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## **Time for a New Plan? Start with Purpose!**

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

*"Everybody has a plan until they get punched in the mouth."*

—Mike Tyson

While the combined effects of the COVID-19 pandemic, environmental disasters and growing social discord may have you reeling as if you just went 3 rounds with the former heavyweight champion and "most dangerous man on the planet" - now may be the perfect time for you to go to your corner and revisit your plan with your team.

In times of crisis, people follow leaders who provide them with a clear sense of purpose and parameters for action. Your community is seeking problem solvers and your team is looking to you now more than ever for guidance in reconnecting with their why. Many behavioral healthcare organizations were founded by seekers of social justice in an effort to address unmet community needs. By getting back to your organization's roots and soliciting community input to inform your purpose, you are more likely to become the leader your community and your organization needs.

Consider what your organization is

solving for. Does your purpose connect to the biggest challenges your community is facing right now? The world has changed dramatically in 2020, and your community's greatest needs may be much different than when you last reviewed your purpose and drafted your plan. When you are trying to solve complex problems, it is important to distinguish between relevant data and misleading or irrelevant information that will lead to skewed perspectives and flawed solutions. Do you have the data you need to make informed decisions?

During this extraordinary period of uncertainty, many members are looking at their programs and eliminating services that no longer make sense for them based on their focus and/or finances. Taking a broader view of your community and clearly defining root problems can open up a much wider universe



*Dale Shreve*

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# Member Spotlight: Steven Sheets - Southwest Behavioral & Health Services



Steven Sheets

Relative-ly new to **mhca**, Steven Sheets, a.k.a. Whiskey, is a native of Phoenix, Arizona, who likes being close to his extended family and

enjoys the variety of outdoor activities available in his hometown, especially trail running. “I like to go to trails in the middle of nowhere and run for a couple of hours. My wife and my leadership team are not big fans of this – but so far, I’ve always found my way back,” he said.

During his runs, sometimes he just enjoys the quiet, other times he’ll listen to Spotify stations. “I’ve played guitar for probably 20 years, sung in choirs and was in a band called Threshing Floor, so I enjoy a variety of music and like finding new songs,” he said.

When asked how he found himself working in behavioral healthcare administration, he said, “I’ve always had a heart for helping people. I earned my undergrad in Christian Studies from Grand Canyon University. While I quickly realized that ministerial service was not my future, I learned that there were agencies that could come along side people in their darkest times to help them reach their goals. I went

back for my master’s in professional counseling from Ottawa University.”

Steven’s been working at Southwest Behavioral & Health Services for about 10 years, initially interning for the residential program before becoming a children’s services supervisor. He then served as a program coordinator, and soon after was promoted to a program director. He most recently served as Vice President of Outpatient Services, and then Interim CEO. The biggest stretch for him was taking over their largest outpatient facility and opening it up as an integrated care facility. “We were a guinea pig for what we believed should happen, but it’s hard to put your own spin

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*I can't drive 55!*



on a program when previous leadership is still involved,” he said.

In describing the professional accomplishment of which he's most proud, he said, “About three-and-a-half years ago, the previous CEO passed away and the organization experienced a lot of turnover in both the leadership team and front-line staff. I started making an hour-long drive each month to meet face-to-face with staff to get buy in for change, squelch rumors and build relationships. Rallying the troops and creating a culture of service and trust was challenging, but also rewarding and a lot of fun for me professionally. I love working with people to transform their lives and I'm a firm believer in meeting people where they are - like with our school-based programs.”

“Over the past few years, I've learned that at a legacy organization, it's especially important to listen carefully before you make decisions. Sometimes I move too fast – as I illustrated by getting a speeding ticket in the company car during my first month as CEO,” he said.

On his recently acquired nickname, he said, “After being introduced by Laureen Pagel during the Winter Conference in Clearwater Beach – everyone started calling me Whiskey. I had told Laureen about my hobby of collecting the best whis-

key in each state. It started when I read an article in Esquire. I look for varieties I can't buy locally – and as a CARF surveyor, it was great when my visits would line up with my whiskey wish list. I love picking up “unicorn” varieties whenever I can. It's a fun hobby. I have a bottle of Tom Foolery I picked up in Ohio. I leave most of them sealed for special occasions.”

In addition to running, whiskey and music Steven enjoys cooking. “With cooking – I like to take on challenges and try to reproduce meals I've had during my travels. For example, I was in China last year and they serve a lot of whole fish, so I've started cooking whole sea bass and whole trout, when I can find them,” he said.

After Steven attended **mhca** as a guest in Atlanta, Southwest Behavioral & Health Services became a member. Steven attended in the Winter Conference in Clearwater beach, but then then the spring and summer events were cancelled due to COVID-19. “I've only been to two conferences so far – but the content from **mhca** conferences is out of this world. COVID-19 has made it more difficult to connect since we aren't meeting in person right now, but I have met some folks on online coffee breaks, and I plan to connect with them at our

next in-person conference,” he said. “Patrick Evans has been a great resource,” he added.

