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Pausing to Ponder – The Importance of Taking Time to Think

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

Time is the great equalizer; no matter our skills or resources - we each get the same 24 hours a day. The most successful among us are those who have learned how to best invest those hours in high-value activities.

At our Summer Conference in Portland, Oregon, keynote speaker Juliet Funt revealed that most of us spend 41% of our time in low-value activities. Funt is one of a number of business consultants and strategists who have observed that we have all become so uncomfortable with pauses in activity that we work hard to fill every waking moment and seldom pause to really think. We talk on the phone or listen to music while we drive, we watch television or read magazine articles while we work out, we check our emails or play Candy Crush on our smart phones while waiting in line - we are essentially multi-tasking away all of our thinking time.

As Funt explained, when drive becomes overdrive, excellence

becomes perfectionism, information becomes overload and activity become busyness, we fail to really think, to

consider all the possibilities, and we miss opportunities to achieve our full potential. To improve our lives as well as our business results, she encourages us to take strategic pauses between activities for deep thought, time to question our assumptions, analyze issues, connect our thoughts, and recharge our bodies. Taking time to think helps leaders become more self-aware, increases clarity and creativity, and leads to more big ideas. And when leaders become more thoughtful, so do their teams - the culture of their organizations change and they become more successful.

To find the time to think, Funt recommends we employ the following four “reductive filters” to



Dale Shreve

Fall Conference Preview

Ready to turn up the heat? Join us in the 'West's Most Western Town' to explore hot topics in behavioral healthcare. Our Fall Conference in Scottsdale, Arizona, November 1-4, will feature three opportunities to tour innovative service sites, a pre-conference Innovation Incubator on the emerging multi-state health and human service marketplace and general sessions on identifying barriers and applying progress divers in the changing healthcare marketplace, how specialty providers can benefit from the uneven evolution of value-based purchasing, delivery-system transformation in Arizona,



and how to respond to significant market trends. Breakout sessions will cover self-funded health insurance, integrated care, artificial intelligence and more!

Don't miss this opportunity to network with your peers and discuss emerging trends in the industry while enjoying a scenic desert landscape.

Take some time to relax! Book a tee time at one of the more than 200 area golf courses, or tour one of 125 professional art galleries and studios, including the **Scottsdale Museum of Contemporary Art** located in Downtown Scottsdale.

If you're feeling adventurous, you



can explore the winding rivers, towering peaks, and lush valleys of Scottsdale's **Sonoran Desert** via a white-water rafting trip, off-road tour by Jeep, Hummer or horseback, or even an early-morning hot-air balloon ride!

In addition to its natural beauty, Scottsdale also offers several unique attractions.

Legendary architect Frank Lloyd Wright's winter home and architectural school, **Taliesin West**, offers guests an insider's look into Wright's ingenious designs and his ability to seamlessly blend indoor and outdoor spaces.

At the **Musical Instrument Museum**, high-tech headphones and multi-media displays immerse you in global musical traditions, while the hands-on Experience Gallery lets aspiring musicians of all ages



try their hand at instruments like guitars, gongs and gamelans.

Downtown Scottsdale features nine walkable neighborhoods, also serviced by a free trolley, offering you a variety of experiences by day and night.

The 40-year tradition of **Scottsdale ArtWalk** takes place every Thursday evening from 7 - 9 p.m. in galleries along Main Street and Marshall Way in downtown Scottsdale. ArtWalks typically feature show openings, artist demonstrations, food samplings and more!

If you have a sweet tooth, head to **Super Chunk Sweets & Treats**.



This downtown gem specializes in small-batch, handcrafted confections. Some local favorites include the Mesquite Chocolate Chip Cookies, Honeycomb Ice Cream and Ancho Chocolate Caramels.

If you don't want to wander far from the hotel, **Kierland Commons** is a unique, upscale center that features over 70 high-end specialty stores and a variety of top-ranked restaurants offering something to please every palate.

Expect clear, warm days with highs in the 70s, followed by refreshingly cool evenings. Be sure to pack a sweater or light jacket - see you soon! ■

New Faces and Places

Please help us welcome our new members and congratulate our new CEOs.



Jamie Stewart

Jamie Stewart succeeded **Grafton Integrated Health Network** CEO Jim Gaynor on June 30, 2016. Stewart joined Grafton

in August 2008 as Chief Administrative Officer and Executive Vice President. As a successful financial and administrative leader, he has over twenty years of progressive experience in a healthcare environment.

