

# Executive Report

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## Opening Our Minds in Scottsdale

Always receptive to challenges, MHCA members received plenty to think about at our Fall Meeting held in Scottsdale, Arizona.

The conference, convened at the Doubletree Paradise Valley Resort, began with a full agenda on Tuesday, November 2, when in addition to the usual two board meetings, five committees met as well.

The program continued on Wednesday morning with an EAP Focus Group, visited by guest marketing specialist Rich Beland of American Psych Systems. Then there were the three newly structured Forums focusing on Futures, New Trends and Corporate Structures. Rounding out the morning was the Executive Development Committee where all committee and board chairmen brought the essential business of their recent meetings to a common table (see report in Board Highlights, page 3).

With that business under their belts, members gathered for a hard hitting General Session on Wednesday afternoon with keynoter Monica Oss, President of OPEN Minds. Her three-hour pre-



*Keynoter Monica Oss (left) and MHCA's Susan Rushing share a few moments following the General Session.*

sentation, entitled "Next Generation of Care: Key Issues and Trends for MHCA" was well attended, and members appreciated follow up conversations with her at the evening reception. In the words of one member, "As ever, Monica is a dramatic combination of encyclopedic knowledge, incisive understanding and crystal clear delivery - out-

standing!" Members unable to attend the meeting may obtain a copy of her handouts by submitting a materials order form (available online or by mail).

Thursday's General Session included a half dozen presentations covering a range of topics from risk retention to cultural competency. Member showcases were balanced with guest deliveries, and collectively they offered a rich mix of learning experiences.

The morning began with presenters Bonnie R. Siegal and Dean Scarano of First Albany's Health Care and Long Term Care Finance Group describing "Non-Traditional Bond Financing for Behavioral Health Care." MHCA's Board Chairman Gary

*continued on page 4*

## President's Column by Donald J. Hevey

### Managing . . . Better! Faster!

"We are in the middle of the networked society. Technology has given us new ways to keep in touch with each other and to share information. We have to take advantage of that technology to get better faster." (*Bill Baker, Texas Instruments*)

This quote by Bill Baker summarizes one of the major underlying refrains expressed by MHCA members as we met in committees, task forces, forums, and board meetings during our recent meeting in Scottsdale. "How can we get things done more quickly within MHCA, and how can that equip me to deal with all the new tasks I'm being asked to manage right now?"

From its inception, MHCA has been committed to rapid, timely sharing of quality information and knowledge. From the onset of the organization our membership meetings have been held quarterly to foster "a community of" communication between and among members. We developed a community where it is "safe" to ask questions. We admit we do not always have the answer and we feel comfortable sharing a possible solution without fear of being second-guessed. MHCA's pictorial membership directory was developed to further that sense of community and to enlarge on it by identifying key staff, subject matter experts and unique/exemplary programs of our members. All of our meetings are open because we know that we learn most and best from each other.

Two years ago, we took a major leap by developing our web site ([www.mhca.com](http://www.mhca.com)) to in-

crease timely access to information and resources. The web site was designed to be interactive and contain information useful to you. Last year at this time we launched our first "list serv", which was described as "a homerun" in terms of member resources. It has since expanded to 24 list servs. They range from broad, general areas where members work and share experiences "horizontally" on general topics to smaller, specific, task-oriented areas.

We have taken advantage of technology for sharing information. Now the question...how can we use that technology with its vast information and knowledge to "help make you better, faster". The emphasis is on *you* and *faster*. The tasks you are being asked to manage and the issues you are dealing with are increasingly complex and immediate.

Just as MHCA members raise issues, they most often present possible solutions, as happened in Scottsdale. Some are presented in summary form in the "Board Highlights" section of this newsletter. Strategies and solutions for assisting you in meeting your challenges must be broad, timely in design, and tailored to your needs. They will require your input and involvement. They will demand your participation in development and implementation. You'll be hearing more. Let's get them in Y2K.



Donald J. Hevey

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## Board Highlights

Following are key reports made to the MHCA Board of Directors at its meeting on November 5, 1999 in Scottsdale, Arizona.

### Finance Committee:

The Committee reviewed and accepted the financial statements for the quarter ending September 30, 1999 and reviewed the proposed 2000 budget. MHCA's policy is to allow an annual cost of living dues increase. A motion was made, seconded and approved unanimously to approve the budget with a 3% dues increase.

### Nominating Committee:

Nominee acceptance forms have been received and reviewed indicating multiple candidates for each slot. Ballots for election will be mailed to the membership November 12.