“On my way back from Clearwater Beach, I thought about how we would adapt to the constraints of the pandemic. Our staff has rallied and excelled, which is so encouraging for where we can go in the future. COVID pushed our dreams of telehealth to the forefront. Financially, we're doing well. We have less travel, mileage, etc. on the expense side of things and revenue is up. We've been pretty blessed,” he said.

Steven met his wife, Morgan, while working as a manager for a local specialty furniture store. They've been married for 10 years, have a 2-year old son named Nelson, and are expecting their second child in January. Steven loves being a dad and says Nelson reminds him of the energetic kid he once was with his spicy, spunky personality. ■

A photograph of two hands, one from a person in a white lab coat, holding two interlocking puzzle pieces against a blue background. The left piece is white with the 'qualifacts' logo in blue, and the right piece is white with the 'CREDIBLE' logo in blue. The hands are positioned as if about to join the pieces.

## **Qualifacts + Credible have merged.**

Our new organization, which is committed to supporting both existing solutions, will be laser-focused on serving the Behavioral Health and Human Services marketplace.

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- Have the financial strength and durability to support providers regardless of market forces.

# **qualifacts + CREDIBLE**

**Discover which solution fits your needs best.**



# New Faces & Places

Welcome our new members and keep an eye out for these new CEOs at future conferences!

New member **Ravenwood Health** is a private, nonprofit, trauma-informed agency in the Ohio Snow Belt serving more than 3,300 people annually with a budget of \$9 million. Ravenwood offers mental health and addiction services for children, youth, adults and families including medicated-assisted treatment, crisis response teams and intensive home-based treatment.



*Vicki Clark*

**Vicki Clark** joined Ravenwood Health in 1986 as the Director of Sex Abuse Treatment Services. She served as the Chief Operating Officer from

1989 to 2013 and was involved in the development and oversight of clinical programs. Vicki became the President and CEO of Ravenwood in 2013.

Vicki lives in Mentor, Ohio with her husband, Dave. They have two grown children, a son, Michael, age 30, and his wife, Heather, and daughter, Mackenzie, 28. Vicki is an avid reader and particularly enjoys dystopian and historical fiction.

New member **SMA Healthcare** (SMA) provides a full continuum of services for individuals suffering from mental illness and/or addiction in Florida's Flagler, Putnam, St. Johns and Volusia counties. Services include an Access Center 24/7 for information and referral, crisis services, detoxification, outpatient and residential services, supporting housing, prevention programs and

community outreach and education.



*Ivan Cosimi*

five years prior, he was the Assistant Finance Director at The Centers in Ocala. Ivan is a Certified Public Account, received a Bachelor of Science Degree in Business Administration from the University of Florida and has his Master's Degree in Accounting from Nova Southeastern University.

Ivan has served on other area non-profit boards and is a proud resident of Port Orange for the last 20 years. He has been married to his wife Laura for the last 30 years and is a proud parent to Alex (23) and Brianna (21).



*Tracie Horton*

2004 as Assistant to the CEO. Her responsibilities included contracts, purchasing, insurance, credentialing, billing, and claims tracking/resolution, as well as any special projects assigned by the CEO. She previously worked at the Virginia Department of Health as a Health Educator focusing on environmen-

**Ivan Cosimi** became the Chief Executive Officer at SMA in January 2015. Ivan started with SMA in 1998 as the Chief Financial Officer and for the

tal and policy change as it relates to creating healthier communities. She has a Bachelor's in Biology Emory & Henry College and an MBA and a Graduate Certificate in Public Management from Old Dominion University.

Tracie is an only child originally from Scott County, Virginia. She married Alan Hunley in 2013. She has a soft spot in my heart for animals, as evidenced by her spoiled and sometimes rotten schnauzer Sydney. In her spare time, she enjoys reading and traveling.



*Dee Werline*

**Dee Werline** succeeded Paul Beatrice as President and CEO of **New Vista** upon his retirement September 1. Dee is an experienced behavioral

health leader, most recently serving as Deputy Commissioner at the Department for Behavioral Health, Developmental and Intellectual Disabilities. She earned her Master's Degree in Clinical Psychology from Morehead State University, and is a Licensed Psychological Practitioner in the state of Kentucky. She has spent the last 30 years of her career in behavioral health organizations and previously worked at New Vista for 16 years in a variety of leadership roles, most recently serving as the Vice President of Administration from 2012 to 2016. "I believe in community mental health, and I have a passion for the staff and clients of New Vista," says Werline. "With over 16 years of experience within the organization, I want to ensure that New Vista will evolve to meet the changing needs of the

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of solutions, including new opportunities and strategic partners for your organization with significant ROI.

I challenge you to continue to be flexible in your thinking, seek input from those you trust and consider new possibilities for working in harmony with diverse community stakeholders to create value and increase your relevance within your unique ecosystem.

We are all intricately connected to the communities we serve, which is why we hurt together, and we will also rise together. A clear sense of purpose and a vision for the future can provide much needed perspective and fuel innovation in addressing complex issues that impact population health – like public safety, affordable housing, economic development, school success and other social determinates.

