

Executive Report

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A First-Person Report:

The President's New Freedom Commission on Mental Health



Dr. Nancy C. Speck (center) was welcomed in Orlando by MHCA's President/CEO Don Hevey and Texas member Susan Rushing.

MHCA members found an ally and champion in Dr. Nancy C. Speck, who joined us in Orlando at our 2003 Annual Meeting. Speck, who is a Commissioner on The President's New Freedom Commission on Mental Health, addressed MHCA's joint New Trends/Futures Forum on February 19. She described the work of the Commission, emphasizing the urgency of its work. Final recommendations are to be made to President Bush in April of this year.

A packed Forum engaged Speck on issues facing behavioral health providers and were encouraged to "write that down and share it" with the Commission. She remained and participated in the balance of MHCA's meeting. Dr. Speck is a long-time behavioral health advocate and board member of The Burke Center in Lufkin, Texas. ❖

Our Focus in Savannah...Workforce, Workplace Trends

MHCA will convene for its 2003 Spring Meeting in Savannah, Georgia. Dates are May 13-16. Our keynote presentation will be delivered Wednesday *morning* by strategic business futurist, Joyce Gioia, President of The Herman Group. Ms. Gioia's expertise is in the arena of workforce and workplace trends as well as consumer and business-to-business trends. Her firm serves a wide range of corporate, trade association and governmental clients on an international basis.

Gioia has co-authored five books and is working on her first solo volume, *Grounded Courage*. These books focus on what employers must do to attract, optimize and hold onto their best employees. Ms. Gioia approaches

human resources from an internal marketing perspective, taking external marketing concepts and strategies and applying them within the organization. She holds a bachelors degree in languages and communication and masters degrees in theology and counseling. Often quoted in the national media, Ms. Gioia is recognized as one who not only knows what's coming but can communicate that future very effectively.

MHCA invites you to Savannah to hear this dynamic speaker and to take part in our entire meeting. Registration materials will be mailed in mid-March. You will also find agenda information at www.mhca.com ❖



President's Column by Donald J. Hevey

Recognizing Morris Eaddy

Morris Eaddy retired from Lakeview Center in Pensacola, Florida on January 31 after forty years as CEO. His work with MHCA over the past 18 years has been unique and extraordinary. To honor him, MHCA made a contribution to the Morris Eaddy Fund within Lakeview's Foundation and presented a token of appreciation at our 2003 Annual Meeting in Orlando. The text of our letter to Lakeview follows:

With great pleasure Mental Health Corporations of America, Inc. recognizes the life and work of Morris L. Eaddy, PhD by contributing to the Morris Eaddy Fund at Lakeview Center. It is fitting that this Fund will support continuing education and staff development there. We know that within the Center and particularly within the new activities building great good will be done to further the efforts of behavioral health recovery.

Simply put, Morris Eaddy was the founder of Mental Health Corporations of America, Inc. Others have shouldered important tasks in our 18-year history, but it was Dr. Eaddy whose vision and enthusiasm for entrepreneurial leadership within this field sparked our founding in 1984. He has continued to champion the cultivation of creative and responsible business practices throughout these past years. Though his retirement will separate him from our daily operation, his gift of inspiration will remain an integral part of MHCA for years to come.

Never one to seek the spotlight, Dr. Eaddy has served our organization as called upon in roles that carried the legitimacy of title and distinction. However, he has also performed the role of "ser-



"Founding Father" Morris L. Eaddy received recognition by MHCA on February 19 for his many years of service to MHCA. His wife, Lee Eaddy, joined him as he accepted MHCA's warm accolades.

vant leader" by quietly lending his knowledge, his fervor and his steadfastness to each effort we have undertaken. He has always affirmed the importance of providing for tomorrow's leadership while providing what was needed today.

Therefore, with all those who have been touched by the life of Morris L. Eaddy, we at MHCA applaud his life of service and humbly accept the responsibilities he has challenged us to assume – in his words, ... "to be open to the opportunities that exist to help people meet life's challenges." ❖

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MHCA Annual Report

Richard J. DeSanto
MHCA Board Chairman
 February 19, 2003
 Orlando, Florida

MHCA is an organization of members, unique in that our membership is by invitation only. Therefore we grow slowly and deliberately and count each member as among the best of the best. We ended the year 2002 exactly as we did the year 2001 – with 132 members representing 32 states. Considering the current economy and the financial challenges each of you faces, we are grateful for maintaining our numbers.

