

Executive Report

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MHCA Board of Directors Selects New Chairman

Dennis P. Morrison, PhD has been named Chairman of the MHCA Board of Directors to serve February 2008 – February 2009. He was elected by his Board peers prior to their annual meeting in St. Pete Beach, Florida. He comes to the position well tested having served as Vice Chairman, Treasurer and Secretary of the MHCA Board as well as Chairman of the for profit subsidiary, Mental Healthcare America. Stepping down after two years as MHCA Board Chairman is Ervin R. Brinker of Summit Pointe in Battle Creek, Michigan.

Morrison has served in a diversity of clinical, administrative, academic, and consultative roles in the behavioral health field since 1969. A psychologist by training, he has held leadership positions in the community behavioral health, private hospital, managed care,

and outcome product sectors of the industry. He is a national leader in the field of evidence-based practices, clinical informatics, and performance measurement.

Morrison is currently the CEO of the Center for Behavioral Health in Bloomington, Indiana which was founded in 1966. Under his leadership, the Center became the first behavioral health organization to win the JCAHO Codman Award for excellence in the use of outcomes measurement to achieve health care quality improvement. The Center for Behavioral Health presently is in negotiations to merge with Quinco Behavioral Health of Columbus, Indiana as part of Tennessee-based Centerstone's multi-merger. Morrison is slated to become CEO of the Centerstone Research Institute, a new subsidiary

that will oversee clinical research and information technology initiatives.

Elected to serve with Morrison on MHCA's Executive Committee are Anthony A. (Tony) Kopera, PhD, Vice Chairman; Susan L. Rushing, Treasurer; Daniel J. Ranieri, PhD, Secretary; and Jerry Mayo, Director-at-Large. Erv Brinker will continue to serve on the Executive Committee as our Immediate Past Chairman. ❖



Dennis P. Morrison, PhD

New Orleans Is Site for Spring Conference

Come to the legendary city of jazz for MHCA's 2008 Spring Conference, May 27-30. Come for the business, stay for the joy of experiencing a place



*Keynote:
Ann Doucette, PhD*

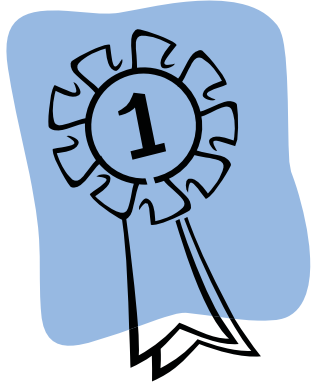
reborn in the aftermath of Hurricane Katrina, August 2005. MHCA last held a conference in New Orleans in the Fall of 2004 – we are pleased to return

to this unique destination and invite MHCA members and guests to take full advantage of our agenda and the city's hospitality.

We will meet at the beautiful downtown Ritz Carlton Hotel, located at the edge of the French Quarter and in close proximity to numerous restaurants, galleries and antique shops. Hotel reservations are to be made no later than April 30; phone (504) 524-1331. Complete meeting registration materials will be mailed in early April and are due to MHCA by April 30.

Keynoting our Spring Conference on Wednesday morning, May 28 is Ann Doucette, PhD, Senior Research Scientist at the Center for Health Services Research and Policy, The George Washington University School of Public Health and Health Services. Dr. Doucette has broad experience in the management, analysis, and evaluation of intervention programs, including the development of quality monitoring, accountability and outcome system design in behavioral healthcare. Her expertise includes

continued as Spring Conference, p. 6



Public Service

Don Hevey Recognized as National Leader

The National Council has announced that MHCA's CEO Don Hevey has won their 2008 Excellence in Public Service Award, a prestigious recognition that honors an individual at the federal level who has dedicated his or her career to public service and championing mental health and addictions treatment issues. Hevey, who has led MHCA since its inception in 1984, was nominated by our 2007 Executive Committee.

In nominating this exceptional leader, we described Hevey as "a leader among leaders, a servant among servants." His steady, constant hand has guided MHCA skillfully, and his unrelenting commitment to excellence has resonated for decades throughout this nation's behavioral healthcare community.

We explained that "His roots in social work grounded Don Hevey in the most important aspect of his long and impressive career. With his focus always on improving life for those served by the larger behavioral healthcare industry, Don Hevey has had a lasting effect on far greater numbers of individual clients than he could have served alone. He has inspired countless others to reach higher, think bigger, grow stronger and fight longer

so that more might be helped, more might recover, more might lead satisfying lives as complete persons in understanding and supportive communities."

