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The Myth of the Perfect Fit

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

In our August Monthly Minute e-newsletter, I talked about the value of analogous learning. Exposing ourselves to the best and brightest people and ideas from other industries is one sure way to spark creativity and innovation in our own organizations; another is to bring diverse thinking in-house by creating management teams that reflect a wide breadth of knowledge and skills as well as varied cultures, career paths and life experiences.

Diversity and inclusion is a challenging topic to discuss and a complex process to effectively implement. Diversity creates discomfort, which is why when we say we are hiring for the best “fit” with our company culture, we usually end up with a homogenous group of people eerily similar to ourselves. Embracing the uncomfortable is often the difference between mediocrity and excellence – how many game changers have you missed out on because they didn’t seem like the “perfect fit” for your company culture? The discomfort of diversity is a small price to pay for game-changing innovation - diverse

teams work smarter and innovate better because of the inherent discomfort and friction diversity creates.



Dale Shreve

More than a “nice to have” politically-correct policy or marketing ploy – research has proven that diversity is simply good business. A study from the Boston Consulting Group (BCG) found increasing the diversity of leadership teams leads to more and better innovation and a healthier bottom line. Diversity in gender, nation of origin, industry background and career path had the strongest correlations to innovation. According to the BCG report, companies with higher than average diversity on their management team boasted EBITA margins 9% higher than those with less diverse management teams. They also recorded 19% higher innovation revenue, with nearly half of their revenue coming from products and services launched within the past 3 years.

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Austin Awaits!



Tap into the rhythm of innovation – join us in Austin, Texas, the Live Music Capital of the World, for **mhca's** Fall Conference. Austin is full of weird and wonderful experiences to pique your curiosity and inspire innovative thought, and our conference agenda is packed with opportunities to explore new and exciting topics with nationally-recognized speakers as well as innovative **mhca** members from across the country.

During our general sessions, I M Human's Ian Shea will lead a discussion on how you can impact your organization and your community by building an effective work culture, Open Minds' Monica Oss will lead a discussion of current trends in the behavioral healthcare marketplace, Attorney Ron Zimmet will provide insights to help you protect yourself and your organization from claims of sexual misconduct, Dialog's Mark Thompson will explore disruptive innovation and set the stage for **mhca's** 2019 Innovation Incubator sessions, and Brain Performance Institute's Dee O'Neil will explore why brain health is important to leadership, as well as strategies to promote brain development.

During our breakout sessions, subject matter experts will cover timely topics from workforce man-

agement/development and trends in executive compensation to how Texas is addressing the loss of the 1115 Medicaid waiver, and **mhca** members **StarCare Specialty Health System's** CEO Beth Lawson and **Emergence Health Network** Chief Clinical Officer Chrystal Davis will lead a highly interactive session on Texas' efforts to launch a state-funded, jail-based competency restoration program, told from two Local Mental Health Authority perspectives.

Austin is built on the banks of the Colorado River and the downtown area is composed of eclectic neighborhoods offering a wide variety of dining, entertainment and recreational experiences.

In the **Congress Avenue Historic District** that reaches from Lady Bird Lake to the Texas State Capitol, you can catch a show at The Paramount or State Theater, check out the latest rotating art exhibit at The Contemporary Austin-Jones Center, or explore Uncommon Objects on South Congress for dolls, furniture, jewels, taxidermied animals, and mysterious antique photos of strangers before heading to the Moody Rooftop for a bird's eye view of Congress Avenue and Downtown Austin.

The **Market District** is home to an abundance of bars and restaurants along what is referred to as



"West 6th". Both Sandra Bullock and Lance Armstrong call Austin home, and both chose to open their cafes in Austin's Market District. Start your morning with a cup of coffee at Armstrong's Juan Pelota, then stroll just two blocks north to Walton's for one of the city's best sandwiches or salads.

The tiny, 3-block, **Warehouse District** is bustling with the trendy bars and upscale restaurants and steakhouses, and the **2nd Street District** is known as downtown Austin's shopping hub and also features some of the city's best brunch spots and happy hour haunts. Check out the Violet Crown Cinema, a boutique movie theater, for indie flicks, cold cocktails and delicious, casual meals.

The **Red River Cultural District** is home to popular live music venues Stubb's, Mohawk, Empire Control Room & Garage, the Barbarella dance club, and the outdoor Stubb's Waller Creek Amphitheater.