Our three Forum groups – New Trends, Corporate Structures and Futures – have met regularly this year and have experienced very high attendance. We have sometimes combined Forums for maximum impact. I would like to thank Dr. Nancy Speck of the President's New Freedom Commission for joining us today at the joint New Trends and Futures Forum.

MHCA's Information Systems Committee is the only IS committee in the world made up of charming, well-rounded entrepreneurs rather than computer geeks. They work diligently on your behalf to make sense of the continually evolving world of intra-nets, list serves, web pages and electronic records. Suffice it to say their work is unlike the work of any of our other committees. We have no idea what they do. We are just so grateful they are willing to do it.

It has been an especially challenging and rewarding year for our Outcomes/Standards Committee as its members fine tuned and executed our long awaited Benchmarking Initiative. With 60 completed surveys, our National Data Center will now begin producing reports on clinical staffing, performance and financial indicators. This is truly a huge accomplishment.

The nature of our EAP Committee has evolved to a working group that meets twice yearly to hear presentations on best practices and to share common opportunities. This is an excellent opportunity to extend MHCA resources beyond the CEO to EAP staff.

I am pleased to report that we have established two new committees this year – not

because any of us love to schedule yet another meeting but because their creation indicates fresh, new directions for MHCA. Those two committees are Marketing and International Planning.

The Marketing Committee met for the first time in Tampa February 13 with a strong initial showing, many of whom are relatively new faces within our organization. They reconvened on February 18 and will submit an action plan to our Executive Committee soon. We look forward to the recommendations that will emerge for elevating MHCA's presence both nationally and globally.

The International Planning Committee is off to a great start with the coordination of MHCA's first-ever Study Tour outside the bounds of the U.S. Fifteen to 20 members will depart for the United Kingdom on June 1. Most of them will participate in two-day on-site placements at host Mental Health Trusts and all will convene in Birmingham, England for a two-day conference of the National Institute of Mental Health-England.

Keeping the operation of all these committees coordinated is the work of the Executive Development Committee that summarizes, prioritizes and reports on their projects to our Board of Directors. Special thanks go to Sue Buchwalter, Vice Chairman of the MHCA Board and Chairman of the Executive Development Committee. She keeps this process running smoothly and provides a concise report to our Board for action. This allows your Board of Directors more time for discussions of greater depth and breadth on long-range issues facing the organization.

Having recognized our committees and touched briefly on the work they have accomplished this year, I want to turn to the coming year and remind you of the four priorities we set for ourselves to achieve by the end of 2003...these were identified in our most recent three year Strategic Plan. They have been our focus since 2001 and will remain our focus for the coming months. They are: Benchmarking, Branding, Boundaryless Service and Cultural Succession Planning.

As MHCA celebrates its 18th year we find ourselves approaching a new maturity – much like a young person on the brink of adulthood. I think these four goals have naturally emerged as

See Annual Report, page 8

Florida Offers Sunshine for Annual Meeting

The “blizzard of 2003” ushered in MHCA’s Annual Meeting which, thankfully, was held in (sunny) Orlando, Florida! Getting there was a challenge for many and an impediment to a few, but once there it was clearly a trip worth making. The February 18-21 meeting included a terrific keynote on healthcare marketing by Dr. Eric N. Berkowitz of the University of Massachusetts on Wednesday and a successful mix of presentations on Thursday. We regretted that scheduled presenter Annette Hanson, MD of Boston’s Division of Medical Assistance, was unable to join us for her planned address on public sector mental health drug management.

A visit on Wednesday morning by Dr. Nancy C. Speck packed the New Trends/Futures Forum (*see front page mention*).

Dr. Morris L. Eaddy was recognized in General Session for his key role in the creation of MHCA (*see page 2*). At the Annual Business Luncheon, Chairman Dick DeSanto summarized the organization’s past year’s work and introduced a recently completed video on the history and mission of community mental health (*see page 3*).

Committees, Forums and Boards met throughout the agenda including our newly formed Marketing and International Planning Committees. Thursday’s Executive Development Committee received and summarized the deliberations of all committees for presentation to MHCA’s Board of Directors on Friday.

MHCA’s Management Institute held its third course, *The Business Case for Culture Change*, on Tuesday, and MHRRG concluded Friday’s program with both a Shareholders Annual Meeting and Board Meeting.