We are proud of Don, grateful to be associated with him, and pleased beyond measure for this recognition of our leader and colleague, mentor and friend. Don will receive the National Council award at their Annual Conference in Boston, on the evening of May 2. The gala awards event is being held at the John F. Kennedy Library.

Ervin R. Brinker
Dennis P. Morrison, PhD
Anthony A. Kopera, PhD
Susan L. Rushing
Daniel T. Ranieri, PhD
Susan D. Buchwalter, PhD



Donald J. Hevey

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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142 Members in 34 States

Peer Collaboration and Self Managed High Performance Teams: A Winning Approach by Wesley R. Davidson, MS, CEO, Aroostook Mental Health Service

In our 2007 spring issue of the *Executive Report* we presented an article on the PEER Collaboration Model (PCM) developed by four of our fellow MHCA members, and now being replicated by 28 additional members through seven PCM teams. The previous article emphasized that “Lasting strategic and transformational change does not occur because of gurus, technology, or the latest templates. It occurs when our staffs become invested in the process of creating change in their culture. As leaders our task is to design and direct change consistent with our organizations’ values and to foster an environment that encourages staff to embrace that change”. This assertion reflects the experience of the founders of the PCM as a formal process to encourage, promote, and support creating an environment to advance continuous and innovative change through partnerships with trusted peers. This follow-up article is offered to reflect in more detail the return on investment (ROI) experience of one of the PCM founding member organizations.

Aroostook Mental Health Service, Inc. (dba AMHC) formally set out to routinely create and manage continuous change, beginning in 1994. As a result it has, relative to its previous 29 year history, experienced an unprecedented positive growth trend in annual service provided and financial performance over the past 14 year period. Foundational to this experience is the investment made in developing and implementing change processes. During the first four year period beginning in fiscal year 1994 two separate but compatible methods were employed. The first was a Total Quality Management (TQM) focused approach that was then followed by a complementary Creative Work Redesign (CWR) approach. Both of these initiatives produced improved performance, however, as illustrated below, with the 1998 creation and implementation of the PEER Collaboration Model (PCM), in concert with three other MHCA partner organizations, a significant improvement in performance was realized comparatively speaking relative to the first two approaches utilized. Specific results over the nine year period from 1994 through 2002 include:

(See information in **Table 1**, below.) AMHC’s interpretation of these outcomes is that the PCM process, better than any other initiative utilized in this

period from 2003 through 2007. During this time the State of Maine introduced additional service delivery, regulatory, and procedural burdens while reducing

Table 1: Comparative Experience Relative to Change Process Approaches

Performance Indicator	PCM and Self-Managed HPT	
	5 Year Period 2003 thru 2007	Experience Relative to 2002 Baseline Year
Increased Number of Customers Served	26.7%	43.8%
Increased Units of Service Provided	21.6%	20.1%
Reduced Cost per Customer Served	(-30.2%)	(-35.2%)
Reduced Number of Full Time Equivalent Staff	(-16.5%)	(-19.8%)
Annual Operating Budget	(-11.5%)	(-6.8%)
Adjustment to Fund Balance	25.4%	30.5%

period or previously, speaks directly to the core mainstays of our work in a manner that can only be accomplished through the unique benefits of the “PEER” quality of the interactions reflecting:

- Industry based knowledge and skill competency
- Professional respect for work being done and the challenges associated with doing it well
- Shared learning and pursuit of innovative approaches
- Supportive challenging to achieve greater efficiency and effectiveness

Of additional significance is AMHC’s experience in the most recent five year

funding support resulting in a \$3.0 million reduction in AMHC’s annual operating revenues. Interestingly though, AMHC was able to sustain its now well established trend of improved annual performance as represented in the data presented below: (See information in **Table 2**).

