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Looming Healthcare Leadership Crisis

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

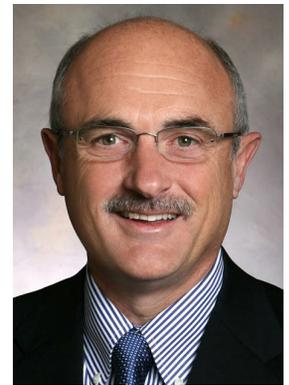
Healthcare organizations face a leadership crisis. The “greatest generation” (à la Tom Brokaw) of CEOs is retiring, and the traditional pipeline for leadership development seems damaged and running dry. Demand will no doubt exceed supply. The Bureau of Labor Statistics projects a 17% increase in demand for healthcare administrators in the 10-year period of 2014-2024. Operational efficiency measures have resulted in significant reductions in healthcare middle-management positions, and the likelihood that the academic system can produce a sufficient number of quality candidates is questionable. Without a systematic, long-term plan for growing our own leaders, we will not be able to attract, develop and retain the talent we need to achieve and sustain success.

Today’s CEOs must make a strong commitment to developing talent to meet both current and future needs. A long-range view and a strategic approach to developing leaders at every level are not only key to

successful succession planning, but are also critical to driving strategic change and long-term business success.

To be effective, leadership development and succession planning should be integrated into the organization’s overall strategic plan and included in senior executive performance expectations. Organizations must identify high-potential managers, provide them with the necessary development activities, and expose their talents to senior executives and board members.

Rather than seeing leadership development as costly overhead, it should be viewed as an investment that contributes to performance improvement and helps close the strategy-execution gap. The scope and intensity of your leadership development program should



Dale Shreve

Portland Preview

Portland has been ahead of the innovation curve for a long time. Maybe the rainy weather and excellent coffee (or micro-brewed beer) helps them come up with truly inspired ideas. Whatever the reason, **mhca** looks forward to tapping into this city's culture of innovation and entrepreneurship at our Summer Conference.

The conference will kick off with an Innovative Incubator session on mergers, acquisitions and consolidations in the health and human services market. General sessions will examine how to reclaim "white space" by recognizing the difference between activity and productivity, delve into the practical implications of the new FLSA overtime regulations, discuss the role of predictive analytics in the future of behavioral healthcare service delivery, and provide insights on how we can reduce the risk of litigation when working with potentially violent patients.

Our afternoon breakout sessions will feature several of our **mhca** members and partners sharing their expertise and lessons learned on timely topics including revenue cycle best practices, decreasing wait times and increasing revenue using a Lean Six Sigma Approach to service delivery, and effective approaches to improving patient outcomes while reducing ER usage and inpatient hospital visits.

Since many of our members have expressed interest in joining or forming structured peer collaboration groups, **mhca** will be hosting a Peer Collaboration Lunch & Learn in Portland on Wednesday, August 17. If you want to learn more about how **mhca's** peer collaboration groups can quickly become a one-of-a-kind resource that provides a strategic advantage to you and your organization, contact Glenda Deal at gdeal@mhca.com to reserve your

seat at this special Lunch & Learn.

We also encourage all of our members and guests to take advantage of the valuable opportunity to discuss the day's sessions and learn from each other during our nightly receptions. In addition to great conversation, hors d'oeuvres and an open bar, the Wednesday night reception will also feature a fun raffle. Bring a business card to drop in the raffle bowl and you could leave with a great, local souvenir!

Go to www.mhca.com and register today!



Portland: City of Roses

If you've been following @mhca on Twitter, you know that International Traveller recently crowned Portland the USA's coolest city saying, "From artisan coffee and farm-to-table cuisine to a long-standing cycling community, exploding crafts scene and the largest collection of microbreweries in the nation, Portland punches way above its weight



when it comes to creativity, culture and livability."

From Majestic Mount

Hood and Washington Park's breathtaking Japanese Garden to Forest Park's 70 miles of walking and hiking trails and the International Rose Test Garden featuring 7,000 luscious rose bushes, there is plenty of natural beauty to behold in Portland.



If shopping is more your speed, Oregon is one of only five states with no sales tax, so bring your credit card and blaze a trail through Downtown Portland's wide array of shopping options including Pioneer Place mall featuring Louis Vuitton and Tiffany & Co., or Union Way, which houses nine small shops including local brands Danner, Will Leather Goods and Quin candy and connects downtown Portland's West End with the Pearl District, .