The **6th Street Entertainment District**, also known as "Dirty Sixth" because of the numerous college bars offering cheap drinks and dollar shots, has a lot more to offer than a night of debauchery. While Pete's Dueling Piano Bar is a guaranteed good time, other options include Esther's Follies for sketch comedy acts with a side

of magic, or the Velveeta Room for straight-up standup comedy. The last bar before getting to I-35, Easy Tiger, is a killer German beer garden and bake shop that has over 30 local beers on tap and makes specialty breads, pretzels and cookies.

And if you crave outdoor adventures, you can hike, bike, canoe or paddle board at Lady Bird Lake or take a dip in the Barton Springs Pool at Zilker Metro Park.



Also popular in Austin: eating breakfast tacos, buying boots and western wear at Allen's Boots and doing the Texan two-step in honkytonk like the Broken Spoke or the White Horse Saloon. And if you come on a Sunday, you might want to witness the venerated Austin tradition of Dale Watson's Chicken Sh*t Bingo at Ginny's Little Longhorn Saloon, which involves live chickens pooping on Bingo cards.

Some special events scheduled for the week of our Fall Conference include the Austin Film Festival (October 25 - November 1) and the Texas Book Festival (October 27 - 28).

Austin is THE place to be this fall, so don't miss out – register now at mhca.com! ■



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New Faces & Places

Please help us welcome our new members and leaders!

The Center for Health Care Services is the mental health authority for Bexar County in Texas. Opened in 1966, CHCS has an operating budget of almost \$100 million and over 1,100 skilled and compassionate team members who help children and families at 31 locations around Bexar County.



Jelynnne
LeBlanc Burley

CEO **Jelynnne LeBlanc Burley** has over 33 years of leadership experience and previously served as the Executive Vice President and Chief Delivery

Officer for CPS Energy, the largest municipally-owned electric and gas provider in the nation. A native of Louisiana, Burley holds a Bachelor of Arts in political science from Southern University, a Master of Arts in urban studies from Trinity University and a Construction Ex-



Kim McClanahan

ecutive Certification from Texas A&M University. **Pathways, Inc.** operates more than 50 facilities in a ten-county region of Kentucky where more than 500 employees provide mental health care and SUD and I/DD services. **Dr. Kim McClanahan** joined

Pathways, Inc. as CEO in August of 2008. She previously served as Associate Professor within the Department of Pediatrics, Division of Adolescent Medicine, at the University of Kentucky in Lexington. She earned a Ph.D. in Clinical-Social Psychology from the University of Maine at Orono, and a Master's degree in General-Experimental Psychology from Morehead State University. She currently serves as Secretary for the Kentucky Association of Regional Programs (KARP), the state association for community mental health centers.

Mountain Comprehensive Care Center is a non-profit Community Mental Health Center and FQHC providing a wide array of services including adult and child behavioral health, primary care, addiction treatment, 24-hour crisis inter-

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.

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**Mental Health
Risk Retention Group, Inc.**

vention, housing, day training and Therapeutic Foster Care. They also have specialized programs and services for individuals with intellectual and developmental disabilities, runaway and homeless youth, veterans, and victims of interpersonal violence. CEO **Promod “Mots” Bishnoi** has led the organization since 2007. He previously served as the Executive Director of Kentucky Mountain Health Alliance. He earned both an MBA and an MHA from Morehead State University and he currently serves as a board member for the Kentucky Primary Care Association, the Foundation for Healthy Kentucky, and the Sandy Valley Transportation Services.

Foster Norman was appointed CEO of **Cobb and Douglas Community Services Boards** in June. He has over 40 years of experience in Public Health and Human Services, with 16 of those years as a CEO. For the past two years, he



Foster Norman

nization’s operations for agencies through the United States.

Laurie Powell was appointed CEO of **Alliance Health Services (AHS)** in July. She has 25 years of experience in community mental health and previously served AHS as Deputy Di-



Laurie Powell

rector and most recently as VP of Clinical Services. She is a licensed clinical social worker with a BA in Psychology and MA in Sociology from the University of Memphis and an MSW from the University of Tennessee, Knoxville.



Kiara Kuenzler

Dr. Kiara Kuenzler succeeded Harriet Hall as CEO of **Jefferson Center for Mental Health**. She previously served as COO of Foothills Behavioral Health Part-

ners. She is a licensed psychologist and received her Doctorate in Clinical Psychology from the University of Denver, followed by a Post-Doctoral Fellowship at the University of Colorado Medical School in

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Dynamite Time in Detroit



Our Summer Conference in Detroit, Michigan provided participants with a variety of opportunities to learn, explore and engage with innovative people and ideas. During our most highly-rated sessions, author and CEO of internationally-recognized Menlo Innovations Rich Sheridan shared ideas for adding joy to the work-

place and encouraged us to “run the experiment” to determine what ideas will truly benefit our organizations; Afia, Inc. managing partner Matt Hoffman shared insights for managing complex change; and, Meggan Schilkie from Health Management Associates shared strategies for positioning ourselves to benefit from a market experienc-

ing exponential growth in mergers and consolidations. Presentations from our conference sessions are available in the conference app and online at mhca.com.