### Executive Development Committee:

Board Vice Chairman Harriett Hall reminded those present that due to the new structure and purpose of the Executive Development Committee, her report would consist primarily of actions items recommended by the various committees and forums for board approval.

- ◆ The Corporate Structures Forum gave an update on responses to the consultant profiles and will place that information on MHCA's web site. The Committee brought additional information relevant to board governance issues for consideration by the MHCA Enterprise Board. A presentation is planned for the February meeting by Jeanne Wurmser, CPC, on her joint operating agreement. The focus for the committee meeting will be on various partnership models.
- ◆ New Trends Forum asks that we pursue pharmacy management and pharmaceuticals. They also requested updated information on corporate compliance as a possible future program.
- ◆ The Standards and Accreditation Committee is considering a change in their committee focus. They intend to become a task force with a specific task and meet every quarter. They are working on an action plan to develop benchmarks related to negative events and will interface this effort with MHRRG.
- ◆ The Futures Forum brought three issues: 1) Internet technology related to clinical practice, re-

questing that the IS Committee take this issue for attention and development; 2) CEO issues related to task management, energy focus, skill development etc. - recommending that we consider a staff development model for executives. This was referred to the MHCA Enterprises Board for development; 3) Pharmaceuticals, joint venturing with pharmaceutical company, new pharmaceutical, biological research. A presentation will be developed for a future meeting. Don Hevey will contact member CEOs with pharmaceutical backgrounds and follow up on an Abbot laboratory presentation recommended by Jesse Turner.

- ◆ MHCA Enterprises has been working on an interim directorship project, exploring the potential for retired MHCA CEOs to become interim directors. Glenda Bussell did a pilot of this product for a center in Maine. This product might be packaged with the Executive Search program.
- ◆ The EAP Committee reported that they will develop different levels of security for the EAP web site and MHCA's web site to make them both more accessible to staff.
- ◆ The Clinical Staffing Guidelines Committee gave an update on their project. The budget approved for phase I will cover development of the project through the end of phase II. New resources will need to be allocated for phase III.
- ◆ MR/DD Focus Group - Jim McDermott reported that the MR/DD Focus Group had held two conference calls since its last meeting and continues to develop and identify resources. A presentation is planned as part of the general session in February not only to explore the philosophical perspectives but focus on the changes in that environment and consider business opportunities and products.

### Executive Committee:

Don Hevey reported that two positions on the MHRRG Board of Directors will expire at the annual meeting in February 2000. Gil Aliber, outside director and chairman of the Board, was

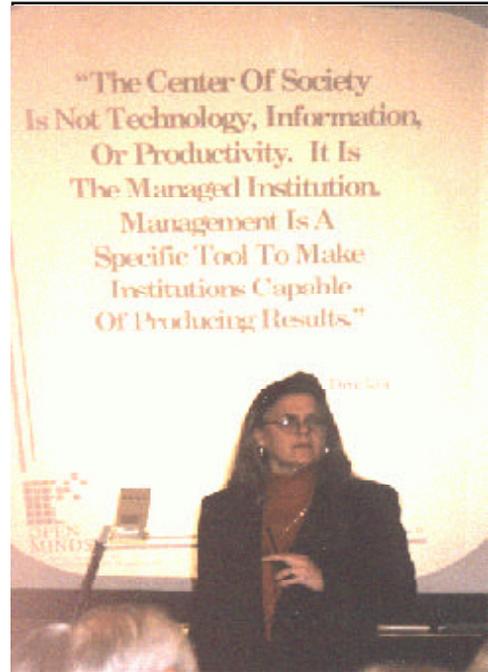
*continued on page 6*

## Opening Our Minds, continued from page 1

Lamson, CEO of Vinfen Corporation of Cambridge, Massachusetts brought this presentation to the membership having worked with First Albany in a recent bond development effort at Vinfen.

Two member centers cooperated in a presentation on "Developing Cultural Competency" – participating were Tim Otis, CEO, and Harold Gates, consultant, from the Mental Health Center of Dane County, Madison, Wisconsin, and Dan Ranieri, CEO, and Christine Miller, Director of Substance Abuse and Adult MH, from La Frontera Center in Tucson, Arizona.

Dr. Edward T. Negley addressed the General Session concerning risk retention, describing coverages provided by the Mental Health Risk Retention Group (MHRRG). MHRRG is a captive insurance company developed by MHCA which offers stable and affordable professional/general and directors/officers liability insurance.



