebrity chef. Just a few blocks from our hotel, explore a thriving, walkable international riverfront including water fountains, butterfly gardens and a working carousel.

For all you sports fans, **Relias** is providing tickets to see the Chicago

White Sox vs. Detroit Tigers at **Comerica Park** on Tuesday, August 14. If you're interested, email Gena Matthews at gmatthews@mhca.com - space is limited and tickets will be awarded first come first served.



Cars, cuisine and culture!

Hungry for something new? There are 157 eateries and watering holes, from gastro pubs and distilleries to French bistros and burger bars, within one square mile of downtown Detroit - no wonder Zagat recently called Detroit one of the 30 most exciting food cities in America! Locals highly recommend **Wright & Company, Standby, Dime Store, Batch Brewing Company, Lafayette Coney Island, Slows Bar BQ, Savannah Blue, Parks & Rec Diner, London Chop-house** and **Vertical Detroit**.

Detroit also has a variety of museums to explore from **The Henry Ford Museum of American Innovation**, which was named one of the coolest museums in the world by the New York Times, to **Charles H. Wright Museum of African American History**, the world's largest African-American museum, and the **Arab American National Museum**, the only Ar-

ab-American museum in existence. You can also register to attend the **Piquette Square for Veterans** and **Ford Piquette Avenue Plant** tour on Wednesday afternoon with your **mhca** peers.

Art lovers will enjoy the **Detroit Institute of Arts**, which has one of the top collections in the U.S. featuring Van Gough, Degas and Picasso as well as a great mix of new and old, including artifacts from ancient Egypt. Music aficionados can get a bite and catch a set at the oldest Jazz club in the world - **Baker's Keyboard Lounge**, established in 1933 and graced by Miles Davis and Ella Fitzgerald, or tour **Hitsville U.S.A.**, the birthplace of Motown. Detroit



also boasts the second largest theater district in the U.S., including one of the most lavishly decorated entertainment venues in the world, the **Fox Theater**.

If you're looking to try your luck, Detroit has three Vegas-style casinos that are open 24/7. The **Motor City, MGM Grand Detroit**, and **Greektown** casinos all offer gaming, live entertainment, clubs, and cuisine.

If you'd rather explore the great outdoors, Detroit has more than 170 miles of bike lanes and greenways. The **DNR's Outdoor Adventure**



Center features a kayak simulator, archery range and a large aquarium that shows off the Detroit River's native species. Running just north of the riverfront near **William G. Milliken State Park and Harbor** is the **Dequindre Cut**, a former railroad line turned pedestrian and bike path.

Don't worry, getting around downtown is easy! The **Q-Line**, a 3.3 mile circulating streetcar, runs along Woodward Avenue between Congress Street and West Grand Boulevard and connects to the **Detroit People Mover**, an elevated, automated light rail system with automatic stops at key downtown locations.

Staying over for the weekend? Check out the **Woodward Dream Cruise!** This event will be held Aug. 18 along a 16-mile stretch of legendary Woodward Avenue, from Ferndale to Pontiac. This event draws a crowd of 1.5 million to check out more than 40,000 muscle cars, street rods, custom, collector and special-interest vehicles from around the globe. Along with the cars, enjoy music performances, activity tents and displays from auto manufacturers, food vendors and more.

For more information on area restaurants and attractions, go to www.visitdetroit.com or www.experiencedetroit.com. ■

Register Now for the Summer Conference!

While we offer members several avenues for relationship-building and collaboration, the most effective way to engage is through face-to-face interactions with your peers at our quarterly conferences. During our Summer Conference, nationally-recognized speakers, bestselling authors and industry experts will join us to discuss a variety of hot topics from suicide prevention and collective impact to behavioral health marketing and managing complex change.

Our Innovation Incubator will be a time for facilitated, collaborative discussion following brief presentations on three innovative efforts. Representatives from the **Henry Ford Health System** will talk about community integration, using HIT to impact patient care and addressing the larger priorities of the health system such as value-based care and utilization. Representative from the **University of Michigan** and the **VA Center for Clinical Management Research** will talk about the structure-process-outcome approach to quality measurement and the challenges in using patient reported mental health outcomes to measure quality. They will discuss the rationale, design, and early findings of a study that uses automated collection methods (IVR, text messaging and web surveys) to explain variation in outcomes across multiple clinic sites, and whether outcomes can be reliably and validly used as measures of quality. Founder and CEO of **X2** Michiel Rauws will introduce Tess - a mental health chatbot that engages in text message conversations to coach people through tough times to build resilience in the same way a therapist would.

Northwestern University conducted a randomized controlled trial that revealed interactions with Tess led to significantly reduced symptoms of depression (by 13%) and anxiety (by 18%). Come join the conversation!