After you've worked up an appetite in the great outdoors or shopping till you drop, you can weigh in on the great debate between Voodoo Donuts and Blue Star Donuts; **mhca** member and Portland resident Mary Monnat recommends Voodoo Donuts' bacon maple bar paired with a cup of Stumptown coffee.



Whether you choose to run, walk or bike the Portland bridges, feast at the food trucks, or peruse Powell's City of Books, Portland is sure to delight and captivate you, as it does all comers. We'll see you there! ■

New Faces and Places

Ronald Lampert was recently named president and CEO of

Journey Mental Health Center in Madison Wisconsin. Ron has over 30 years of experience in the mental and behavioral health field. Most

recently, he served as vice president of health strategy and development at Thresholds, a Chicago-based **mhca** member organization.

Patrick Evans replaced retiring CEO David Stone as CEO of Sound Mental Health on June 13, 2016. Evans previously served as



Ronald Lampert

president and CEO of Behavioral Healthcare Partners of Central Ohio where he spent the past 14 years establishing himself as a leader with the vision and business acumen to tackle any challenge. For

example, he oversaw the successful merger of behavioral health and addiction treatment organizations, creating an integrated model that improved services and client outcomes, and under his leadership, Behavioral Health Partners became one of the first community men-



Patrick Evans

tal health corporations in Ohio to implement an EHR.

mhca is pleased to welcome ProEventa as our first Subsidiary Member. Jim Gaynor, who served as CEO of **mhca** member Grafton Integrated

Health Network for the past 14 years, recently founded ProEventa to bring the intellectual property and best practices developed at Grafton to organizations across the world. We look forward to our continued relationship with Jim and to seeing the great things he will accomplish through ProEventa. ■



Jim Gaynor

Unlike any other insurance company, the Mental Health Risk Retention Group offers you a unique insurance value.

The Mental Health Risk Retention Group (MHRRG) is an insurance provider dedicated exclusively to liability insurance for behavioral healthcare, addiction, and social service organizations. What makes MHRRG unique is its ownership by policyholders / shareholders. And ownership includes many privileges above and beyond insurance coverage:

Policyholder/Shareholder Dividends

Since MHRRG's founding in 1987, the company has paid over \$16 million in dividends to policyholders.

And where else can you find...

- Protection Against Non-renewal
- Stable Rates
- Claims Management by Behavioral Healthcare Specialists
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Mental Health Risk Retention Group, Inc.

Coverage through MHRRG is administered by Negley Associates, an underwriting management firm that has specialized exclusively in insurance for organizations like yours for over 50 years. To request a no-risk, customized quote on insurance for your organization (Professional Liability, General Liability, or Directors & Officers with Employment Practices Liability), contact Marilyn Udis: MUdis@JKNegley.com or 800-845-1209.

Negley Associates also offers Excess Liability Coverage, Workers Compensation, Cyber Liability and Property.



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Members in the Media

In the June 5th edition of *The Repository*, 19-year-old Angelica Hauck and 52-year-old Gary Arellano shared how Coleman Professional Services helped them turn their lives around.

Arellano said, “I was stuck in a drinking binge. I don’t know where they come from, but they really help you. They are from out of this world! My daughter looks at me differently now. She is proud of my achievements and that means everything. I could not have done any of this without Coleman’s help. I am loving life now.”

Hauck said, “I have been self-harming since middle school, eighth grade. When I went to college, my depression got really bad. My roommates’ parents picked me up and brought me home. I tried to check myself in a hospital but was told I didn’t need hospitalization, so I went to my brother, who told me about Coleman. I was so stuck in the muck of my life, I could not cope. Through Coleman, I have found me.”

The June 5th edition of the *Indiana Daily Student* reported that Centerstone Indiana was awarded a \$9.7 million grant from the Administration for Children and Families to increase its services for fathers across six south-central Indiana Counties. The program, which will begin July 1, will target biological fathers, stepfathers and expectant fathers to strengthen their relationships with their children.

Studies have shown strong links between a father’s involvement and a decrease in negative behaviors in children, while children who aren’t actively associated with their father are twice as likely to drop out of school or abuse drugs and alcohol, are more likely to be imprisoned and three times more likely to live in poverty.

The Centerstone program will aim to create healthier community environments with an emphasis on helping fathers with life skills, family wellness education, employment coaching and being better partners, parents and providers.

The June 5th edition of the *Bowling Green Daily News* reported that LifeSkills, a leading provider of behavioral health services for people in the 10-county Barren River region, has created a new care coordinator position in Warren County to assist those with substance use disorders in managing and addressing their medical health care needs.

