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This is Not a Drill!

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

Joshua Rubin, Principal with Health Management Associates, delivered a highly-rated keynote presentation in Cincinnati that precipitated more audience reaction than any in recent memory. Rubin opened his session, titled *Paying for Value: Opportunities and Risks for Provider-Led Entities*, with an overview of significant developments in healthcare system transformation and federal policy that support value-based payment and a focus on outcomes over process.

He cited a 2007 study by Steven A. Schroeder, published in the *New England Journal of Medicine*, that identified the drivers of health outcomes as: 5% environment exposure; 10% healthcare, 15% social circumstances, 30% genetic predisposition and 40% behavioral patterns. He went on to say that the biggest challenges facing the medical system today were: behavioral change; care management; social determinants of health; patient-centered, culturally-competent care; and outreach to difficult-to-engage populations. However, when you

follow the money, spending for behavioral health amounts to just 7% of the total medical spend – and, according to an August 2014 Health Affairs article by Levit and Chow, spending on behavioral health is projected to grow more slowly than all other health spending through 2020.

As you might expect, a number of **mhca** members in the audience were not shy in expressing their frustration with the apparent disconnect between how resources are prioritized and spent – seemingly ignoring what needs to be covered to promote better health outcomes. While Rubin's message was difficult for some to hear, it provoked critical conversations among members.

Value-based payment is an opportunity that we as **mhca** members must position ourselves to address. Rubin identified six characteristics that will promote



Dale Shreve

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Explore the Mile-High City!

Because of its proximity to the mountains, generally sunny weather and easy walkability, Denver inspires visitors to get outside and explore. Denver's city parks and botanical gardens, art museums and the hipster-filled downtown district offer something for everyone.



Nature - There are more than 80 miles of off-street multi-use trails in Denver, most of which follow the city's urban waterways, offering safe and scenic routes through various neighborhoods. The **Denver City Park** encompasses the **Denver Zoo**, the **Denver Museum of Nature and Science**, two lakes and several historical monuments. The **Denver Botanic Gardens** feature a conservatory, themed gardens and rotating exhibits where you can escape the concrete jungle without leaving city limits. If you don't mind a 9-minute drive, **Rocky Mountain National Park** offers visitors opportunities for hiking, fishing, horseback riding, picnicking, or simply relaxing in nature.

Art - Denver features more than 20 museums including the nationally-recognized **Denver Art Museum** by world-renowned architect Daniel Libeskind and the internationally-acclaimed **Clyfford Still Museum**. It is also home to the second largest Performing Arts Center in the nation, after Lincoln Center in New York City, and more than 100 art galleries.

Food - Award-winning chefs offer

visitors a variety of great dining options sure to please every palate.

Avanti Food & Beverage, a collection of self-contained shipping containers, each of which is a mini restaurant, is a popular destination. Choose from a world-spanning variety of cuisines and enjoy your meal in the high-energy communal first-floor dining area, or on the riveting rooftop deck with sweeping views of the downtown Denver skyline.

The Source, located in a 26,000-square-foot, 19th-century ironworks building on Brighton Boulevard, features a handful of



local brewers, bakers, butchers, specialty grocers and craftsmen all under one roof. Comida, Acorn, Crooked Stave, Babettes, and Mondao Market make this one of the city's hottest destinations for foodies.

Union Station in the RiNo neighborhood is also a culinary hub. Make Acme Delicatessen, Snooze, or Mercantile Dining & Provision your destination and you won't be disappointed.

Outfitted with a retro bar illuminated with Lite-Bright bulbs, psychedelic wallpaper and a rooftop deck that sports an Airstream trailer and sweeping panoramas of the city, **Linger** is an "eatuary" occupying a former mortuary. The subtle death motif suits the to-die-for menu with dishes from Asia, Africa, Middle East and the Caribbean - all meant for sharing.

And for dessert, stop by **Cacao Chemistry**, a premiere chocolate company hand-producing every truffle in small batches using only French chocolate.

Local Brews - Try some craft brews at Denver's top watering holes.

Breckenridge Brewery was founded in the 1980s by Richard Squire, a ski bum with a knack for home brewing. Try the Nitro Vanilla Porter.