CEO, Chief Storyteller and co-founder of **Menlo Innovations** Richard Sheridan will talk about his passion for process, teamwork and organizational design, with one inordinately popular goal: the business value of joy! Sheridan is an avid reader and historian, and his software design and development team at Menlo Innovations didn't invent a new culture, but copied an old one - Edison's Menlo Park New Jersey lab. If you're looking for an inspirational blueprint for creating a more passionate team, running smarter meetings and building cultural training into your hiring process, don't miss this opportunity to hear from the guy who literally wrote the book.

Whether you're struggling to turn data into actionable intel, wondering how to best position yourself for potential mergers or acquisitions, or you're just curious about innovative solutions being implemented by your peers - our Summer Conference is just the ticket!

Whatever challenges you're facing, you can be sure your **mhca** peers have overcome similar hurdles. Get out of the office and get a fresh perspective. Take this opportunity to connect with other pioneering leaders in the behavioral healthcare arena from across the country and collaborate on emerging issues so you can stay ahead of the curve.

Check out the full agenda and register now at www.mhca.com. ■

New Faces & Places

Please help us welcome our new members and leaders!

Signal Behavioral Health Network, a subsidiary of **AllHealth Network**, is Colorado's largest Managed Services Organization. Signal partners with the Colorado Office of Behavioral Health, 35 counties, several judicial districts, and other organizations to manage the quality of and funding for the continuum of substance use disorder services in the Denver-Metro, Northeastern, and Southeastern regions of Colorado.



Daniel Darting

Appointed as CEO in 2015, **Daniel Darting** has been

with Signal since 2008, previously serving as Director of Information Technology. Daniel also provides leadership to the Colorado Behavioral Healthcare Council and the Colorado Providers Association, serving on the executive committees of both organizations.



Kelly Phillips-Henry

of service. Kelly is a proven leader with 22 years of behavioral healthcare experience. She most recently

Kelly Phillips-Henry has been named CEO of **Aurora Mental Health Center**. She will succeed Randy Stith upon his retirement this month after 40 years

served as CEO of Mental Health Partners. She holds both a masters and doctorate degree in psychology as well as an MBA.



Bill Ward

Bill Ward, Executive Director of **Southwest Counseling Solutions**, succeeds John Van Camp as Southwest Solutions' representative to **mhca**.

He was previously chief of staff at the Detroit Wayne Mental Health Authority.

Bill has more than 16 years of professional experience in mental health, intergovernmental affairs, public policy, and economic de-

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:

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velopment. He holds a Master of Public Administration from Wayne State University and is a member of the American Society for Public Administration and the National Association of Housing and Redevelopment Officials.

“Aurora Mental Health Center and Southwest Solutions are two of the 19 organizations that came together back in 1984 to found **mhca**. While all of the CEOs who worked together to found this association will be retired by the end of this year, we are grateful for their vision and are pleased to honor their efforts by carrying on our mission with a new generation of behavioral health leaders,” said **mhca** President and CEO Dale Shreve.

Spindletop Center has named **Holly Borel** as the new CEO. Holly has served as the chief operating officer and associate CEO at Tropical Texas Behavioral Health for the past 13 years. She previously worked



Holly Borel

for Spindletop Center for 17 years in various mental health programs and capacities, including director of Intake and Crisis Services. With over 30 years of experience in community mental health, she has demonstrated a lifelong commitment to improving the lives of individuals diagnosed with severe mental illness and intellectual and developmental disabilities.



Julie Pratt

Comprehensive Mental Health Services, Inc.

has named **Julie Pratt** as the new President/CEO. Julie has been with CMHS for 12 years and most recently served as Vice President of Operations and Interim CEO.

Levi Anderson, who most recently headed LifeNet Health, a Seattle-based tissue bank, was named CEO of **Western Montana Mental Health Center**. He has 12 years of leadership experience in healthcare and



Levi Anderson

currently serves as a fellow on the American College of Healthcare Executives. He graduated from UM with a degree in zoological sciences and holds a Master's in Healthcare Administration from Montana State University – Billings. ■

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All Smiles in Savannah!