Shelley Carter, vice president of behavioral health, said, “We’ve seen a lot of change over the years and we are continuously assessing and modifying our programs and services in response to the needs that exist within our communities. We realized that behavioral health issues frequently get in the way of taking care of physical health problems, and individuals would be better served if we could find a way to look at the whole person.” Looking to the future, LifeSkills would like to create more care coordination positions.

The May 26th edition of the *Salina Journal* reported that Prairie View was one of seven organizations in the state’s behavioral health system to receive a grant from the Kansas Health Foundation to shift toward being tobacco-free and advocate for increased coverage and usage of tobacco-dependence treatment benefits. Smoking is still a leading cause of preventable death, and research indicates smoking disproportionately affects individuals with a mental health diagnosis. Prairie View will receive \$300,000 to



incorporate universal screening for tobacco use and implement smoking cessation counseling for those trying to quit.

On May 26, Genoa, a QoL Healthcare Company, announced the opening of its 300th pharmacy in Tamarac, Fla., within Henderson Behavioral Health. Dr. Steve Ronik, CEO of Henderson Behavioral Health, said, “The addition of Genoa pharmacists on-site will lead to even better outcomes with our expanded and improved interdisciplinary teams.”

The May 25th edition of the *Bradenton Herald* reported that CEO Mary Ruiz and fellow Centerstone employees, including vice president Cathy Choate Wilson; director of addiction Samantha Kolb; and Melissa Larkin-Skinner, chief clinical officer, gave a state of the county’s mental health report Wednesday to the Manatee Healthcare Advisory Board. The board has been interviewing all of Manatee’s health-related entities to devise a strategy to best serve the medically needy once the fund set aside for that purpose is exhausted.

Ruiz recommended the board consider: a diversion program for mentally ill people in jail, allowing counselors into hospital emergency rooms, and reaching out to med-

ically needy pregnant mothers. She also said that with a possible restructuring of the county community health care on the table, she wants Centerstone to be integrated with all other county health services going forward.

The May 20th edition of the *Tribune Star* reported that Hamilton Center is considering the development two new facilities in Vigo

Leadership crisis from cover

match the scope and ambition of your organization's business strategy and desired change.

A review of the literature indicates best practices for leadership development include:

1. Implementing formal mentoring programs and creating opportunities for informal mentoring relationships to develop.
2. Challenging high-potential managers by asking them to take on projects that address current and future business challenges and opportunities outside their areas of expertise.
3. Creating single-site or system-wide leadership academies or forums to expose high-potential managers and enhance their visibility across the organization.

mhca can play a role in helping to address leadership issues in our industry. Current CEOs can continue to develop their skills and effectiveness via their active participation in **mhca** conferences and their connections to behavioral healthcare CEOs from across the country. **mhca** is also a place where your organization's high-potential future leaders can be exposed to not only the emerging industry trends, but also meet and learn from some of our industry's best and brightest leaders. ■

County, one for child-adolescent crisis care and a separate adult addiction residential treatment program. Hamilton Center CEO Mel Burks said, "Our community is crying for facilities with treatment programs. We're trying to answer that cry."

Matt Brooks, CEO of the Indiana Council of Community Mental Health Centers, said, "I think your

community should be commended for taking this on. It's a serious issue. Creating a business model to make it work is not easy. But ultimately, I know Hamilton Center has the skills to make this happen."

If you would like your organization's news coverage included in the next edition of the **mhca** report, please forward articles to Lonnie Parizek at lparizek@mhca.com. ■



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Innovating in Indianapolis

A record-setting crowd of 190 Spring Conference attendees joined us in Indianapolis and were rewarded with what several attendees said was “the best conference yet.”

Our increasingly popular pre-conference Innovation Incubator session focused on the “very timely” topic of successfully managing sustainable primary care service lines. All of the **mhca** members responding to a pre-conference survey said that primary care services currently account for 20% or less of their annual revenue, adding that



Amelia Clark, VP of Community Health, Meridian Health Services

their biggest challenges to successfully providing and managing integrated behavioral and primary healthcare services are the financial sustainability of integrated services (78%) and the lack of a functional EHR/EMR for managing integrated care (53%).

During this session, Robert Dunbar delivered a “through market overview” and our panelists generously shared “very informative” lessons learned and “forward-thinking” strategies for success based on their experiences in providing integrated care through collaboration, co-location or fully-integrated healthcare systems. Indiana Family and Social

Services Administration Secretary John Wernert closed the session by sharing some of the policy changes his state has implemented to support integrated care, and describing a new pilot they implemented to test bundled payments – single payment for specific clinical conditions with options for either prospective or retrospective billing.

