

Executive Report

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AN ODYSSEY OF OUR OWN

Before the year 2001 draws to a close, MHCA will explore the future on an "odyssey" of our own. Our Fall Meeting will feature futurist Warren Evans as keynoter. Evans returns for a third visit in as many years as part of our emphasis on preparation for tomorrow's behavioral healthcare service delivery. Evans not only gazes into crystal balls . . . he knows and understands the work and people of MHCA. In the past he has helped us craft our long range plans and set our eyes on the possibilities of tomorrow. If you have not heard from this man, you will be challenged - if you have, you will want to hear him again.

In addition to his keynote, Evans will present a pre-conference seminar Tuesday, November 6, on "Service Excellence" directed at both CEOs and top management staff. This all day seminar will kick off MHCA's *Management Training Institute* and create a common horizon for present and future behavioral healthcare leaders. Attendance at this seminar is limited, so make your reservations early. A registration fee of \$150 (\$125 for additional participants from same center) applies.

Our Futures and New Trends Committees will meet as a joint forum Wednesday morning. In keeping with the odyssey theme, panelists will present "CMHC 2010" - a fishbowl examination of what community mental health centers might look like in a decade.

Also meeting jointly will be our Clinical Staffing and Outcomes/Standards Committees. This combined effort on Tuesday morning will focus on our ongoing benchmarking project. A third joint meeting will pair our Employee Assistance Program (EAP) Committee and Focus Group with our Performance Enhancement System (PES) users group on Wednesday morning.

MHCA's
Management Training Institute
will be kicked off
Tuesday, November 6
with *Service Excellence*,
a seminar for
CEOs and top management

Thursday's general session will include presentations on "Emotional Intelligence" and "Developing a Continuum of Care for Seniors" (see articles on page 7), and "CARF Accreditation Today". Friday's agenda includes our MHCA Board of Directors meeting and the Mental Health Risk Retention Group (MHRRG) Board meeting. MHRRG Share-

holders are invited to attend that Board meeting as well as a reception to be held at the Scottsdale Insurance Company headquarters Thursday evening.

Conference dates are November 6-9. The location is the Radisson Resort in Scottsdale, Arizona - near excellent golf, shopping and arts! Registration information was sent to members and invited guests September 4. Our complete agenda is also posted on MHCA's website (www.mhca.com) - see the Calendar section. The hotel cut off date for MHCA block rates (\$169 single/double) is October 2. Be sure to make your plans early by contacting the hotel (480-991-3800) and by registering with MHCA. ❖

President's Column by Donald J. Hevey



Donald J. Hevey

Is MHCA Going Global?

Over the past three decades, the world has been undergoing the most significant period of technological innovation and global restructuring in history - a process commonly referred to as *globalization*. Driving globalization are powerful economic, technological, political and social forces such as 1) revolutionary advances in communications and computing, 2) integration of national economies and capital markets, 3) retrenchment of government funding and programs, and 4) growth of democratic institutions around the world.

No longer just a "future trend," globalization has arrived and is thrusting businesses and associations into the international arena to respond to a vast array of challenges and opportunities.

At our summer meeting in Vancouver, MHCA's International Planning Group (a small but powerful group of members who have been meeting and exchanging emails on this subject since last fall) presented a concept paper and report to the membership. Basic to their proposals are these issues:

- ◆ Developing quality mental health services is an international issue.
- ◆ The World Health Organization (WHO) is predicting that within the next twenty years, five of the top ten health care problems will be behavior based.

- ◆ Mental health systems need help in developing the best approaches to care.
- ◆ There is a world shortage in skilled clinical, community support and administrative staff.
- ◆ The leadership shortage is acute, and in many countries many of the mental health administrators and leaders have generalist health care backgrounds.
- ◆ Many struggle to understand the differences between mental health and general health.

Outside of the United States, exchanges between countries are common. Mental health leaders travel abroad regularly to see what other centers are doing and to look for innovations that they can replicate for their own communities. Mental health leaders who travel to the U.S. often do not see the most innovative and creative programs and ideas that have been developed by MHCA members. MHCA could become a focal point, coordinating a wide range of opportunities for overseas colleagues.

Based on a brief survey of a small number of MHCA members, it is clear that MHCA has the building blocks for greater international involvement both in terms of language skills and overseas connections. The opportunity exists for MHCA to coordinate its membership to build on these existing international contacts and links.