*Keynoter Monica Oss quotes Peter Drucker.*



*Dean Scarano and Bonnie Siegal of First Albany joined MHCA's Gary Lamson (left) for bond financing presentation.*



*(Left to right) Presenters Dan Ranieri, Christine Miller, Tim Otis and Harold Gates shared insights on cultural competency, joined here by MHCA CEO Don Hevey.*

A highlight of the morning was MHRRG's distribution of dividends to shareholders. In its eleven years, MHRRG has returned over \$2 million through its dividend program. In today's increasingly "hard market", the stability and availability of coverage by MHRRG is a welcome MHCA benefit. On Thursday evening, shareholders were guests of MHRRG's reinsurance partner, Scottsdale Insurance Company, for a lovely reception and dinner held at the company's headquarters office just minutes from the Doubletree.

Members received a welcome update on MHCA's developing Clinical Staffing Guidelines program by David E. Dangerfield, DSW who as committee chairman is regularly informing members on progress of the project.

A lively presentation on development of a "Structured Service Delivery Network Model" was given by Morty Lebedun, CEO, and Jake Jacobs, COO, of Tri-County Mental Health Services, Kansas City, Missouri. Tracing the roots of his program from the days when he literally offered up his personal van as collateral to secure service delivery funding, Morty described



*MHCA's Jim Gaynor (left) and Ted Dacko of Centromine intrigued the audience with news of fascinating information technology!*

a creative history of networking to meet the behavioral health needs in his area.

Closing the Session on a beautiful afternoon when some might otherwise have been tempted to enjoy the sunny Scottsdale clime, were Centromine representative Ted Dacko and MHCA member Jim Gaynor. Their topic, "Throw Out Your Software –The Value of the Internet for Behavioral Healthcare", fascinated members, keeping them in the Session and resulting in comments such as this one, "Wow! If what Ted told us is really true, we are on to something very revolutionary; in fact, it's what every MHCA member needs in order to be successful." MHCA's Information Systems Committee has been exploring this technology concept with Centromine, Inc., innovators in browser-based Web software for the behavioral healthcare market. Dacko's presentation, along with an educational booth and the presence of a five-member staff team of experts provided person-to-person information on this new technology. Thanks to the Centromine company for sponsoring Wednesday evening's generous reception at the hotel.

MHCA's Fall Meeting was four days of information filled, non-stop activity. Members, speakers and guests enjoyed the many opportunities to learn from each other and consider together the challenges of today's behavioral healthcare environment. Scottsdale provided a beautiful backdrop for yet another stimulating interaction of top industry leaders.

Speakers' materials presented at this meeting are available to MHCA members - complete the meeting materials order form provided by mail and online at *MHCA.com*.

And now, on to Florida . . . where our 2000 Annual Meeting will be held February 22-25 at the Don CeSar Hotel on St. Pete Beach! See details on the Calendar, page 8. ❖



*Rich Beland, Sales & Marketing VP for American Psych Systems, was a welcome guest speaker at Wednesday's EAP Focus Group. Linda Valianti coordinated the meeting.*



*It pays to attend afternoon sessions! Kathleen Buescher picked up a cash incentive from presenters Jake Jacobs (left) and Morty Jacobs.*

## Membership Growth

MHCA welcomes the following two new member centers. MHCA's membership as of November 11 totaled 129 with representation in 33 states. Seven centers have joined since the beginning of 1999.

Riverbend Community Mental Health, Inc.  
P.O. Box 2032  
Concord, New Hampshire 03302-2032  
Telephone: 603-228-1551  
CEO: Dale K. Klatzker, PhD

Southeast Mental Health Center, Inc.  
3810 Winchester Road  
Memphis, Tennessee 38118  
Telephone: 901-369-1400  
CEO: Gene Lawrence

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## Board Highlights, continued from page 3

reappointed for an additional three year term. Charles Vorwaller's term also will expire in February. Charles plans to retire this summer and will not be eligible for appointment. Susan Buchwalter, Counseling Center, has been appointed to fill that vacancy.

### Other Business:

Gary Lamson reminded the Board of its redefined role - to focus more on strategic development and positioning of the corporation. Two major strategic issues were identified for follow up at the next meeting:

1) *Core competency*: How to expand markets and improve competitiveness and how to link with top organizations (educational systems, criminal justice, government, business and industry, recreation, healthcare and transportation). Discover where we have a linkage and in what way we might impact those systems. Howard Bracco will take the lead to develop a workshop;

2) Erv Brinker will lead a discussion on "getting things done more quickly." ❖

## MHCA Member Center Receives Prestigious Award

The Joint Commission on Accreditation of Healthcare Organizations (JCAHO) has named Center for Behavioral Health, Bloomington, Indiana, a 1999 winner of the Ernest A. Codman Award recognizing excellence in the use of outcomes measurement to achieve health care quality improvement.