Great Divide Brewing Company is one of the most decorated breweries in the nation, specializes in strong beers with alcohol content greater than 7 percent. Try the Hercules Double IPA.

Trve offers a heavy-metal atmosphere and beer that's far from boring. Try The Hellion.

Shopping - Cherry Creek North is Denver's premier shopping and dining neighborhood, boasting 320 independently owned shops, bou-



tiques, galleries, restaurants, and spas. Or hit up the 16th Street Mall to browse decades-old bookshops like Tattered Cover and buy cowboy apparel at Rockmount Ranch Wear, the notorious inventor of the snap button shirts favored by music legends like Eric Clapton and Bruce Springsteen.

Denver is subject to sudden changes in weather, so in addition to comfortable shoes and an adventurous spirit, be sure to bring a light jacket. See you soon! ■

Innovation is on the Agenda

Value-based reimbursement is a hot topic, and for good reason. By the end of 2018, the Centers for Medicare and Medicaid Services plans to transition half of all reimbursements to value-based models. Our Summer Conference in Denver, Colorado will feature a pre-conference Innovation Incubator where we will explore the difference between bundled payment and capitation, followed by two day's of sessions that will ensure you leave with inspiration and actionable insights that will keep you ahead of the competition.

Wednesday morning, David Horsager from Trust Edge Leadership Institute will reveal how top leaders increase engagement and earn trust to drive business results; and Mental Health Center of Denver (MHCD) CEO Carl Clark will help attendees explore ways to instill in-

novation in organizations to create and capture value for clients.

In the afternoon, Horsager and Community Reach Center will present a Trust Edge case study; MHCD staff will share the center's co-responder initiative for creating sustainable, solution-based mental health collaborations with law enforcement; Jefferson Center for Mental Health CEO Harriet Hall and staff will share how their organization became an employer of choice; and Afia Co-founder Jeremy Nelson and eHana CEO Jake Buckley-Fortin will talk about the future of healthcare information technology.

On Thursday, Arudia Founder Anne Collier will teach us five steps to creating a brand that authentically reflects our organization and how to leverage our

problem-solving styles to lead and manage challenging colleagues; Red Rock BHS CEO Verna Foust and COO Dr. Wana Ellison will share their experiences with developing a trauma-informed therapeutic space; and MHCD will take attendees on a tour of the Dahlia Campus for Health and Well-being - a pre-school, urban farm, dental office and mental health care center providing inclusive education and integrated holistic care in the heart of one of Denver's poorest neighborhoods.

All attendees and their traveling companions are encouraged to attend our nightly receptions and Wednesday evening buffet dinner. It is the perfect opportunity to meet new members, catch up with old friends, and unwind with a cold drink. Register now at mhca.com! ■

Behavioral healthcare is risky business. Reducing risk is our business.

Risk management is a particular specialty at the Mental Health Risk Retention Group (MHRRG), an insurance company owned by policyholders-shareholders who are all behavioral healthcare organizations.

MHRRG insureds enjoy customized and complimentary risk management tools such as the *Individualized Risk Management Program (IRMP)*. This unique program focuses on some of the loss drivers in behavioral healthcare organizations, including:

**Violent Acts. Boundary Violations. Suicide Malpractice.
Medication Errors. Employment Practices.**

Additional risk management tools available to MHRRG insureds include an Employment Practices Hotline, webinars, videos, articles, brochures and more.

MHRRG coverage is available exclusively through Negley Associates. Tell your insurance agent or broker to contact us today.

Call or email Marilyn Udis: 800-845-1209, MUdis@jnegley.com

MHRRG and Negley Associates are exclusively endorsed by mhca and the National Council for Behavioral Health.



New Faces & Places

You may notice a lot of new faces at our Summer Conference, as we welcomed three new members and one returning member with a new CEO this quarter; and, several members have new faces at the helm following recent retirements.

mhca welcomed our first Maryland member this quarter. **Cornerstone Montgomery** in Rockville, Maryland, is an independent, nonsectarian, nonprofit organization with the capacity to serve more than 2,200 adults and transition-aged youth. They specialize in comprehensive, evidence-based mental health and substance use disorder treatments and interventions, and are collocated and partner with an FQHC and the county to provide coordinated behavioral health, primary care, dental and homeless services in area hubs.