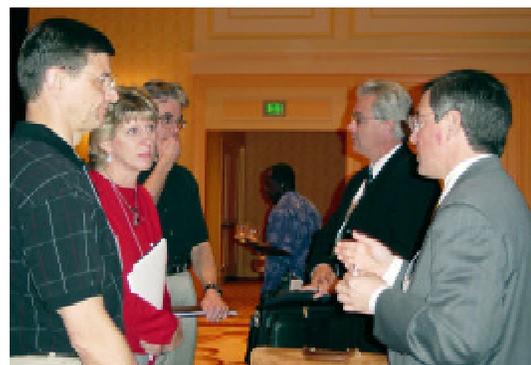
It was a lot to do and a fun place to do it – Orlando’s Gaylord Palms Resort was quite a setting, whether you ventured into “Key West”, “The Everglades” or “St. Augustine”. Delightful receptions were held in “The Castillo Fort” - thanks to MHRRG and Negley Associates for hosting Thursday’s gathering.

Hey, you should have been there!



Keynoter Eric N. Berkowitz creatively engaged his audience and earned high marks as "one of the most helpful presentations we have ever had" as several reviewers claimed.

"Responding to Disasters - Infrastructure Matters" was the topic presented by Jonas Waizer of New York's F.E.G.S. and Perry Iasiello of Care Plus NJ. Their account of the September 11, 2001 event was both enlightening and sobering. (Iasiello unavailable for photo)



(Left to right) Erv Brinker, Barbara Daire and Denny Morrison quizzed the presenters - Jim Gargiulo and Kevin Scalia of Creative Socio-Medics - following their presentation, "Making the Case for Electronic Record and Medication Management Systems", on Thursday afternoon.

Negley Finalists Present Programs on Risk Management

Three outstanding risk management programs were described on February 20 at MHCA's Annual Meeting by finalists in the 2003 Negley Awards. A total of \$25,000 was shared by Vinfen Corporation, Heritage Behavioral Health and ACT Corporation. Established in 1990 by Negley Associates, underwriting managers for the Mental Health Risk Retention Group, the awards recognize and reward outstanding achievements in risk management by community behavioral health centers. MHRRG shareholders and all members of MHCA and the National Council for Community Behavioral Healthcare are eligible to compete in the annual program. Since its inception a total of \$325,000 has been awarded. Recipients will present their programs a second time and receive their cash awards at NCCBH in late March. ❖

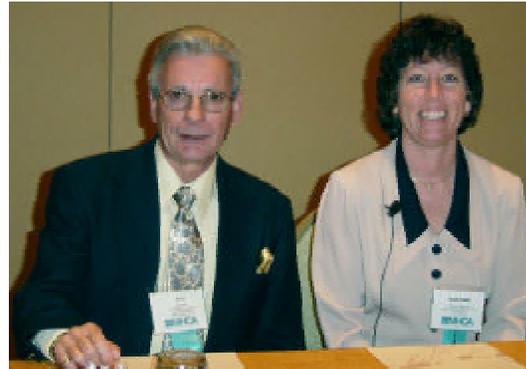


(Above) Vinfen Corporation took top honors and \$15,000, winning the "Chairman's Award". Presenters were Anthony Zipple and Madeline Becker.

(Below) ACT Corporation received the "Board of Directors Award" and \$5,000. Presenters were Ron Ross and Marianne Whittimore.



Heritage Behavioral Health received the "President's Award" and \$5,000. Presenters were Candace Clevenger, Diana Knaebe and Terry Haru.



Participants Jennette Hitchcock and Nelson Burns (above) and Tony Kopera and Danita Johnson Hughes (right) partnered to share management strategies.



The Business Case for Culture Change

MHCA's Management Institute delivered a full day's course on "The Business Case for Culture Change" Tuesday, February 18 prior to our Annual Meeting in Orlando, Florida. Presenter Chris Edmonds of The Ken Blanchard Companies led participants through the "Gung Ho" management tool. The process is intended to increase productivity by fostering excellent morale in the workplace. ❖

Marketing and International Planning Efforts Lead to New Committees

Recognizing emerging interest in both marketing and international outreach, MHCA has established two new committees that will convene regularly as part of our quarterly meetings.

The Marketing Committee, originally formed as the "branding" group, met in Tampa on February 13 and again in Orlando on February 18 to formulate their purpose and goals. Chairing this committee is long-time MHCA member and former Board Chair, Charles E. Maynard, CEO of The Providence Center in Rhode Island. The group has created a marketing survey which was distributed at the Orlando meeting and is included with this *Executive Report*. Members are to complete the survey and return it by April 4 to MHCA.