Steve Ronik, Lauren Pagel & David Klements



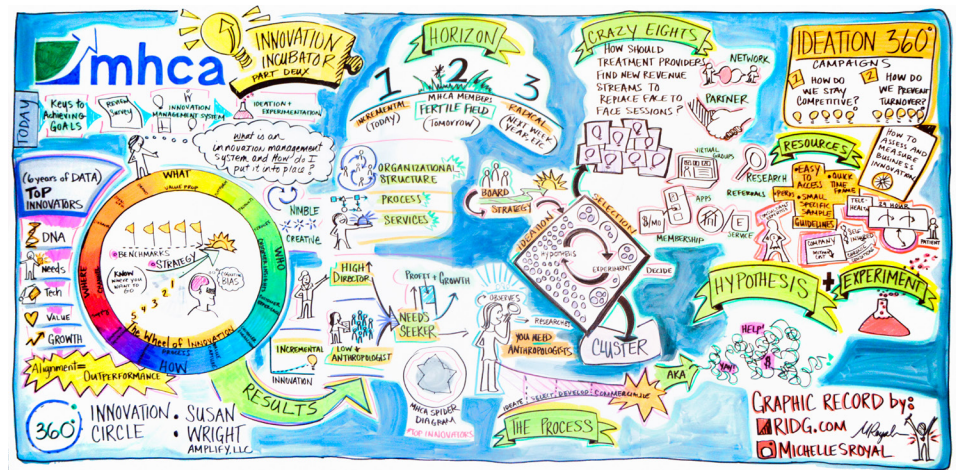
Susan Rushing with George & Susan Patterson



Erik Marsh, Linda De Piano & Chris Wyre



Jodi Daly & Ron Gengler



We had a successful Spring Conference in Savannah despite an abundance of stormy weather that impacted travel for some attendees and speakers.

Some of our highest-rated sessions were *Catalytic Coaching - A Proven Replacement System for Performance Management* presented by Energage Sr. VP/Partner Gary Marle, *Creating Growth and Resilience in a World of Adaptive Challenges* presented by Dialog CEO Mark Thompson, and *Keeping Patients Safe - Hiring and Supervising Employees & Professional Boundaries* presented by attorney Ron Zimmet. Participants also enjoyed breakout sessions on topics from legislative



advocacy and integrating pharmacy and telepsychiatry services to innovating to improve access & workflow and the impact of organizational culture on the bottom line.

We greatly appreciate all of our exhibitors and generous sponsors. Special thanks to our evening reception sponsors Valant and Genoa Healthcare.

All conference presentations, photos, attendee lists and more are available through the conference app at:

<http://my.yapp.us/MHCA2018MAY>.

If you'd like to recommend a speaker or topic, or you'd like to lead a session at a future **mhca** conference, please contact Dale Shreve at dshreve@mhca.com. ■

>>Continued from cover

things that are unlike each other. Planning for emergence requires us to consider our environment, our people and, most importantly, our patterns of communication.

This is true in your organizations as well as in your association of choice – **mhca**. In the future, knowledge and leadership will become even more dispersed and connectivity and coordination among team members will be essential for success. In fact, researchers at MIT's Human Dynamics Laboratory have found patterns of communication to be the most important predictor of a team's success, even more significant than team members' individual intelligence, personality, skill, and the substance of their discussions combined.

Humans are hard-wired to connect, and connections are critical to innovation. The Renaissance is a great example of what is possible when the boundaries between creative thinkers are broken down. No one is truly original, but great new ideas often emerge when we find ways to connect the great ideas of others.

To plan for growth, resilience and sustainability, we need to be sure we have a variety of talented people at the table, and that those people are engaged in regular 2-way conversations, preferably face-to-face.

What's missing in your organization's network – potentially **mhca report** Second Quarter 2018

inhibiting innovation? What's missing at **mhca**? Your engagement in these conversations is vital to our success, and yours.

Let us hear from you – during a conference, on the Listserv, or via a guest article in this publication or our Monthly Minute e-mail. Your voice matters, so we hope you'll connect with us and your **mhca** peers soon. ■

CORRECTION

In our last issue, we reported that **mhca** would be celebrating our 35th anniversary and hosting a reunion dinner at our 2019 Winter Conference in Clearwater Beach. These events will actually be held in 2020. Additional details will be provided as they become available.

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Book Now!



Our room blocks fill up fast, so book your hotel rooms now and register for the conference at mhca.com once we enable on-line registration (typically 90 days out). Please book only the rooms you need, and if your plans change, call mhca to cancel your reservation.

Summer Conference

August 14-16, 2018

Westin Book Cadillac

Detroit, Michigan

Reservations: 888-627-7150

Hotel Group Rate: \$179

Reservation Deadline: July 19

Winter Conference

February 19-21, 2019

Opal Sands Resort

Clearwater Beach, Florida

Reservations: 855-335-1087

Hotel Group Rate: \$299

Reservation Deadline: Jan. 19

Fall Conference

October 30 - November 1, 2018

JW Marriott Austin

Austin, Texas

Reservations: 855-249-7533

Hotel Group Rate: \$269

Reservation Deadline: October 2

Spring Conference

May 14-16, 2019

JW Marriott New Orleans

New Orleans, Louisiana

Reservations: 504-525-6500

Hotel Group Rate: \$199

Reservation Deadline: April 17