He previously served as Chief Financial Officer at The Center for Behavioral Health (CBH) in Bloomington, Indiana, where he spearheaded the implementation of an electronic client record system. This implementation and development earned Grafton a prestigious Herman E. Davies Award. Jamie was also a key executive leader in the first multi-state merger of community mental health centers creating a combined service entity of three separate corporations with over \$200 million in annual revenues across more than 30 counties in two states.

Four County Counseling Center is a non-profit 501(c)3 designated by the state of Indiana as the Community Mental Health Center for four rural northern counties. The organization employs nearly 230 associates across 10 service locations

to provide quality, community-based



C.J. Davis

substance abuse and mental health services to over 8,000 clients in and throughout the surrounding areas of Cass, Ful-

ton, Miami and Pulaski counties. Four County Counseling Center is deeply committed to ensuring that services are rooted in quality and meaningful to clients.

Since **C.J. Davis** became president and CEO at Four County Coun-



Choose your organization's liability insurance from a top achiever in the insurance industry.

The Mental Health Risk Retention Group (MHRRG) has once again won Demotech's "Stakeholder Team Accomplishment Recognition" (STAR) Award. And this year, MHRRG was among just 1.1% of property and casualty insurance companies to make the grade.

The STAR Award is one more validation of the Mental Health Risk Retention Group's leadership in insurance for behavioral healthcare, addiction and social services organizations. Because MHRRG is owned by its policyholders / shareholders, the company can offer distinctive advantages such as:

- Stable insurance rates.
- Protection against arbitrary cancellation or nonrenewal.
- An Individualized Risk Management Program.

MHRRG has also paid policyholder / shareholder dividends totaling nearly \$16 million since 1987.

To get a no-obligation, customized quote on insurance for your organization (Professional Liability, General Liability and much more), contact Marilyn Udis at Negley Associates, MHRRG's insurance administrator: MUdis@jjnegley.com or 800-845-1209.



selling Center in May of 2012, the organization has worked to ease access, expand services and engage consumers. C.J. has nearly 20 years of behavioral healthcare experience, including both clinical and administrative roles, and is recognized by his peers as progressive and forward-thinking.

Plains Area Mental Health, Inc. provides affordable, high-quality mental health services to clients in a 20-county area of Northwest Iowa, respecting each individual's dignity, worth, and potential for growth. In the past year, the organization has undertaken a significant services redesign, added a crisis stabilization residential home, and absorbed another mental health center.

Executive Director **Patrick Schmitz** has been at the helm of Plains Area Mental Health since 2004. Under his leadership, the organization expanded into six additional counties, added psychological and Integrated



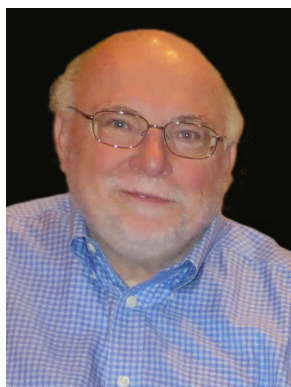
Patrick Schmitz

Health Home services, expanded the workforce from 32 to 105+ and increased the budget from under \$2 million to a projected \$6.5 million in fiscal year 2017. Patrick said he joined **mhca** because, "I'm interested in being around national behavioral health organization leaders, learning from them, and adding to the advancement of our industry as we move toward greater integration of behavioral health services into the larger arena of healthcare."

Foothills Behavioral Health Partners (FBHP), a subsidiary of

Jefferson Center for Mental Health and Mental Health Partners, manages mental health and substance use disorder services for over 150,000 Medicaid-eligible individuals living in Boulder, Broomfield, Clear Creek, Gilpin and Jefferson counties. Its mission is to improve the quality of life of Medicaid members and their families with mental health and substance use problems by facilitating access to effective services, partnering and collaborating with network mental health centers and providers, promoting individual recovery, and advocating on behalf of individuals, communities, and mental health providers to improve the delivery of care.

CEO **Bob Dyer** has held leadership positions in the healthcare industry for three decades. He has been a private-practice psychologist, Behavioral Health Director for the Indiana University Medical School, Commissioner of Behavioral Health & Deputy Director of Family and Social Services for the State



Bob Dyer

of Indiana, and just prior to joining FBHP, he was president and managing partner at Criterion Health, a behavioral health management services company providing consulting and ongoing operational management services to providers and healthcare purchasers. Over the past two years, Bob has worked closely with **mhca**'s Care Management Workgroup; as a new member, he looks forward to continued opportunities for collegial enterprises.

