

# Executive Report

Published by Mental Health Corporations of America, Inc. Second Quarter 2011

*Futurist Warren Evans to Keynote Summer Conference*

## Setting Our Course in an Age of Change

**I**nternationally recognized futurist and longtime behavioral healthcare champion Warren Evans will keynote MHCA's 2011 Summer Conference in Portland, Oregon, bringing his wit and insight to the challenge of doing business in today's chaotic health and economic environment. His address will be given Wednesday morning in general session. Evans last visited with us in February 2000 – so much has changed on the world stage since then. His assessment of high and low events within the context of “what's next” will inform the way we think about the work we do and the opportunities that exist within the whirlwind of change.

Our conference dates are August 16-19, and we will convene at the Hilton Portland and Executive Tower.

Hotel reservations deadline is July 14. Phone the hotel for accommodations (503) 226-1611 and

be sure to register online at [www.mhca.com/2calendar.asp](http://www.mhca.com/2calendar.asp)

On Wednesday afternoon, Bob Dyer of Criterion Health, who was scheduled to address MHCA in May, will make up for lost time as he leads a three hour health care reform forum. Dyer missed the earlier meeting due to weather glitches but was well represented by former MHCA members Wes Davidson and Mel Smith. Prior to the conference Dyer will interview a number of volunteer MHCA members concerning their current status within healthcare reform and their concerns going forward. From their responses, Dyer will shape a discussion in Portland to address specific questions as well as the big picture.

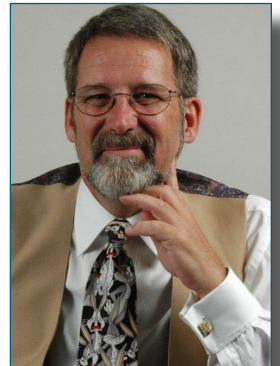
To wrap up the afternoon, our New Trends Forum will give you an opportunity to “Talk About It!” You will have heard our keynoter tell us

where the world is going in the morning and you will have heard the latest

on healthcare reform earlier in the afternoon. Your mind is reeling. You didn't speak up when they asked for questions. Now you'll have your turn. In New Trends everyone is a presenter. Ask your “stupid questions.” Vent your spleen. You'll be surprised how many of your colleagues need to ask a similar question, pose a possible solution. Get on board. Paddle together. Talk about it! What you hear may delight you...or surprise you!

Thursday morning's general session will feature two presentations. First, Oregon member LifeWorks NW is coordinating a presentation on *Early*

*See Setting Course, p. 8*



## Patrick Kennedy Visits with MHCA

A surprise visit from former Congressman Patrick Kennedy greatly enriched MHCA's 2011 Spring Conference in Boston, Massachusetts. Thanks to an impromptu invitation by Dr. Dennis P. Morrison, Kennedy addressed our general session, introducing us to his vision of “inner space exploration” to equal the glory days of our race to the moon. Pictured here are MHCA Board Chairman Susan Rushing, MHCA CEO Don Hevey, Dr. Morrison and Mr. Kennedy. Read the full report of MHCA's Spring Conference on pages 6-7 ❖

*A Message from the President*

# So what if we weren't here?

As a Harvard Business School professor specializing in strategy, innovation, and leadership for change, Rosabeth Moss Kanter is an authority on new models for business in the private sector. In a 2010 essay, originally published in the *Harvard Business School Review* (reprinted June 13, 2011 by *Bloomberg*), she converts the expertise she has honed in launching and sustaining businesses to tips for nonprofit leaders

According to Kanter, the “challenge of growth requires making sometimes-painful adjustments” related to the following five organizational areas: people, finances, partners and allies, organizational culture, and outcomes and impact.