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Board of Directors

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Board Highlights

Excerpts from MHCA Board of Directors Meeting, August 17, 2001 - Vancouver, BC

Finance Committee Report: The Committee reviewed and accepted financial statements for the quarter ending June 30, 2001 and the final 2000 audit report. MHCA continues to be in a sound financial position. The committee has selected several indicators for benchmarking purposes. Members will be asked to submit data in a survey instrument that will be carefully designed to avoid definition ambiguity. The committee is also preparing for our next investment opportunity, reviewing our past investment history for guidance. Information gleaned may be incorporated into our Management Training Institute.

Executive Development Committee Report:

New Trends: Focus remains primarily on human resource issues, especially nurturing BA and sub-BA personnel. Any HR presentation should address this topic. Another continuing discussion topic is partnering with the criminal justice system. The consumer movement, consumers as employees, liabilities involved with HIPAA regulations, etc. also were discussed. Henry Yennie (formerly with Open Minds) will be an MHCA presenter on HIPAA in New Orleans, May, 2002.

Futures: High interest remains with board/governance issues. The topic has been referred to Enterprises for inclusion in the Management Training Institute.

Information Systems: There is a request for easier access to member phone numbers via our website. Members of the committee have met with a software company, Redtop Co., LLC, which is developing an electronic patient record product. Ben Goldhagen, CEO, was a guest at our meeting in Vancouver.

Clinical Staffing: The group recognizes that it may be time to be reabsorbed by the Outcomes/Standards Committee but wishes to remain independent through the next iteration of the staffing survey process. However, they do want to meet jointly with Outcomes/Standards at our Fall Meeting in Scottsdale.

Outcomes/Standards: The committee recommends a general session presentation by members who are effectively using (1) the Customer Satisfaction tool, (2) the Staff Satisfaction tool, and (3) the Referral Source tool.

Corporate Structures: Committee discussions have turned to partnerships and cooperative agreements rather than actual structural considerations. Tom Riggs suggested that it may be time to reinvent the committee or set a new purpose for it. Merger issues have been recommended as a topic within the Management Training Institute.

MHCA Enterprises: The Board selected 30 courses from onlinetraining for inclusion in our online "Institute". In addition, there will be a call to members for program content within several general topics selected from recommendations by committees and individuals. The Board is supporting an effort by several members to create a "cultural succession" videotape which will capture the history and mission of the community mental health movement.

Executive Committee Report: The Committee will explore working with Redtop Co, LLC in their software development efforts. Demonstrations will be scheduled at selected member centers.

Nominating Committee Report: The nomination and election process for 2002 will begin September 5. Seven slots are up for reelection.

Strategic Issue Discussion: Expansion of the Management Training Institute to top management staff in addition to CEOs was explored. The general consensus of the Board was to include training for upper management staff and to make online training and communication tools such as the list serve available to key management staff.



MHCA's Summer Meeting Message Hits Home

"While You Thought I Wasn't Watching..."

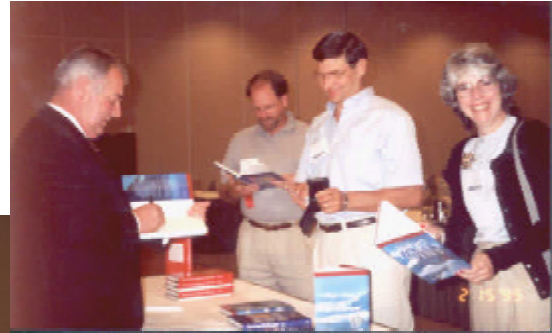
Peter Legge comes to the stage as an old hand at public speaking. He has won lots of awards for that. Toastmasters International has awarded Legge the Golden Gavel and honored him as Top Speaker in North America. He's what some call a "motivational speaker." A good one. But what could he say to MHCA – to people involved every day in the business of providing care to children, the elderly, the persistently ill and the "worried well". Would he simply be preaching to the choir?

On Wednesday, August 15 in Vancouver, British Columbia, we found that – as one member put it – "we need to be 'treated' periodically in order that we can continue to serve others." Legge's message of positive attitude, service to others, meaningful mentoring, and thankfulness was one that hit home. In stories about his father, Legge drove home the message about the importance of mentoring. Legge had learned lessons from his dad "while he thought I wasn't watching" that have guided him throughout his life. Similarly this warm and humorous speaker encouraged his audience to be mindful of the example they set for others every day.