Cari Cho

President & CEO **Cari Cho** has been with

Cornerstone for five years. She was previously employed at Threshold Services where she held positions of increasing responsibility over the course of more than 20 years. She earned an MSW from the University of Maryland at Baltimore and a BA in psychology from The College of William and Mary.

mhca added two new members from the Midwest. **Rescue Mental Health & Addiction Services** in Toledo, Ohio, is nationally-recognized as a leader in the provision of comprehensive emergency psychiatric and hospital inpatient management services for patients in crisis. Services include crisis in-



John DeBruyne

John DeBruyne has served as President & CEO of Rescue Mental Health & Addiction Services since 2012. Applying more than 35 years of industry experience, John has worked to make quality care for mental health and substance abuse treatment accessible, affordable and socially-acceptable. Under his leadership, Rescue expanded programing, implementing a crisis stabilization unit for youth and an urgent care behavioral healthcare facility.



Angie Hampton

tervention, diagnostic assessments, referrals and linkage to community resources, which are provided 24 hours a day, seven days a week.

Egyptian Health Department in Eldorado, Illinois, is a progressive and innovative public health agency governed by a Board of Health. The agency provides a variety of mental health, substance abuse and youth services throughout Saline, Gallatin, and White counties, which have a combined population of over 45,000. Despite a budget impasse in the State of Illinois, the agency has been able to expand operations thanks to winning federal grants in alignment with the agency's mission.

Angie Hampton, a licensed clinical social worker with a Master's in rehabilitative administration, served as the agency's director of behavioral health for four years prior to assuming the role of CEO in 2005.

AllHealth Network, formerly Arapahoe/Douglas Mental Health Network, rejoined under new leadership. **Bill Henricks**



Bill Henricks

succeeded Joan Di-Maria in March and rejoined after attending our Spring Conference in Cincinnati as a guest. Henricks has been active in behavioral healthcare for over 25 years, most recently serving as VP and COO at Seton Shoal Creek and Behavioral Health Services in Austin, Texas. Henricks holds a Ph.D. and Masters from Miami University of Ohio, an MBA from Marquette University and received his undergraduate degree from Augustana College.

David Feldman succeeded Jim Whitaker as Present and CEO of **Circles of Care**. David has been employed by Circles of Care since February 1981 and



David Feldman

previously served as Executive Vice President and Treasurer. Prior to joining Circles of Care, he served as Director of Administration at West

Central Florida Human Resources Center, Director of Finance at Marion-Citrus Mental Health District Board, and Senior Internal Auditor at State of Florida, Department of Health and Rehabilitative Services. He holds an MBA from Western Colorado University, a BS in Accounting from Florida State University, and is a Certified Behavioral Health Care Administrator.

South Shore Mental Health announced that **Antony Sheehan** will replace retiring President and CEO Harry Shulman. Sheehan has more than 25 years of experience in healthcare strategy, management,



Antony Sheehan

clinical and policy roles. He began his career in the U.K., moving to the U.S. after being appointed to the Institute for Healthcare Improvement in Cambridge, Massachusetts. Most recently, he was President of Church Health Center in Memphis, Tennessee.

Deb O'Brien succeeded Dale Klitzker as President & CEO of **The Providence Center**. O'Brien joined The Providence Center in 1995 as director of quality improvement. She has a BS in Nursing and a Masters in Public Administration, both from the University of Rhode Island. She previously held positions at South Shore Mental Health Center (Rhode Island) and Rhode Island Hospital.

Melissa Larkin-Skinner was named CEO of **Centerstone of Florida** in March after serving as the organization's interim CEO since December. Larkin-Skinner is a licensed mental health counselor with nearly 25 years of experience

in mental health and addictions treatment programs. She joined Centerstone, formerly Manatee Glens, in 1997. She has served a number of roles during her tenure including chief clinical officer. Community Action Teams, one of the many innovative programs she designed and operated, was adopted as a statewide model.

The Bert Nash Community Mental Health Center in Kansas tapped **Patrick Schmitz** to replace retiring CEO David Johnson. Schmitz was previously CEO of Plains Area Mental Health in Iowa, which is also a member of **mhca**. Schmitz said one of the things that most attracted him to Bert Nash was the center's strong community partnerships. Plains Area named Director of Outreach and Compliance Department Kim Keleher Interim CEO.