*“values, stories, artifacts, and rituals provide a source of identity that makes the organization feel the same, in pursuit of the same mission even while everything else changes...”*

Kanter emphasizes that “for nonprofits, clinging to the past can lead to marginality and stagnation” and for this reason it is necessary for leaders to review organizational decisions and to be aware of the particular stage of growth their organization is in. The best organizations are attuned to the need for key external relationships that provide resources and support. Referring to an organization’s start-up funds she notes, “Whether the original source of funds is venture capital or venture philanthropy, an investor base or a donor base, each growth phase challenges organizations to shift assumptions and thus change practices.” Kanter acknowledges that for nonprofits, the move from “being discretionary nice-to-have in a portfolio to essential-to-fund” is not a straightforward one.

In addition to finances, Kanter also emphasizes the overall importance

of organizational culture as being critical to an organization’s lasting success. Numerous studies show that an emphasis on organizational culture is associated with continuing excellence. She notes, “Values, stories, artifacts, and rituals provide a source of identity that makes the organization feel the same, in pursuit of the same mission even while everything else changes. Culture provides internal glue.”

As a way to evaluate impact, Kanter suggests the guiding question: “What results are being produced, for whom, and are these sufficient?” Although difficult in a weak economy,

she recommends that nonprofit leaders avoid the viewpoint that “existence is a sufficient sign of importance” – which she notes is a particular trap for nonprofits. Instead, she recommends that nonprofit leaders ask the “so what if we weren’t here?” question which she notes can lead to “soul-searching and strategy change.”

This final question, “so what if we weren’t here?” is particularly pertinent for us in this time of massive change and re-structuring of our nation’s health care delivery system. As our friend and former member Howard Bracco reminded us on many occasions - in order to survive you must be viewed as indispensable by your community and partners. As new strategies are formed, and new partners and allies selected for the health care delivery system going forward are you viewed as one of the essential players? ❖



Don Hevey

**MHCA MISSION STATEMENT**

MHCA is an alliance of select organizations that provide behavioral health and/or related services. It is designed to strengthen members’ competitive position, enhance their leadership capabilities and facilitate their strategic networking opportunities.

**THE EXECUTIVE REPORT**

The *Executive Report* is published four times per year by:

**Mental Health Corporations  
of America, Inc.**

1876-A Eider Court  
Tallahassee, Florida 32308  
Tara S. Boyter, Editor  
850-942-4900

Information printed in the *Executive Report* does not necessarily represent the opinion or policies of MHCA. Content is intended for informational purposes only.

**MHCA BOARD OF DIRECTORS  
2011**

Executive Committee

Susan L. Rushing  
*Chairman*

Jerry Mayo  
*Vice Chairman*

Debra L. Falvo, MHSA, RN C  
*Treasurer*

Chris Wyre  
*Secretary*

James G. Gaynor, II  
*Director-at-Large*

Anthony A. Kopera, PhD  
*Past Chairman*

Donald J. Hevey  
*President  
& Chief Executive Officer*

Directors

Ervin R. Brinker  
Susan D. Buchwalter, PhD  
Nelson Burns  
Jonathan M. Cherry  
Dale K. Klatzker, PhD  
Linda C. De Piano, PhD  
Harriet L. Hall, PhD  
David A. Jordan, DHA  
Diana Knaebe  
Gregory M. Speed, ACSW  
David R. Stone, PhD  
Susan L. Stubbs, MSW  
Inman White

132 Members in 31 States

## MHCA Endorses Consent Directive

In cooperation with the Software and Technology Vendors Association (SATVA), MHCA has endorsed an interoperable standardized consent directive to function within the framework of electronic health record information exchange. SATVA members Bill Connors and Mike Morris addressed MHCA's Information & Technology Focus Group at our Spring Conference in Boston to describe efforts in this regard and to solicit MHCA's support.