Thursday's presentations were equally excellent. Grady Wilkinson, CEO of Heritage Behavioral Health Center in Decatur, Illinois, won high marks for his gritty description



Elliot Goldner, M.D. described the Canadian healthcare delivery system, drawing parallels and contrasts between theirs and that of the U.S.



Keynoter Peter Legge (left) was warmly received by MHCA members in Vancouver. Enthusiastic book buyers included Rick Doucet, Ery Brinker and Maggie Labarta.

of the process of developing an electronic medical record from the ground up. His center's record system, one which was created by a staff team approach and lots of hands on work, recently received the Nicholas E. Davies CPR Recognition Award of Excellence.

In another Thursday morning presentation, Dr. Elliot Goldner of the University of British Columbia's Department of Psychiatry compared and contrasted the Canadian system of behavioral healthcare with that of the U.S. Afternoon sessions included a panel presentation on international behavioral healthcare opportunities that brought together Fran Silvestri of Monadnock Family Services, Keene, NH, Ann Borders of Cummins Mental Health Center of Avon, IL, Bill Sette of Preferred Behavioral Health of Lakewood, NJ, and Charles Maynard of Providence Center, Providence, RI. A crowded room of listeners expanded their thinking to consider service ideas "beyond geographical boundaries".

The crowd remained for a late Thursday afternoon presentation of MHCA's Clinical Staffing Patterns study. Twenty of the 63 study participants attended, receiving a company-specific report on data findings. Others received generic information about the study. One attendee said

at the conclusion of the report, "This made me wish we had contributed to the survey." Another added, "This gives me new questions to ponder. I look forward to hearing more and perhaps participating in future work in this area." Panelists, who described how they were making use of the data at their own centers, included Tony Kopera, Community Counseling Centers of Chicago, Denny Morrison, Center for Behavioral Health, Bloomington, IN, Susan Rushing, Burke Center, Lufkin, TX, and Wes Davidson, Aroostook Mental Health, Caribou, ME. A transcript of this presentation is available on request.

In addition to these General Session presentations, there were the usual committee meetings, forum discussions, board meetings and receptions. We welcomed new CEOs Rick Doucet of Adams CMHC and Dennis Regnier of Grand Prairie Services as well as guests Steve Roark, Susan Wilson and Len Altamura. The City of Vancouver hosted us with unusually lovely weather – and MHCA friends enjoyed another great meeting in the beauty of our neighbor nation to the north. ❖



MHCA's CEO Don Hevey congratulated Grady Wilkinson (right) on Heritage Behavioral Health Center's award winning electronic medical record system.



Panelists for Clinical Staffing Patterns Report:

(Clockwise from top left) Wes Davidson, Tony Kopera, Denny Morrison and Susan Rushing

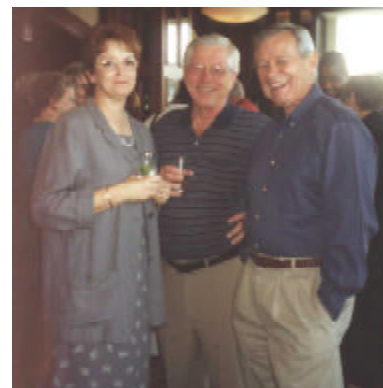


Melvin Harris (left) wanted to know more after Fran Silvestri's presentation on "Beyond Geographical Boundaries". Presenting with Silvestri were Ann Borders, Charley Maynard and Bill Sette.

Fun Schotz

Left: Tom Riggs and his son Jeff visited with Dave Schimmel (center) at Thursday's reception.

Right: It was good to welcome back Joy Hevey, here pictured with Charley Maynard and husband Don.



Alabama on MHCA State Roster

With the addition of Northwest Alabama Mental Health Center, MHCA is now represented in 32 states by its 130 members. This newest member is located in Jasper and serves a five county area. The President/CEO is Hank A. Milius. The center's overall budget is \$16 million, and it operates with a staff of 430 FTE.