AMHC credits its success, during this period, directly to its application of PCM with its MHCA and International Initiative for Mental Health Leadership (IIMHL) based PEER Collaborators and its implementation of The Ken Blanchard Companies, Inc., Self Managed High Performance Team Model (SM-HPT), which is a direct outcome of its MHCA,

Table 2: Five Year Performance and Comparative Experience Relative to 2002 Baseline Performance Year Average Annual

Performance Indicator	TQM/CWR 4 Year Period 1994 thru 1997	PEER Collaboration 4 Year Period 1998 thru 2001	PEER Collaboration 5 Year Period 1998 thru 2002
Increase in Number of Customers Served	14.9%	20.3%	43.8%
Increase in Units of Service Provided	7.0%	5.4%	42.5%
Increase in Cost per Customer Served	12.5%	7.7%	4.7%
Number of Full Time Equivalent Staff	63.1%	23.3%	28.0%
Annual Operating Budget	29.3%	29.6%	50.6%
Adjustment to Fund Balance	207.6%	57.9%	124.4%

continued as Peer/ROI, page 8

Florida Warmly Welcomes MHCA Winter Conference and 2008 Annual Meeting

With a record attendance of 212, MHCA's 2008 Winter Conference and Annual Meeting was bound to set high expectations for participation and relevance. It did both. Held at the historic Don CeSar Beach Resort on St. Pete Beach, Florida, the conference began on Tuesday, February 19 with the continuing MHCA/IOM Transformation Work Group and concluded with board meetings on Friday, February 22.

Wednesday's keynoter Jason Dorsey challenged and entertained his audience on the topic, "Connecting the Four Generations." Amiable, earnest, informed and (young!), Dorsey urged managers to engage the Millennials/Generation Y members for their talents while recognizing and constructively channeling their peculiar work and life habits. As one CEO listener said, "Jason gave me some insight as to why I get the 'deer in the headlight' look from our younger staff when I think I'm being motivational." Another noted, "As a Gen-X-Y member...the field is full of generational barriers between execs and direct care." Dorsey provided excellent information to help MHCA members avoid those barriers and bring the generations together in a positive way.

Outgoing MHCA Board Chairman Erv Brinker presented an overview of MHCA's activities in 2007 at the Annual Business Meeting/Luncheon on Wednesday which was attended by 125 members and guests. He reminded us of the wealth of resources provided at our four quarterly conferences held during the year in Orlando, Pittsburgh, San



Diego and Phoenix. He introduced the five new members and five additional new CEOs at existing member organizations that became involved with MHCA in the past year. Brinker then reviewed the work of MHCA's committees and forums and expressed his appreciation to the leadership of each. Following Brinker's report, Treasurer Tony Kopera presented key financial indicators for the year, and Nominating Committee Chair Sue Buchwalter reported on Board election results. Concluding the business session, Applied Research Chair Greg Speed announced the winners of the Customer Satisfaction Management System Best Practice Awards (see article, page 7).

Additional highlights of the conference included a two part Marketing/Fund Development Focus



Above: *Erv Brinker accepted congratulations on his two years as MHCA Board Chairman.*

Left: *MHCA CEO Don Hevey and Erv Brinker thanked Keynoter Jason Dorsey (center) for his informative presentation on the Millennials-Gen Y.*

Group, a Process Benchmarking exercise on "Productivity of Prescribing Professionals" led by Paul Lefkowitz of Behavioral Pathways Systems, an instructive presentation on MHCA/Essential Learning's Leadership Library, a member showcase on Suncoast Center's Total Family Strategy program, and an excellent and well targeted general session panel discussion on a "Team Approach to Successful Fund Development."

Continuing the descriptive and exploratory "Learn About It" series on our membership benefits, we offered a presentation on MHCA's Customer Satisfaction Management System (CSMS) Thursday morning. National Data Center Director Nancy Maudlin led a panel of four CSMS users who explained how the system is applied at their organizations.

The New Trends Forum heard a panel presentation on an ongoing collaboration for recruiting and retaining psychiatrists being pursued by The Meyers Group, the National Council, and two MHCA members who are piloting the initiative.

At our well attended Futures Forum, Chairman Mary Ruiz led a lively discussion on “Public Memory and the Future of Stigma.” Members are urged to complete an online survey being conducted to plan for Future Forum topics at conferences during the coming year.

Experimental and always inclusive, our two Forums provide interactive environments for conversation on topics impacting behavioral healthcare providers now and in the imagined future. Participants are drawn to these opportunities to hear how colleagues are managing current trends and learn together what might be facing us in days to come.

Three Negley Awards finalists showcased their risk management programs on Thursday afternoon before an audience that included judges from the MHRRG Board of Directors. Their successful efforts will be made available as a benefit to MHRRG insureds as well as the general public (see article, page 7).