Following the conference, MHCA CEO Don Hevey wrote a letter to Pamela Hyde, Administrator of SAMHSA to indicate our endorsement. In part, the letter said:

The Mental Health Corporations of America, Inc. (MHCA) supports the principles of 42 CFR Part 2 and the protections it affords current and future chemically dependent patients. MHCA also supports the participation of the mental health and chemical dependency treatment field in the emerging national system of electronic health information exchange. MHCA believes that both results are achievable. An example of how both results can be achieved has been provided by The Software and Technology Vendors Association (SATVA). The SATVA initiative partly consists of developing a standardized electronic consent directive. When implemented this electronic consent mechanism will function within the framework intended for electronic HIE without additional burdens. Fully implemented it will have the ability to comply with not only 42CFR Part 2 but with many other state or federal regulations applicable to privacy or confidentiality. The success of this initiative depends on national acceptance of a standardized consent directive that can be communicated electronically. Together with SATVA, MHCA supports the adoption of an interoperable standardized consent directive. ❖

## Quality Improvement Collaborative Launches Phase Three

After successfully completing Phase One and Phase Two in 2009 and 2010, MHCA's Quality Improvement Collaborative launched Phase Three in May, 2011 with Board approval. As always it is open to all members of MHCA with face-to-face meetings at our quarterly conferences and virtually via webinars and other projects.

Already identified for Phase Three is development of a Quality Improvement Resource Guide that would be available to all MHCA members.

The group will meet at least three times - in Portland August 18 and in Scottsdale, Arizona (November) and Clearwater Beach, Florida (February 2012). More information will be avail-



*In an earlier Collaborative poster session, Greg Speed and Jennette Hitchcock discuss AMHC's quality project.*

able through the QI listserv. Drops-ins are welcome, but to participate officially, contact Allen Daniels at [allensdaniels@gmail.com](mailto:allensdaniels@gmail.com) ❖

## MHCA Offers Second Integrated Healthcare Learning Community



However murky national healthcare reform seems at the present time, one clear mandate seems obvious. Primary healthcare and behavioral healthcare integration is a given. In some communities efforts to accomplish integration are well underway. In others, the parties barely know one another.

During 2009-2010, MHCA conducted an Integrated Healthcare Learning Community which brought together 31 teams in varying stages of integration. Deemed a success, the Community will convene a second time in 2011-2012. The project will assist sites move forward with bi-directional integration of primary care and behavioral services and will examine how providers of behavioral healthcare services and providers of primary healthcare services can offer their clients the most efficient and effective care through integrated delivery of those services.

Former MHCA members Cheryl Holt (Cobb & Douglas Co's Community Services Board), and Kathy Reynolds (Washtenaw Community Health Orga-