Milius formerly was CEO of the Arthur Center in Mexico, Missouri. He says that colleague Bill Kyles of Comprehensive Behavioral Health Services, Independence, Missouri encouraged his participation in MHCA. That's how it's done! We happily welcome Mr. Milius and the Northwest Alabama Mental Health Center. ❖

Lomaka is CEO at Porter-Starke

David J. Lomaka has been named CEO at Porter-Starke Services in Valparaiso, Indiana. Formerly he served as Vice President for Clinical Services at David Lawrence Mental Health in Sarasota, Florida. Mary Alice Larson, who served as Porter-Starke's Interim CEO, has assumed the role of Chief Operating Officer. ❖

Please Mark Your Ballot

Though located in the State of Florida, your MHCA office is well aware of the proper way to handle ballots! There will be no hanging chads when MHCA members offer their nominations and finally vote for seven positions on our Board of Directors. The positions expiring at the end of MHCA's 2002 Annual Meeting (March 1) are each for a three year term. Incumbents are:

Harriet Hall (Colorado) - *Southwest Region*
 Lloyd Sidwell (Texas) - *Southwest Region*
 Dennis Morrison (Indiana) - *Midwest Region*
 Bill Sette (New Jersey) - *Northeast Region*
 Harry Shulman (Massachusetts)-*Northeast Region*
 Wayne Dreggors (Florida)- *South Region*
 William Peel (Arkansas) - *South Region*

Nominating forms were sent to members the first week of September. They are due October 5. Following nomination confirmations, ballots will be issued November 2 and results announced February 26, 2002.

Spotlight: Customer Surveys

MHCA staff member Nancy Maudlin, MBA, will co-present a workshop on *How Community Behavioral Health Centers Are Using Consumer Surveys and Outcomes Measures for Benchmarking Organization Performance* at Behavioral Healthcare Tomorrow's conference on Wednesday, October 10. The conference, entitled, "Informed Consumers: The Impact of Choice", is being held in Washington DC, October 7-10 at the Marriott Wardman Park Hotel. Presenting with Ms. Maudlin will be NCCBH Director and CEO, Charles Ray.

Ms. Maudlin is Director of MHCA's National Data Center and has been involved with the organization's Customer Satisfaction Management System since its inception. The System includes three separate measurement instruments - one for client satisfaction, one for staff satisfaction and one for referral source satisfaction. Components of the System are approved by JCAHO for their ORYX program.

Presently over 100 organizations are using MHCA's system. An annual license fee, consumables charges and transmission fees are charged to non-members; MHCA members pay only for consumables and for ORYX transmission.

MHCA's Customer Satisfaction Management System has been well received and serves as the cornerstone for a "360 degree" benchmarking program being developed by the organization. ❖



MHCA's Nancy Maudlin (left) with Susan Buchwalter, PhD, MHCA's Chairman, Outcomes and Standards Committee.

Developing a Continuum of Care for Seniors:

"An opportunity comes knocking"

A member showcase at our Fall Meeting in Scottsdale will be presented Thursday afternoon, November 8, by Valley Mental Health to familiarize us with that center's services to seniors.

Valley MH of Salt Lake City has entered into an exciting demonstration project with the Utah State Medicaid Office to place elderly physically ill persons out of nursing home care into the community. Funding for this program is a risk based capitated case rate.

The presentation will identify (1) The rationale for a CMHC to be involved in senior physical health care; (2) the planning and implementation of other components of a total system of care for seniors and the mental health's centers role; (3) Risks and rewards.

Dr. David Dangerfied, CEO, other key Valley Mental Health staff and officials from Utah's State Medicaid Office will be presenting. This member showcase is scheduled for 1:30 pm during general session. ❖

Former Member to Lead SAMHSA

Charles G. Curie, deputy secretary of the Pennsylvania Department of Public Welfare's Office of Mental Health and Substance Abuse Services, has been nominated by President Bush to run the Substance Abuse and Mental Health Services Administration (SAMHSA). Curie was an MHCA member in the 1980s when he was CEO of the Sandusky Valley Center in Tiffin, Ohio. He also served as CEO at the Helen H. Stevens CMHC in Carlisle, Pennsylvania before taking the state office.

Those who have worked with Curie give him high marks, and he is generally considered an easily confirmable candidate for the federal job. ❖

Negley Applications due November 9

Enclosed with this ER is an application for the 2002 Negley Awards for Excellence in Risk Management. Have you thought about applying???