Our second annual fun filled “Speed-Networking” event was held just prior to Thursday’s reception and introduced 40 participants to a fast paced way to gain a new appreciation for their fellow members. Those who had participated last year and even those who came as the “unwilling” found themselves caught up in the friendly buzz.

Delightful sunset receptions were held on the “Don’s” fifth floor overlooking the Gulf of Mexico on both Wednesday and Thursday evenings. They were generously sponsored by Genoa Healthcare and Negley Associates/MHRRG respectively.

MHCA appreciates the participation of exhibitors which included CenterSite, Essential Learning, Genoa Healthcare, iCentrix, Negley Association/MHRRG, Netsmart Technologies and Sequest Technologies.

Our 2008 Winter Conference and Annual Meeting gave us the opportunity to look to the past and plan for the future - a winning convergence and an enjoyable gathering. ❖



Top: Panelists described MHCA’s Customer Satisfaction Management System at an informative Learn About It session: (left to right) Maggie Labarta, Nancy Maudlin, Sue Buchwalter, Terry Haru, and Greg Speed.



Left: Essential Learning CEO Sue Erskine coached John Van Camp on accessing MHCA’s Leadership Library.



Above: Bill Childers (left) and Ron Burbick (right) of Coleman Professional Services joined David Jordan, Kathleen Reville and Paul Reville of Seven Hills Foundation to present a “Team Approach to Successful Fund Development”.



Suncoast Center’s Victoria Schaus (left) and CEO Barbara Daire, here pictured with Jerry Mayo, showcased their organization’s Total Family Strategy.

Of Note at MHRRG

As the founder of Mental Health Risk Retention Group (MHRRG), MHCA hosts their Board of Directors at three of our four quarterly conferences. MHRRG's fourth Board meeting each year is held, as required, in Vermont where the company is domiciled. Of the eleven MHRRG Board members, six are appointed by MHCA, two by the National Council, and three are elected by the Class C Shareholders (significant investors).

At MHRRG's 2008 Annual Shareholders Meeting held February 22 in St. Pete Beach, Florida, it was announced that Class C Shareholders had elected Debra Falvo, MHSA, RN C, CEO of Valley Mental Health in Salt Lake City, Utah to a three year term (2008 – 2011) replacing recently retired Board member David Dangerfield. Re-appointed by MHCA to coinciding three year terms are George Chaffee, outside Director from Williston, Vermont, and Harriet L. Hall, PhD, CEO of Jefferson Mental Health in Wheat Ridge, Colorado.

The MHRRG Board of Directors appointed Board member Maggie Labarta, PhD, to chair its first Strategic Planning Initiative which will commence with three shareholder focus groups being held in conjunction with upcoming MHCA and National Council conferences. The Board will take up focus group recommendations at a planning session in Vermont at their fall meeting.

MHRRG provides professional liability insurance to the behavioral healthcare field and is managed by Negley Associates, Inc. of Cedar Grove, NJ under the direction of its president, Nicholas Bozzo. ❖



In Appreciation for Service

MHCA members expressed their thanks to two colleague-leaders at the 2008 Annual Business Meeting and Luncheon in St. Pete Beach, Florida. Susan Rushing, CEO of The Burke Center in Lufkin, Texas, completed six years of service as MHCA representative to the JCAHO Behavioral Healthcare PTAC and Board while David Guth, CEO of Centerstone in Nashville, Tennessee, ended his three-year Chairmanship of MHCA's Marketing and Fund Development Committee.

Both of these exceptional leaders also currently serve on MHCA's Board of Directors.

Following Rushing as JCAHO rep is Anthony A. Kopera, PhD, and Nelson Burns will become Marketing/Fund Development Chair. ❖



Leadership: Susan Rushing (left) and Centerstone's Gwen Watts, who accepted for David Guth.

Spring Conference, continued from page 1

research methodology, data collection, psychometric and measurement techniques, evaluation research, and applied statistical analysis, including both quantitative and qualitative approaches. Her general topic for MHCA will be "Using Data to Drive Decision-Making".

Thursday's general session will include two excellent programs, one on evidence-based treatment as the norm in both mental health and substance abuse treatment programs, presented by Gary Burlingame, PhD and Michael J. Lambert, PhD, both of the Department of Psychology, Brigham Young University. The second is on "Building a Culture of Personal Growth" and will be presented by MHCA's David Guth of Centerstone, Nashville, Tennessee with Brad Zimmerman, Managing Director of Personal Mastery Programs, Detroit Area. Their emphasis is on creating a culture of personal growth that fosters staff initiative and innovation and distinguishes great organizations.