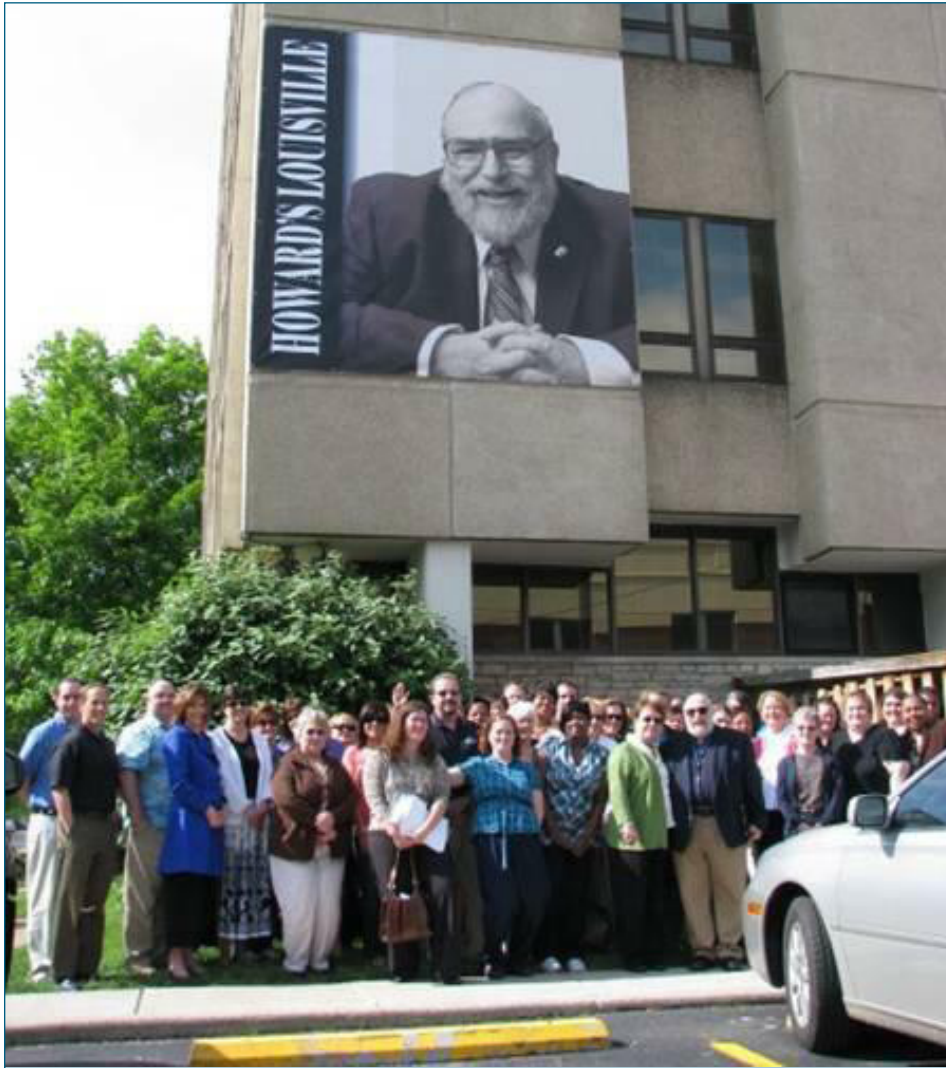
nization), together with other staff of the National Council SAMHSA-HRSA Center for Integrated Health Solutions will facilitate and guide the project. Participants will convene five times in conjunction with MHCA quarterly conferences – first in August 2011, then in November 2011 and again in February 2012, May 2012, and August 2012. The meetings will be held on the Tuesday of MHCA's meeting week.

MHCA member CEOs have received an invitation to participate. Participation going forward requires making a good faith commitment to work on this project, to attend and/or send the same designated staff to the five consecutive meetings, and agree to complete work tasks in between meetings. In addition, there will be a \$750 fee per MHCA member/partner team associated with the project to offset materials and other expense.

For additional information and to become part of the Learning Community, contact MHCA CEO Don Hevey at [heveyd@mhca.com](mailto:heveyd@mhca.com) or 850-942-4900. ❖



## Bracco Among Elite Louisville Honorees



In Louisville, Kentucky you have to be a pretty big deal to have your face on a building banner. It's quite an honor and a complicated process to get one approved. But when MHCA leader Howard Bracco retired from Seven Counties Services in May, his staff made it happen, much to his modest surprise and appreciation. Others in the downtown area that Howard now counts as company include ABC news anchor Diane Sawyer, a Louisville native and former local weather "girl," Colonel Harlan Sanders, the creator of Kentucky Fried Chicken, and Willie Shoemaker, famed thoroughbred jockey. Other notables include former US Supreme Court Justice and Louisville attorney Louis Brandeis and, of course, the Louisville Lip – Muhammad Ali.

In addition, the Seven Counties Board of Directors voted unanimously at Howard's next to last board meeting to name the Corporate Office Building at 101 W. Muhammad Ali Blvd. in his honor, commemorating his 33 years of service to the organization. Luckily for Seven Counties, their new CEO is Dr. Tony Zipple, another MHCA standout.

It's no secret at MHCA that Dr. Howard Bracco's leadership in the field of community behavioral healthcare and as a member and former Board Chairman of this organization has been impressive and uniquely wise. It's affirming to know that his community shares our opinion. Howard won't "retire" for long. His "to do" list is lengthy, and those of us in behavioral healthcare can continue counting him among our professional colleagues and close personal friends. ❖



## MHCA Solicits Data for 2011 Corporate Benchmarking Survey

Since 2003 MHCA has issued and analyzed a Corporate Benchmarking Survey reflecting a number of key operational, staffing and financial indicators that are common to not-for-profit community behavioral health centers. With the release of this, our sixth survey, you again have the opportunity to contribute to this valuable body of data and to be an active part of one of MHCA's most viable projects.