To position yourself as a community problem solver, be strategic with your board composition and partnerships - become the hub that connects stakeholders in a dynamic community-wide network that shares information and engages in collaborative decision making.

As a behavioral healthcare provider, you have developed significant expertise in serving vulnerable, high-risk and indigent populations, you're sensitive to people who have been marginalized and you're committed to providing culturally competent and responsive services and reducing barriers to accessing the supports and resources people need to thrive. Now is your time to shine!

Solving the issues impacting your community will require cutting across administrative and political boundaries, engaging in intensive community outreach, exploring new sources of funding, and in-

vesting in creative collaborations. It won't be easy, but nothing worth doing ever is.

**mhca** is invested in your success and we look forward to supporting you in your endeavors – let us know how we can help! ■

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communities in our region.”

The following member organizations have also announced the appointment of interim leaders:

- Donna Jablonski, Harbor Behavioral Health
- Mary Marran, Providence Center
- Jennifer Willis, Pathways

We look forward to your active involvement in **mhca**! ■

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# RELIAS





COVID may keep us from going to Memphis, but it can't keep us from bringing Memphis to our members! We hope you and your team will join us for a 1-day virtual conference on Wednesday, October 14, starting at 10 am ET. Put on your "out-of-office" assistant, kick back in a comfy chair, and log in to participate in LIVE sessions featuring nationally-renowned speakers and innovative industry insiders. To bring you the authentic **mhca** experience, we went with a full-day event during the week of our previously scheduled conference in hopes that the date would still be open on your calendar and you could unplug from work and fully engage with your peers online. To give you the feel of an in-person event, we have incorporated live audience Q&A, small group discussions and interactive breaks between sessions.

Genoa Healthcare has sponsored our opening keynote featuring Duncan Wardle, the former Head of Innovation and Creativity at Disney and the man who pioneered the Disney Innovation Process. Duncan will delve into creative problem solving to help us identify new marketplace opportunities and drive strategic growth. He will offer strategies on how to improve customer experience, embrace calculated risk and help teams work collaboratively.

**mhcainsider** Spring/Summer 2020

We've heard time and again how much our members learn from one another during our conferences, so this virtual conference will feature both an Innovation Expo where members share mini-presentations on their innovative undertakings as well as a Leadership Incubator where member CEOs will share their paths to the C-suite as well as how they are managing succession planning.

We will also welcome back Theresa Gallion, a senior lawyer who both litigates and provides support to management via thoughtful leadership on workplace regulatory issues, equal employment opportunity policy, compliance, and strategic initiatives. She has over 35 years of experience representing diverse employers from colleges and universities to businesses in the healthcare, hospitality, and telecommunications industries and her interactive breakout session during **mhca's** 2019 Summer Conference in Salt Lake City was a huge hit!

Our closing keynote will be delivered by Brett Culp, an award-winning documentary filmmaker and founder of the not-for-profit, The Rising Heroes Project. Brett has pioneered the art of creating "mini-movements" that inspire the super-human spirit in us all. His unique approach to community-building and relationship-driven

engagement invite people to connect with a noble vision and make a difference together. Brett encourages audiences to find the superhero within and their own path to "everyday leadership." His insights on connecting individuals to an organization's mission and goals resonate, help us realize our greatest personal and business potential, and renew our collective sense of hope for the future and belief that our efforts can make an impact.

In addition to exceptional presentations, this conference will incorporate lots of Q and A and multiple rounds of small group discussion



throughout the day to simulate hallway conversation and help you reconnect with your **mhca** peers. Interactive breaks are being sponsored by Streamline Healthcare Solutions and Datis, and The Meyers Group is sponsoring lunch from UberEats for the first 200 members registered.

At the end of the day, we look forward to hosting you for a virtual reception with small group networking and a special appearance by Elvis. Grab your favorite cocktail or mocktail, listen to "The King" and chat with other attendees about what you learned today and how you'll apply it at your organization.

Special thanks to our long-time Education Sponsor, The Martyn Family Foundation.

We hope to see you on Zoom! ■



*Leaders in Community Health Solutions*

1876 Eider Court, Suite A

Tallahassee, Florida 32308



We're looking forward to seeing you in the new year! Don't miss out - make plans now to join us for each of our 2021 quarterly conferences. Save the dates and keep an eye out for information on registration, room blocks and fun group activities about 90 days prior to each conference. Questions? Just give us a call at 850-942-4900. See you soon!

*Save the Dates!*

**February 23-25, 2021**

The Opal Sands Resort  
Clearwater Beach, Florida  
Room blocks and online  
registration are now open!

**Group/Clock Code:**  
MHCA022021

**Opal Sands reservations at:**  
1-855-335-1087

**Sandpearl Reservations at:**  
1-866-384-2995

More details at [mhca.com](http://mhca.com).

**May 11-13, 2021**

Belmond Charleston Place  
Charleston, South Carolina

**August 3-5, 2021**

Westin Copley Place  
Boston, Massachusetts

**October 19-21, 2021**

The Memphis Peabody  
Memphis, Tennessee