Bridgeway, Inc. is a CARF-accredited nonprofit entity providing a

wide array of services for people of all ages and abilities in over 25 counties in Illinois and southeast Iowa. Bridgeway is focused on applying the most innovative and cost effective methods for problem solving in partnership with those seeking services, such as providing psychiatric evaluations, medication checks, individual therapy and crisis evaluations via an installed telehealth system.

Bridgeway CEO **Bill Nelson** began his career with Spoon River Center as a mental health and substance abuse counselor. Spoon River later merged with McDonough County Rehabilitation Center and Harrington Family Services to become Bridgeway. Bill worked his way up at Bridgeway, serving as Vice President of Family Services Division, then Sr. Vice President, Chief Operating Officer, Corporate Compliance Officer and Director of Quality Management, and President of the Clinical Services Division before being named CEO



Bill Nelson

on July 1, 2015. Bill has served on numerous statewide committees and workgroups and is an active member of the national association ACCSES (American Congress of Community Supports and Employment Services). Bill was elected in April 2011 to serve as ACCSES' appointee to the CARF International Advisory Council. He recently teamed with fellow Illinois colleagues to develop and incorporate the Illinois Behavioral Health Home Coalition, LLC, to proactively engage the emerging managed care system in Illinois in the devel-

opment of behavioral health homes and system re-design.



Brandon Wardell

Brandon Wardell recently took the helm at **Central Wyoming Counseling Center**. He previously provided psychological

services for the activity component of the United States Army and the Oklahoma National Guard and has worked as a clinician and consultant for the Air Force, Army, and several other state and tribal government agencies. He is a Professional Member of the American Counseling Association and of the National Board of Certified Coun-

selors and has an extensive background in systemic and solution-focused modalities of psychological treatment.



Shelly Spalding

Shelly Spalding, formerly CEO of **mhca** member organization Behavioral

Healthcare, Inc., was tapped to replace retiring CEO Jon Gordon at **The Center for Mental Health** in Montrose, Colorado. She assumed her new position on July 1 and quickly submitted a new member application saying, "I have benefited greatly from my membership in mhca and want to continue through a new organization. I feel

the topics offered will also be of benefit to individuals on the Center's executive team."

Shelly is a proven leader who is very familiar with the mental health system in Colorado. She is excited to join the Center staff in providing behavioral health care to the area.

The Center is a nonprofit community mental health center providing mental health and substance use disorder services to residents in Delta, Gunnison, Hinsdale, Montrose, Ouray and San Miguel counties. Shelly will lead a staff of 130 and oversee a budget of over \$12 million.

Stay up-to-date on **mhca** news at www.mhca.com, or follow us on twitter @mhca. ■

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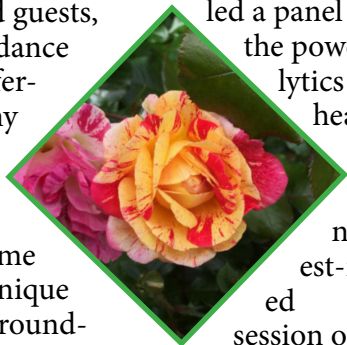
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Problem-Solving in Portland

Our Summer Conference in Portland, Oregon, was attended by 179 members and guests, a 13% increase in attendance over last summer's conference in San Diego. Many members and guests arrived a day or two early so they could have time to explore some of beauty and culture unique to Portland and the surrounding area. One of the most popular destinations was the International Rose Test Garden, which was in full bloom.



Seventy-two people attended Tuesday's pre-conference Innovation Incubator on mergers and acquisitions in-person and another 13 people joined us via webcast. This was a popular topic, as many **mhca** members have expressed an interest in pursuing mergers or acquisitions as part of their overall strategy to grow and position their businesses for long-term sustainability. If you missed this session, or wish you could hear it again or share it with others, a recording of the session is now available online, just follow the link under the Document Archives tab at www.mhca.com (member login is required).



Wednesday's opening session featured Julie Funt, CEO of WhiteSpace at Work, who helped us recognize the four thieves of productivity that keep us busy, but don't help us achieve our goals. She taught us how to thwart these thieves using filters that help us identify and let go of low-value activities to free up time for high-value critical thinking.

In our other general sessions, Kathy Hindman of Bullard Law covered the nuances of the new FLSA over-

time rules, and Care Management Technologies CEO Carol Clayton led a panel presentation on putting the power of predictive analytics to work in behavioral healthcare.