In addition to connecting during sessions and our evening receptions sponsored by Valant, Genoa Healthcare and MHRRG/Negley

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30 years' experience in behavioral health, with more than 10 of those years in executive-level roles. He was previously the president of Hudson Valley Mental Health, Inc. in Poughkeepsie, New York.

Following Rob Runquist's retirement, **CrossWinds Counseling and Wellness** named Chief Operating Officer **Amanda Cunningham** as Interim CEO. She has been with CrossWinds for more than 16 years. ■



Associates, we also got to explore Detroit together. We enjoyed a fun night at Comerica Park sponsored by Relias and several attendees took part in an enlightening field trip to Southwest Solutions' Piquette Square for Veterans.

If you'd like to recommend a speaker, or if you're interested in presenting a session at a future conference, please contact Dale Shreve at dshreve@mhca.com. ■

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Administration and Evaluation Psychology.



Kevin Hazucha

After a nationwide search, **Kevin Hazucha** was named CEO of the **Central Wyoming Counseling Center**. Kevin has more than

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Bringing people with different viewpoints together in a space where all opinions are respected results in fuller, wider, deeper discussions – this is the foundation of **mhca's** success. As leaders, we need to deliberately seek out the diversity we need to support capacity building and fuel innovation in our organizations.

Getting Diversity Right

While diversity and inclusion have clear business benefits, typical diversity programs don't actually increase diversity. If you want the benefits of a diverse leadership team, you need stop treating diversity as a crisis prevention strategy and see it as the innovative growth strategy that it truly is.

First, move the responsibility for diversity and inclusion out of your HR department and put it squarely in the C-suite. Why? Because systems put in place to prevent legal repercussions do not create inclusive work environments. Also, studies show typical diversity measures like hiring tests, performance reviews and grievance procedures don't result in increased diversity or fewer lawsuits, and they may actually contribute to increased bias in the workplace.

Mandatory diversity training isn't resulting in more diverse and innovative organizations. For real change to happen, every leader

in your organization needs to buy into the value of diversity to fuel innovation. You can lay the foundation for an inclusive culture by engaging your management team in recruitment, and recruiting from a wider variety of community partners and institutions; establishing mentoring programs so managers can get to know potential leaders from diverse backgrounds and help them grow; and, using more self-managed teams to increase on-the-job contact between diverse employees working toward common goals as equals.

Second, evaluate your current employment practices. Getting the right people in the door won't help if they don't stay, and they won't stay if they don't have a sense of belonging. Ensure that all similarly situated employees are subject to the same rules and practices and are receiving equal pay and advancement opportunities.

Third, embrace transparency to activate social accountability. If managers know they may be asked to justify their staffing decisions, they will be less likely to make bias decisions.

Finally, consider establishing a diversity opportunity task force to promote cultural awareness and develop strategies for attracting a diverse workforce that not only reflects the communities you serve, but also stimulates innovation to better serve your community.

Remember, diversity and inclusion isn't a one-off effort – it's an ongoing process for supporting innovation and strategic growth. The goal isn't diversity for the sake of diversity, but to break the myth of the "perfect fit" so we can increase the pool of quality applicants and retain top talent from diverse backgrounds who will work together to generate game-changing ideas that will fuel our success in the years to come. ■



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Tallahassee, Florida 32308



Book Now!



Our room blocks fill up fast, so book your hotel rooms now and register for the conference at mhca.com once we enable on-line registration (typically 90 days out). Please book only the rooms you need, and if your plans change, call mhca to cancel your reservation.

Fall Conference

October 30 - November 1, 2018

JW Marriott Austin

Austin, Texas

Reservations: 855-249-7533

Hotel Group Rate: \$269

Reservation Deadline: October 2

Spring Conference

May 14-16, 2019

JW Marriott New Orleans

New Orleans, Louisiana

Reservations: 504-525-6500

Hotel Group Rate: \$199

Reservation Deadline: April 17

Winter Conference

February 19-21, 2019

Opal Sands Resort

Clearwater Beach, Florida

Reservations: 855-335-1087

Hotel Group Rate: \$299

Reservation Deadline: Jan. 19

Summer Conference

August 13-15, 2019

The Grand America Hotel

Salt Lake City, Utah

Reservations: 800-437-5288

Hotel Group Rate: \$269

Reservation Deadline: July 10