Keep up-to-date on the latest industry and member news by following @mhca on Twitter or Facebook. ■

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An Exciting Time in Cincinnati

Cincinnati is an affordable destination within driving distance of many mhca members, so several CEOs took advantage of the opportunity to provide professional development to their leadership team at our Spring Conference.

The 70 attendees joining us for Tuesday's Innovation Incubator on becoming an employer of choice learned about the talent landscape within mhca, based on member survey results, and benefited from the insights and experiences of Centerstone Kentucky.

Interestingly, 65% of members

but only 30% have a formal plan for professional development and advancement. Predictably, nearly all respondents said clinical practitioners/licensed therapists are the most difficult positions to fill and have the highest turnover, and 97% said they rely on permanent part-time or contract staff to fill these positions. Open Minds' Monica Oss shared insights on the changing healthcare employment market and the core competencies and best practices for creating and maintaining an agile workforce.

Centerstone Kentucky's Talent



Kelly Phillips-Henry, Christy Rosado & Dennis Regnier



Don Hevey & Rich DeHaven



Marilyn Udis, Raffle Winner!



Carol Clayton & Dale Shreve

responding to a survey have a plan to fill leadership positions in the event of a sudden departure,



Barbara Daire & Steve Ronik

Acquisition Director Kim Horn and Campus Recruiter/Retention Specialist Paul Harmelin explained how they streamlined their previously chaotic, ineffective and costly recruitment and on-boarding processes with a more-affordable, integrated, paperless solution from SilkRoad. They also shared how they rebranded themselves as a second chance employer, learned to manage their online reputation on sites like GlassDoor (upping their score from 2.2/5 to 3.7/5), used a talent acquisition summit to research their target market and develop new, innovative recruitment strategies, and significantly

improved employee engagement.

Other highly-rated sessions were the keynote presentation by Josh Rubin on paying for value, which is the topic of this issue's cover article, and a breakout session led by Lucas County Sheriff John Tharp on changing how law enforcement responds to substance abuse.

The presentations from all of our conference sessions are available now in the conference app, or online at www.mhca.com.

Each evening, our sponsors treated attendees and their companions to receptions where they could relax and unwind, and on Thursday, mhca raffled off the Giant Jenga. ■

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to check out Brain Sparks and Pro on the Go features in their new mobile app.

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provider success in a value-based purchasing environment: (1) size; (2) sophistication; (3) data capture and analysis capacity; (4) risk-readiness; (5) strong strategic leadership; and (6) administrative depth. Federal policy, as seen primarily via Medicaid initiatives, is set to create changes in payer and provider roles – with more emphasis on provider-led entities. States are working with CMS to address the unique needs of complex populations via integration – fostered by provider-led entities that focus on new strategic partnerships/agreements that address multiple service systems, and connected and supported by robust information systems. Options for providers include “get big” by providing the full array of services yourself or via a merger; “seem big” as part of an IPA (Independent Practice Association); “join big” by merging into a larger entity – or some hybrid combination of these strategies.

As Rubin noted, this is not a drill. There are significant strategic issues you must start to address now as you lead your organization into the evolving value-based healthcare delivery system. **mhca** can be a valuable resource to you in this journey. Our quarterly conferences facilitate access to national thought leaders and also provide opportunities to learn from your peers. ■



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Save the Dates!

2017 Summer Conference

August 8-11, 2017

Grand Hyatt Denver

Denver, Colorado

Reservations: 303-295-1234

Hotel Group Rate: \$209

Reservation Deadline: July 7

2018 Winter Conference

February 27 - March 3, 2018

Opal Sands Resort

Clearwater Beach, Florida

Reservations: 877-726-3111

Hotel Group Rate: \$299

Reservation Deadline: Jan. 29

2018 Spring Conference*

May 22-25, 2018

Savannah, Georgia

2018 Summer Conference*

August 14-17, 2018

Detroit, Michigan

2017 Fall Conference

October 24-27, 2017

Westin Kierland Resort

Scottsdale, Arizona

Reservations: 800-354-5892

Hotel Group Rate: \$285

Reservation Deadline: Sept. 21



**Dates and locations for these two conferences are currently tentative - for updates, visit www.mhca.com.*