Ron Zimmet, MHR-RG's corporate attorney, delivered the highest-

rated session of the conference; he discussed the importance of responding to danger signs, completing a scientifically-validated risk assessment, accessing sufficient, reasonably available information, and selecting the most appropriate interventions to reduce the risk of litigation while serving potential violent patients.

Attendees also had a variety of afternoon breakout sessions from which to choose including: *A Lean Six Sigma Approach to Developing Efficiencies in Delivery of Mental Health Services*, presented by Peggy Terhune and her team at **Monarch**; *Working with Law Enforcement for Effective Crisis Intervention*, a panel

presentation led by **HRDI** President and CEO Joel Johnson; *Effective Treatments to Improve Patient Outcomes and Decrease ER Usage*, presented by **Lifeworks** Director of Integrated Behavioral Health Lexy Vanorio Kilewer and Virginia Garcia Memorial Health Center CEO Gil Muñoz; *Mergers and Acquisi-*



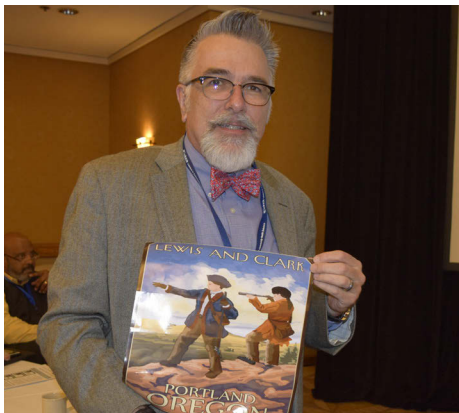
Jeremy Nelson, Lisa Hoffman, Samir Malik
& Paul Bolino, CEO of Community Counseling Center

tions Lessons Learned, presented by Frank Viera and his team at **ncg-Care**. The highest rated breakout session of the conference was *How Much Revenue Are You Leaving on*



Presenters Erica Davis, Tiffany Patton-Burnside
& Joel Johnson, President/CEO of HRDI

the Table?, presented by Afia, Inc.



Carl Kline, CEO of Peak Wellness Center, wins a prize!

CEO Jeremy Nelson and his VP of Financial Services Cynthia Sikina.

Other conference highlights included prize drawings, a Peer Collaboration Lunch and Learn, a welcome reception sponsored by Valant, a Wednesday night reception and dinner sponsored by Genoa – a QoL Healthcare Company, and a closing reception sponsored by MHRRG and Negley Associates.

The contributions of our knowledgeable presenters, generous sponsors and engaging exhibitors made this conference a valuable experience for our members and guests; thanks for contributing to our success!

Conference presentations and event photos are available via the conference app at <http://my.yapp.us/MHCA2016AUG>. ■

Pausing to Ponder (from cover)

identify and eliminate low-value activities:

- Is there anything I can let go?
- Where is good enough good enough?
- What do I truly need to know?
- What deserves my attention?

Today, more high-profile CEOs are pushing back against the norm of constant busyness because they recognize that achieving maximum impact with minimum intervention

requires thoughtful planning, not just exertion. As Funt said, “Exertion alone is never enough.”

The idea that thoughtful planning is more critical to success than hard work is not new – Abraham Lincoln said, “Give me six hours to chop down a tree and I will spend the first four sharpening the axe.”

When is the last time you sharpened your axe? An **mhca**

conference offers a unique opportunity to step away from day-to-day busyness, learn about emerging issues and think through challenges with the help of your peers from across the country. Iron sharpens iron, so I hope you will attend often – we are all sharper when we work together. ■



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Save the Dates!

2016 Fall Conference

November 1-4, 2016

Westin Kierland Resort

Scottsdale, Arizona

Reservations: 800-354-5892

Hotel Group Rate: \$274

Reservation Deadline: Sept. 29

2017 Winter Conference

February 21-24, 2017

Opal Sands Resort

Clearwater Beach, Florida

Reservations: 877-726-3111

Hotel Group Rate: \$299

Reservation Deadline: Jan. 23

2017 Spring Conference

May 16-19, 2017

Westin Cincinnati

Cincinnati, Ohio

Reservations: 800-937-8461

Hotel Group Rate: \$189

Reservation Deadline: April 21

2017 Summer Conference

August 8-11, 2017

Grand Hyatt Denver

Denver, Colorado

Reservations: 303-295-1234

Hotel Group Rate: \$209

Reservation Deadline: July 7