The International Planning Committee is chaired by Ken Jue, CEO of Monadnock Mental Health in Keene, New Hampshire. Serving as consultant to the Committee is Fran Silvestri, formerly associated with Monadnock and now living in New Zealand and providing international behavioral health consultation. The Committee's first project is a study tour to the United Kingdom. MHCA members will travel to England June 1 to begin two-day site visits throughout the UK and a two day behavioral health conference in Birmingham. ❖

Eight Companies Recognized for Best Practices

MHCA is pleased to announce the 2002 Best Practice companies in its Customer Satisfaction Management System:

Overall (5-7 services)	Lakeview Center
Overall (3-4 services)	West Bergen MH
Overall (1-2 services)	Family Resources
Inpatient:	Aroostook MHC
Outpatient:	Family Resources
Partial/Day Treatment:	Lakeview Center
Residential Services:	River Valley Beh. Hlth
In-Home Services:	Lakeview Center
Case Management:	Cape Counseling Svcs
Vocational Services:	Lakeview Center
Referral Source:	Behavioral Connections
Staff Satisfaction:	Care Plus of NJ

Congratulations to each of these fine companies!

Stone to Serve on MHCA Board



MHCA has appointed David R. Stone, PhD to its Board of Directors to fill a vacancy created when Jim Gaynor moved from the Northwest Region to Virginia. Stone is CEO of Seattle Mental Health and has been a member of MHCA since 1991. Returning to the Board as a result of recent elections are incumbents Susan Buchwalter, Richard DeHaven, Tony Kopera, Wes Davidson, Gary Lamson and Howard Bracco.

At its meeting on February 21, the Board of Directors re-elected its 2002 slate of officers to serve a second term. They are Chairman, Dick DeSanto; Vice Chairman, Susan Buchwalter; Treasurer, Erv Brinker; Secretary, Denny Morrison; and Director at Large, Tony Kopera. Harriet Hall continues on the Executive Committee as Past Chairman. ❖

MHRRG Names New Directors

Mental Health Risk Retention Group, the insurance company created in 1986 by and exclusively for mental health service providers, has named two new MHCA members as Directors. In a recent Class C Shareholder election, **Bennett J. Cooper, Jr.** of Central Community Health Board of Hamilton County (Cincinnati, Ohio) and **Jesse D. Turner, PhD** of West Central Behavioral Health (Lebanon, New Hampshire) were selected to serve three-year terms. Vacancies were created by the retirements of former Directors Jeanne Wurmser and Morris Eaddy. Additionally, MHCA has reappointed Gil Aliber and Sue Buchwalter to their seats on the Board, and NCCBH has reappointed Ann Brand. There are eleven Directors in all. Continuing in current terms are David Dangerfield, Howard Bracco, Wes Davidson, Harriet Hall, and "outside Directors" George Chaffee and John McKeever. ❖



Bennet Cooper



Jess Turner

Steininger Center's Futures Forum

by Leonard S. Altamura, DSW, President/CEO

“Behold, the only thing greater than yourself!”
Alex Haley’s Roots.

Steininger Behavioral Care Services (SBCS) has created an internal Futures Group, to some extent modeled after the MHCA New Trends and Futures Forums. We have found the experience of value and have been asked to share our experiences with other MHCA members.

SBCS experienced a radical growth in the past two years, while already in the midst of a planned change in the strategy, structure, and style of the company. We hired or promoted many new managers, mostly inexperienced and in their early thirties. To help speed the development of their managerial competencies, we created a monthly manager’s training session which has proven very successful. We were even able to identify a few of these new managers who might evolve into our future leaders.

However, we found that there was little skill or interest in thinking beyond themselves and their programs, and looking to the bigger picture of the future...something every leader needs to do. Then I heard Marilyn Moats Kennedy speak about the changing demographics of the workplace at MHCA last February, and realized that what I was seeing might be a reflection of the psychographics of this particular age cohort. So, how do we take these potential “leaders in waiting” and try to excite their imaginations to go beyond the day to day, and begin to think on much larger scales...to become a potential pool of future leaders? The answer was our Futures Group.