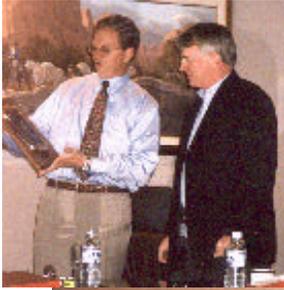
Center for Behavioral Health is the first recipient of the award in the behavioral health care category. The facility was recognized for its work to reduce panic episodes, thereby significantly decreasing the use of anti-anxiety and depression medications.

Named for the physician regarded in health care as the "father of outcomes measurement," the Ernest A. Codman Award was created to showcase effective use of performance measurement, thereby enhancing knowledge and encouraging the use of performance measurement to improve the quality of health care.

JCAHO formally presented the award to Center for Behavioral Health during its November 4-5 National Conference on "Leveraging Change Through Performance Measurement in a Competitive Health Care Environment" in Chicago.

"This award recognizes Center for Behavioral Health for its significant achievements in improving patient care," says JCAHO president Dennis S. O'Leary, M.D. "Center for Behavioral Health's innovative approaches and deep commitment to continuous quality improvement have created new vistas for the productive application of performance measurement."

Receiving the award for the Center was CEO Denny Morrison, PhD who said, "We are honored that the Joint Commission has selected the Center for Behavioral Health as a recipient of the Ernest A. Codman Award. For more than 30 years, the Center has had a strong commitment to providing high quality services. This award reflects our belief that providing treatments that have known, measurable, beneficial outcomes is not only good for our clients, but is good for the credibility of the behavioral health care industry in general." ❖



## Insurance Shareholders Receive Dividends

Insurance may not be everyone's favorite topic, but shareholders in the Mental Health Risk Retention Group were glad to hear about their dividends when Dr. Edward T. "Bud" Negley distributed them at MHCA's recent Fall Meeting! Following Negley's presentation at the November 4 General Ses-

sion, he announced dividends of 7% premium and \$40 per share for 1999. Shareholders attending the Session received their checks personally.

The next day, Negley presented a plaque to reinsurer Scottsdale Insurance Company's president Max Williamson for ten years association with MHRRG (*in-set photo*). ❖



## Check Out Job Listings on MHCA's Web Site

All of the following job listings are detailed on MHCA's web site at [mhca.com](http://mhca.com) under the Executive Employment section. Some are through MHCA itself while others are listed with our recruitment partner, Management Recruiters of Washington, D.C.

### MHCA Listings by Position/State

Accrediting Organization CEO (Arizona)  
 Chief Executive Officer (Missouri)  
 Child & Adolescent Program Manager (Indiana)  
 Clinical Director (Indiana)  
 Director of Adult, Child & Family (Washington)  
 Director of Behavioral Health Rehab Svcs (Massachusetts)  
 Director of Brief Treatment (New Jersey)  
 Director of QI and UR (Arkansas)  
 Director of Quality Improvement (Georgia)  
 Executive Director (Ohio)  
 Medical Director - 1 (Vermont)  
 Medical Director - 2 (Washington)  
 President/CEO (Ohio)  
 Psychiatrist - 1 (Washington)  
 Psychiatrist - 2 (Indiana)

### Management Recruiters of Washington Listings by Position/State

Adult Psychiatrist (New York)  
 Chief Financial Officer (Connecticut)  
 Chief Financial Officer (Ohio)  
 Director of Professional Stds & Research (Pennsylvania)  
 Division Director: Adult, Child & Family Svcs (Washington)  
 Executive Director (Minnesota)  
 Executive Director (New York)  
 Geriatric and Forensic Psychiatrists (Nationwide)  
 Nurse Practitioner (Indiana)  
 Psychiatrist (Indiana)  
 Unit Director (Maryland)

## Make these Deadlines!

MHCA's Annual CEO Compensation Surveys are due **December 10**. This completely confidential report has proven very valuable to member centers over the past nine years. Don Hevey's analysis is provided in early March and reflects data on trends, ranges, averages, etc. If you need another copy of your Survey, contact MHCA.