During Wednesday’s general session, best-selling author and professor at the Isenburg School of Management Alan Robinson shared his “fresh” and “thought-provoking” insights on how we can create



Audience listening and taking notes

idea-driven organizations by tapping into the powerful potential of front-line staff ideas. Did you know that smaller problems and opportunities account for roughly 80 percent of overall performance improvement, and that the novelty and impact of front-line employees’ self-initiated projects far exceed that of projects initiated

by management? If you’re not set up to listen to and act on large numbers of front-line ideas, you’re using only a fifth of your organization’s improvement engine.

Creating and sustaining an idea system isn’t a quick or simple process; but, it is well worth the effort because idea-driven organizations experience significant improvements in operational performance and efficiency, employee morale and retention, and client satisfaction and outcomes. After describing the concept of an idea-driven organization, Robinson shared



Taskforce Leaders Mary Ruiz, Robert Dyer & Maggie Labarta

real-world examples to illustrate how organizations have applied



mhca members listening to Alan Robinson’s presentation on creating idea-driven organizations

it to gain competitive advantages in a variety of industries. To learn how to set up and run a good idea system that enables front-line staff to act on all of the problems and opportunities they see, read Robinson's book, *The Idea-Driven Organization*. All **mhca** members attending the conference received a copy of this book, compliments of Care Management Technologies.

On Thursday morning, we heard a panel presentation on the "critically-important topic" of self-direction as a promising approach to meeting recovery goals followed by a presentation from **mhca's** Care Management Taskforce on the Care Management Decision Support



Timothy Thomas, Danita Johnson & Ronald Williams of Edgewater BHS

Manual. Based on audience feedback, **mhca** plans to post a searchable PDF of the Care Management Decision Support Manual on our website as soon as we've acquired all appropriate permissions for publication.

Attendees also had a wide variety of **mhca** member presentations from which to choose including Edgewater Behavioral Health's Rapid Access Center pilot program to reduce unnecessary ER use and inappropriate incarceration, ServiceNet's experiences with implementing a high-performing idea system, Grand Prairie Services' approach to transitioning people from institu-

tional to community settings, and Meridian Health Services' off-site tour of their integrated primary care FQHC site.

Our best-attended and most highly-rated breakout session was Aspire Indiana's standing-room only session on how transitioning to Google Apps has changed the way they work by increasing collaboration, streamlining



Sue Stubbs, James Saccento & Seth Dunn of ServiceNet

processes, and most importantly, improving security. The "revolutionary ideas" presented lead to several member CEOs requesting a follow-up webinar for their teams, which was held Jun 23.

During our informal Viewpoint discussion session, attendees reviewed **mhca's** mission/vision statement and provided input for strategic planning including what **mhca** might do to better advance innovation and entrepreneurship, enhance leadership skills and facilitate strategic networking among our members. If you missed this session, we would still love to hear from you. If you have any thoughts



Brady Harden, Sharronne Ward, Wendell Brown, Cynthia Thomas & Adrien Teverbaugh of Grand Prairie Services

on how **mhca** can operationalize our mission/vision to better serve your needs in the coming years, please contact Dale Shreve at



David Speicher, Barbara Scott & Rich DeHaven of Aspire Indiana

dshreve@mhca.com or 850-942-4900.

We are also grateful to our friends at TenEleven Group for providing an excellent session on making data-informed decisions and to AssuredPartners NL for their overview of funding options for employee benefits.

Presentations and a summary of all session evaluations are available online at www.mhca.com or via the conference app at: <http://my.yapp.us/MHCA2016MAY>



Leaders in Community Health Solutions

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Tallahassee, Florida 30308



Save the Dates!

Summer Conference

August 16-19, 2016

Doubletree Hilton Portland
Portland, Oregon

Reservations: 800-996-0510

Hotel Group Rate: \$184/\$204

Reservation Deadline: July 14

Winter Conference

February 21-24, 2017

Opal Sands Resort
Clearwater Beach, Florida

Reservations: 877-726-3111

Hotel Group Rate: \$299

Reservation Deadline: Jan. 23

Fall Conference

November 1-4, 2016

Westin Kierland Resort
Scottsdale, Arizona

Reservations: 800-354-5892

Hotel Group Rate: \$274

Reservation Deadline: Sept. 29

Spring Conference

May 16-19, 2017

Westin Cincinnati
Cincinnati, Ohio

Reservations: 800-937-8461

Hotel Group Rate: \$189

Reservation Deadline: April 21