Fall Meeting Will Introduce Leaders in the Field of Emotional Intelligence

Recognizing the importance of emotional intelligence in the workplace and making efforts to develop it within employees is a critical step towards reducing risks and enhancing overall organizational performance. The emotional maturity of employees directly impacts not only their behavior at work but also their behavior toward friends and families.

MHCA is pleased to include in its 2001 Fall Meeting schedule, a presentation by three outstanding leaders in the field of emotional intelligence. Reuven Bar-On, PhD, Kate Cannon, M.Ed and Rich Handley, PhD will co-present at 9:00 am on Thursday, November 8 in MHCA's general session. The meeting is being held at the Radisson Resort in Scottsdale, Arizona.

Dr. Reuven Bar-On is an internationally acknowledged expert and pioneer in emotional intelligence and has been involved in defining, measuring and applying various aspects of this concept since 1980. He coined the term "EQ" ("emotional quotient") in 1985 to describe his approach to assessing emotionally intelligent behavior. Dr. Bar-On has recently begun working with Behavioral Health Strategies where he will be assisting in the application, research and continued development of a ground-breaking Internet-delivered program designed to interactively assess and enhance emotionally intelligent behavior.

Dr. Richard Handley is a pioneer in bringing emotional intelligence to the workplace and in its corporate applications. He is a leading business strategist in leveraged, high performance human capital solutions and corporate human capital profiling. He is founder of equiversity.com and has been widely published.

Kate Cannon is a consultant, trainer and speaker with ten years of experience in the area of emotional intelligence. She founded The EQ Network to help individuals and organizations achieve their goals by leveraging the power of emotion. An emotional intelligence program she developed at American Express Financial Advisors is certified as a model program by the Consortium for Research in Emotional Intelligence. ❖

Calendar

MHCA 2001 Fall Meeting

Dates: November 6-9, 2001
Location: Radisson Resort and Spa
 Scottsdale, Arizona
 ☎ 480-991-3800
Rate: \$169/single or double
Registration Deadline: October 2, 2001
Preconference Seminar (separate registration)
Tuesday, November 6
 "Service Excellence" - Exploring the principles and practices of service management and how you can apply them to create a competitive advantage for your organization.
Presenter: Warren Evans

MHCA 2002 Annual Meeting

Dates: February 26 - March 1, 2002
Location: Don CeSar Hotel
 St. Pete Beach, Florida
 ☎ 800-282-1116
Rate: \$209/single or double
Registration Deadline: January 22, 2002

MHCA 2002 Spring Meeting

Dates: May 14 - 17, 2002
Location: Le Meridien Hotel
 New Orleans, Louisiana
 ☎ 504-525-6500
Rate: \$165/single or double - Superior
 \$185/single or double - Deluxe
Registration Deadline: April 15, 2002

MHCA 2002 Summer Meeting

Dates: August 6-9, 2002
Location: Toronto, Ontario Canada
Hotel: TBA

You become what you think
 about most of the time.

Peter Legge
 Keynoter, MHCA Summer Conference
 Vancouver, British Columbia

Going Global?, continued from page 2

Our goal, as recommended by the planning group, is to build within MHCA the capacity to assist individual members and MHCA as an organization to develop partnerships and facilitate international exchanges of ideas and expertise. Eventually we may capitalize on business opportunities that emerge. Specific objectives, opportunities and activities include:

- ◆ Develop within MHCA a coordinating function for overseas sabbaticals and exchanges for MHCA members;
- ◆ Establish executive placements for CEOs and senior staff and for retired members;
- ◆ Organize MHCA study tours abroad;
- ◆ Organize and disseminate information on best practices being developed abroad;
- ◆ Offer consultation services and other products and services to overseas organizations and worldwide institutions;
- ◆ Establish linkages with CMHCs in other countries.

The planning group recommended that next steps include: assessing member interest (through a survey); identifying and cataloging language skills and international connections; developing a financial plan; seeking foundation, institutional and corporate sponsorship; and updating the membership regularly.

So, is MHCA going global? You'll help us determine that by your responses to the survey we will send out in the near future, by your informal remarks and reactions and by the innovative ideas that this initial report generates from the membership.

The initial response to the Planning Group's report in Vancouver was very positive and stimulating. New ideas for international connections were suggested; potential partnerships in the venture were identified; and a strong endorsement going forward was expressed.