The group is made up of about seven managers (the number may vary), all of whom have shown the skill to manage and the interest to lead. The participants were hand selected by our executive management team, and included representatives from most (but not all) of our programs. Each person has a particular area of interest: new medications; trends in psychosocial rehabilitation and emerging treatment philosophies; legal issues; new uses for technology; etc. There was no political correctness permitted...we

Arizona Expands Membership



In mid-December Southwest Behavioral Health Services became Arizona’s third MHCA member. CEO Jeff Jorde attended our Fall ’02 meeting in Palm Springs and our Annual Meeting in Orlando. Located in Phoenix, Southwest BHS operates with a budget of \$24 million and 450 FTEs. It serves the people of Maricopa and Gila Counties and is CARF accredited. We welcome Jeff, his staff and board to MHCA. ❖

MHCA's Spring Meeting
May 13-16
Savannah, Georgia

simply wanted the best and brightest. Interestingly, the group is representative of our staff and community with regards to race, age, gender, etc., all without trying. I chair the meetings, although that will likely change in the future.

We intentionally sought participants who would willingly put in the effort to do research and to prepare for our quarterly meetings. We meet for three hours, followed by lunch at an outside location. Each participant is encouraged to share readings and other materials with the group. At one of our first meetings, we took a road trip to meet with Charles Ray of the National Council in Rockville, MD, using the time in the van together to team build. Charles spent three hours with us talking about trends he sees emerging over the next five years and gave every member a great deal to think about in their own areas of interest.

For SBCS this project is creating a core group of future leaders who I believe are more likely to stay with us through the coming years. Please feel free to call me for more information (856-482-8747). ❖



Len Altamura

Annual Report, continued from page 3

MHCA has matured. The four goals are intertwined and build on one another.

GOAL #1: To create credible Benchmarking criteria is to recognize that we are prepared to measure ourselves against one another and against others. We know we have strengths, and we have the self-confidence to admit that we can improve. We will be using the results of the Benchmarking project throughout this year to examine these measures.

GOAL #2: To see the need for corporate Branding is to admit that we have thus far been satisfied to exist unto ourselves. We now recognize, however, that many do not know who we are or what we stand for. It is not glory we seek but credibility beyond our membership - by our funders, our government leaders, and our potential clients - even in realms we have not tapped.

GOAL #3: This brings us to our third goal of Boundaryless Service. No longer is our work confined to one state or even one nation - through the Internet and through the possibilities of international communication and travel, our members have the opportunity to touch the lives of people on the other side of the world. By doing so our work will be enriched and our services expanded.

Finally, many of our current members will retire in the next five to ten years. MHCA was founded 18 years ago by men and women - some of whom had already been involved in community mental health for 20 years. Do the math with me... and you will understand that we need to prepare for tomorrow's leadership.

GOAL #4, therefore, is Cultural Succession Planning - making certain that the mission and heart of this work we do is passed on to others who will carry our responsibilities forward in the years to come. We have launched several programs in this regard:

- ◆ We have initiated MHCA's Management Institute to provide training opportunities;
- ◆ Within MHCA Enterprises we have created a Search and Placement Service to identify excellent candidates for upcoming vacancies.

◆ And we have summed up our commitment to preserving excellence in a video which we share with you today. Some of you saw the initial version of this video project in New Orleans last May. It is now completed and ready for distribution¹. We hope you will share it with your staff, show it to your Board, and find ways to use it in your communities to tell the story of community mental health. This is more than the story of MHCA. It is your story. It is entitled "You Can't Not Do That" and features a number of our long time members.

I am especially grateful to those of you who have accepted leadership roles as committee or forum chairmen and as board members. I look forward to working with each of you this year.



¹MHCA's video, "You Can't Not Do That", was distributed to members present in Orlando and mailed to all other members in late February.

Calendar

MHCA 2003 Spring Meeting

Dates: May 13-16, 2003
Location: Marriott Riverfront Hotel
 Savannah, Georgia
 ☎ (912) 233-7722
Rate: \$169 single/double
Registration Deadline: April 10, 2003

MHCA 2003 International Knowledge Exchange

Dates: June 2-6, 2003
Location: United Kingdom/Birmingham, England
Hotels/Rates: TBA
Registration Deadline: TBA

Third Annual Global Symposium in Business and Mental Energy at Work

Dates: June 16-17, 2003
Location: Berlin, Germany
 For more information, contact Don Hevey at MHCA
 (heveyd@mhca.com) ☎ (850) 942-4900

MHCA 2003 Summer Meeting

Dates: August 12-15, 2003
Location: The Westin Seattle
 Seattle, Washington
 ☎ (206) 728-1000
Rate: \$159 single/double
Registration Deadline: July 19, 2003

MHCA 2003 Fall Meeting

Dates: November 4-7, 2003
Location: Radisson Resort and Spa
 Scottsdale, Arizona
 ☎ (480) 991-3800
Rate: \$139 single/double
Registration Deadline: October 2, 2003