Member Profiles are also due **December 10**. The annual profiles provide information which is included in MHCA's printed and online versions of the Membership Directory. We have simplified and shortened the form this year - just two pages! Be sure to include your "Subject Matter Experts" and "Unique/Exemplary Programs" - these are vital pieces of the MHCA network. Knowing each other's successes and strengths enriches all of us! ❖

## Happy Holidays!

Your MHCA office in Tallahassee will be closed for Thanksgiving on November 23rd.

To celebrate Christmas and New Year's we will also be closed December 24th and 31st.

We wish all of you the best of the Season!

## MHCA Survey on Internet Usage

### Overview

Centromine, Inc. distributed 85 surveys to attendees at MHCA's quarterly membership meeting in Scottsdale Arizona. The surveys were distributed during the keynote speech anticipating that this would be the highest attended session of the meeting. The survey was short, only 5 questions, and could be completed in less than 5 minutes. A total of 69 surveys were returned.

### Survey Results

#### Current/Planned Internet Use

48% of the respondents said that they or their organization currently uses the Internet during the daily course of business. Types of use were as follows:

97%	to locate information
91%	to communicate with peers
42%	to make online purchases
22%	to participate in continuing education
6%	to communicate with patients/consumers
16%	specified other uses of the Internet

52% of the respondents said that they do not currently use the Internet for business purposes. This 52% breaks down as follows:

30%	plan to begin Internet use within 6 months
12%	plan to begin using the Internet within 1 year
3%	plan to begin using the Internet within 2 years
3%	have no plans to begin using the Internet
4%	were unaware of organization's future plans

As for personal use of the Internet, 94% said they currently use the Internet for personal use.

#### Current Information Sources

The survey asked respondents what paper or electronic sources of information are most helpful during the daily course of business. The goal was to gauge: a) the percent of those information sources that are web-based, and b) those sources that were mentioned most frequently by respondents.

A total of 78 different information sources were mentioned. Following are highlights of the responses to this question:

- \* The number of times a single publication was mentioned by the respondent population ranged from 1 single mention to 26 mentions.
- \* 52 of the publications mentioned were only cited by 1 individual
- \* 11 of the publications mentioned were only cited by 2 individuals
- \* 15 of the publications mentioned were cited by 3+ individuals

Following is the ranking of those publications that were mentioned by 3 or more respondents. The percentage is the ratio of the number of respondents that cited the particular publication to the total number of publications mentioned.

## Calendar



### MHCA 2000 Annual Meeting

**Dates:** February 22-25, 2000  
**Location:** Don Cesar Beach Resort  
 St. Pete Beach, Florida  
 ☎ 800-282-1116

**Rate:** \$180 single or double  
**Registration Deadline:** January 19, 2000  
 (Negley Award Finalists' Presentations)

### NCCBH Annual Training Conference

**Dates:** April 29-May 2, 2000  
**Location:** Hyatt Regency Crystal City  
 Hotel  
 Arlington, Virginia  
 (Designation of 2000 Negley Awards)

### MHCA 2000 Spring Meeting

**Dates:** May 16-19, 2000  
**Location:** Memphis Marriott Downtown  
 Memphis, Tennessee  
 ☎ 901-527-7300

**Rate:** \$124/single or double  
**Registration Deadline:** April 10, 2000

Information Source	% Mentioning Source
Open Minds	33%
MHCA website	28%
State Agency bulletin/websites	21%
Behavioral Healthcare Tomorrow	17%
Mental Health Weekly	17%
Wall Street Journal	15%
Newspaper (local)	12%
National Council Newsletter	9%
General Search Engines	5%
Managed Behavioral Healthcare	5%
Modern Healthcare	5%
Behavioral Health mgmt magazine	4%
Mental Health News	4%
NCCBH website	4%
Ohio Council Newsletter	4%

#### Desired Use of Internet

The final section of the survey focused on alternative future uses of the Internet. Respondents were given 7 suggested uses of the Internet and asked to give each use a rating of 1 to 5, where the scale indicated relative usefulness and desirability of the option. The more useful a suggestion was perceived to be, the higher score the respondent assigned to the choice. The choices were not mutually exclusive. Scores were calculated by multiplying number of respondents selecting a rating times the rating.

Access information system remotely	- 285
Retrieve Rx info from within the information system	- 268
Submit prescription automatically/electronically	- 249
Participate in continuing education online rather than attending a classroom	- 234
Conduct other unspecified patient interaction	- 207
Conduct periodic online patient/consumer assessments	- 204
Conduct online patient/consumer therapy	- 190