Our "Learn About It" series will present the Peer Collaboration program of MHCA. Pioneer participants Bill Sette, CEO of Preferred Behavioral

Health, New Jersey; Wes Davidson, CEO of AMHS, Maine; Erv Brinker, CEO of Summit Pointe, Michigan; and Mel Smith, Consultant, will describe their experience with this supportive endeavor. Other Peer Partner participants will be asked to share their experiences as well. Newer MHCA members are especially urged to attend. Davidson has authored an article that describes his organization's enhanced performance with Peer Collaboration (see page 3).

In addition, the Information & Technology Focus Group and the Applied Research Focus Group will convene (Wednesday and Thursday) as will the continuing MHCA/IOM Transformation Work Group (Tuesday). Both our Futures Forum and New Trends Forum will convene - be watching for their topic selection.

Be watching your mail for registration materials or go online (www.mhca.com) to both register and keep up with our developing agenda. New Orleans is a city whose joyous, celebratory spirit is ever present - take this opportunity to visit and to expand your MHCA experience. ❖

Excellent Risk Management Programs Vie for Negley Awards



Left to right: *Negley Award presenters Barbara Conniff, Robert Walsh, Jim Gaynor, Kim Sanders and Victoria Livingstone.*

Finalists in the 2008 Negley Awards for Excellence in Risk Management made presentations at the MHCA 2008 Winter Conference where members of the Mental Health Risk Retention Group Board of Directors judged their programs for prevention philosophy, improved quality of care and industry relevance.

Claiming the top prize of \$15,000 was Grafton, Inc. of Winchester, Virginia whose presentation was made by CEO Jim Gaynor and Program Manager Kim Sanders. Runners up each were awarded \$7,500. They were Milestone Centers of Pittsburgh, Pennsylvania (CEO Barbara Conniff and Program Manager Victoria Livingstone) and The Providence Center, Providence, Rhode Island (CEO Dale Klatzker, PhD and Program Manager Robert Walsh). The three programs will be showcased again at the Annual Conference of the National Council in Boston, May 1-3. Information about their prevention programs soon will be available at the MHRRG website: <http://www.mhrrg.com/merit-awards.shtml> ❖

Best Practices Shine at Winter Conference

Since 1998 MHCA has recognized annual Best Practices in its Customer Satisfaction Management System. Our 2007 winners were recognized by Applied Research Committee Chairman Greg Speed on February 20 at MHCA's 2008 Winter Conference during the Annual Business Luncheon.

They are: Overall Mental Health Services – CPC Behavioral Healthcare (NJ); Overall Drug & Alcohol Services – River Valley Behavioral Health (KY); Multiple Service Types, Category I (5-7) – CPC Behavioral Healthcare (NJ); Multiple Service Types, Category II (3-4) – West Bergen Mental Healthcare (NJ); Multiple Service Types, Category III (1-2) – The Counseling Center (OH); Inpatient – Operation PAR (FL); Outpatient – North Central Mental Health Services (OH); Partial/Day Treatment – Cape Counseling Service (NJ); Residential Services – River Valley Behavioral Health (KY); Emergency Services – Coastal Behavioral Healthcare (FL); Case Management – Nueces County MHMR (TX); Vocational Services – The Counseling Center (OH); Referral Sources – Behavioral Connections of Wood County (OH); and Staff Satisfaction – West Bergen Mental Healthcare (NJ). ❖



Left to right: *Philip Wilson, John Mans, Jerry Thompson, Joe Niedzwiedski, Susan Buchwalter and Greg Speed.*

*Speed Networking!
St. Pete Beach '08*



**The Lighter Side
of Conference**

*Denny Morrison - Erv Brinker
Winter Conference '08*



Peer/ROI continued from p. 3

based PEER Collaboration work. The first \$1.2 million dollar reduction in annual revenue generation capability, occurring in 2003, was responded to primarily through the use of the PCM, which resulted in successful implementation of a 32 point action plan that preserved our full service continuum and yielded a 5.4% reduction on our operating budget, but with 8.8% net gain in our audited year end fund balance. Since that time AMHC has continued to see a significant downward trend in funding and upward trend in regulatory and contractual burdens. In the last two years of this period our implementation of SM-HPT has also proven to be a primary and highly valuable resource for addressing these pressures. By way of explicit example we have, in an annually sustainable manner, reduced our operations expenses without any staff lay-offs or terminations for the purpose of workforce reduction, by:

- 1) \$530,000 in staffing cost through organizational restructuring (elimination of service site administrators/managers, and line staff supervisors in all of our outpatient and specialty service locations);
- 2) \$1,627,900 associated with the creative redesign of staff positions based on functional needs, that through normal attrition resulted in a reduction in our staffing pattern from 250 to 175 staff, and
- 3) \$842,100 resulting from eliminating one of two Bridge Home services in FY 2003 and the closure of its ABC Academy service in FY 2006; along with the realignment of service capacity to specific service populations as defined necessary due to changes in client eligibility and/or service access or length of service criteria defined by the state during this period.

Note that the sustainable cost reduction derived from our combined PCM and SM-

HPT experience over the past five years has yielded a cumulative savings of \$1.9 million in our staff compensation and benefit expenses to date. It is also noteworthy that during this same period AMHC maintained or improved its customer satisfaction ratings as presented (**Table 3**, below): Based on this experience the leadership of AMHC is confident that the agency is well positioned for success even in the context of the very adverse funding and regulatory service delivery environment that currently exists; and affirms that while the ROI results presented here may not be attributed specific to any one change initiative or corrective response event, the cumulative experience overtime, as measured by our performance on established and consistently monitored indicators, over the past 14 year period, defines the actual outcome of the initiatives and our effectiveness in implementing them. We believe, however, that the key to the outcomes achieved is rooted in our long-term commitment to and consistent pursuit of the following mainstays of our work: (1) Mission driven and values focused interactions with staff at all levels, (2) midpoint based salary plan with pay for performance incentives in the form of individual merit and experience pay earned relative to defined performance targets by position, coupled with team based 60-40 net-gain sharing plan, and (3) Pursuit of innovative approaches and the challenge for us to do better as continually encouraged, promoted, and supported by our long term application of the PCM with our PEER Collaborators. PCM is the common denominator across all the strategic initiatives that we have adopted and incorporated into our operations.

To learn more about PCM, visit www.peerpartnersllc.com. ❖

Table 3: Customer Satisfaction Ratings Relative to 2002 Baseline Performance Year Average Annual

Ultimate and Referral Source Customer Groupings	Service Years <i>(NS in cell represents No Survey administered)</i>						% Change 2007 Relative to Baseline Year 2002 or 1st Year Surveyed
	2002	2003	2004	2005	2006	2007	
SPMI -- Community Integration Services	92%	NS	85%	NS	92%	96%	4%
Adult, Child, and Family – MH Services	86%	81%	NS	NS	NS	93%	7%
Adult, Adolescent -- SA Services	90%	NS	94%	NS	92%	94%	4%
Referral Sources	NS	NS	NS	72%	76%	78%	6%

Rudeseal Is CEO at Pathways



MHCA Georgia member, Pathways Center for Behavioral and Developmental Growth, has named Lisa Rudeseal LPC to succeed Joan Turner as Executive Director.

Rudeseal, the former Clinical Director of Pathways, assumed leadership in February following the retirement of Turner. Pathways is located in LaGrange and serves clients in Carroll, Coweta, Heard, Meriwether, Troup, Butts, Lamar, Pike, Upson and Spalding Counties. ❖

CALENDAR

MHCA 2008 Spring Conference

Dates: May 27-30 2008
 Location: Ritz Carlton New Orleans, Louisiana
 Phone: 504-524-1331 or 800-826-8987
 Rate: \$159 single/double
 Deadline: April 30, 2008

MHCA 2008 Summer Conference

Dates: August 19-22, 2008
 Location: Ritz Carlton Denver, Colorado
 Phone: 303-312-3800
 Rate: \$280 single/double
 Deadline: July 19, 2008

MHCA 2008 Fall Conference (TBA)

Dates: November
 Location: California

MHCA 2009 Winter Conference and Annual Meeting

Dates: February 17-20, 2009
 Location: Sandpearl Resort Clearwater Beach, Florida
 Phone: 727-441-2425 or 877-726-3111
 Rate: \$283 single/double
 Deadline: January 13, 2009