We are now collecting Corporate Benchmarking survey data for fiscal year 2011 and will accept data through December 1, 2011. This is a membership benefit and made available at no cost to MHCA members. To enter survey data go to [www.mhca.com](http://www.mhca.com) and select Benchmarking System. If additional information is needed, contact: Nancy Maudlin: [nmaudlin@mhca.com](mailto:nmaudlin@mhca.com) or phone 850-942-4900. ❖

## Special Online Learning Savings for MHCA Members

For a limited time, MHCA E-learning partner Essential Learning is offering an additional discount to MHCA members. Through July 31, in addition to your membership discount of 15% on the annual subscription fees, Essential Learning will also waive the one time set-up and implementation fee – that's an additional \$ 2,500 savings! You need to act now to take advantage of this special discount.

Contact Essential Learning to learn more about E-learning solutions! Call 1-800-729-9198 x296 or send email to [info@EssentialLearning.com](mailto:info@EssentialLearning.com) ❖

## International Leadership Exchange 2011



MHCA is working in partnership with the International Initiative for Mental Health Leadership (IIMHL), SAMHSA and the National Council for Community Behavioral Healthcare to coordinate IIMHL's 8th International Network Meeting and Leadership Exchange. Altogether, this is a weeklong event for behavioral healthcare leaders from seven English-speaking countries to spend two days (September 12-13, 2011) matched in behavioral health provider sites in the U.S. and Canada followed by two more days participating in a Network Meeting (September 15-16) in San Francisco, California. The theme of this year's event is, *A Different Kind of Leadership*.

The philosophy behind the IIMHL Leadership Exchange is that once key leaders are linked together, they have the opportunity to begin collaborating and building an international partnership. The aim is to build relationships and

networks that are mutually helpful for leaders, organizations and countries. The Leadership Exchange offers an opportunity to share information and approaches to serving people with mental health issues and to build a partnership with overseas colleagues who might host you in a future Leadership Exchange. Participants represent government agencies, provider organizations, planning and/or funding agencies, and/or researchers, leaders from indigenous or specific ethnic groups, family and consumer leaders.

Topics to be addressed in September include:

- Leadership in difficult economic times
- Substance Abuse/Mental Health Integration
- Prevention • Recovery supports (including housing and homelessness programs)

- Workforce Development
- Trauma
- Behavioral Health/Primary Care Integration
- Indigenous Populations
- Military Families
- Outcomes and Quality

The seven countries that sponsor IIMHL are Australia, Canada, England, Ireland, New Zealand, Scotland and the USA. There have been seven IIMHL Leadership Exchanges with several thousand leaders attending. They occur every 15-18 months. There is no charge to become an individual member of IIMHL or to participate in the 2011 Leadership Exchange with the exception of travel and accommodation in San Francisco.

Learn more at [www.iimhl.com](http://www.iimhl.com) ♦



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

[www.MHRRG.com](http://www.MHRRG.com)

MHRRG and Negley Associates specialize in providing a comprehensive insurance program and an exclusive loss prevention series for addiction treatment and mental health providers.

**NEGLEY  
ASSOCIATES**  
UNDERWRITING MANAGERS

[www.jjnegley.com](http://www.jjnegley.com)

1.800.845.1209 Fax: 973.830.8585

- Professional Liability • General Liability
- Directors and Officers Liability • Property
- Workers Compensation • Excess • Auto





## Patrick Kennedy Pays Surprise Visit

### Healthcare Reform Is Top of the Agenda at MHCA Spring Conference

It pays to stay positive...when MHCA learned that Spring Conference featured speaker Bob Dyer wouldn't be able to get to Boston for his presentation on May 25 due to midwest weather difficulties, we figured we'd make something work out for the good.

About that same time former member and MHCA Board Chairman Denny Morrison provided an amazing solution. Attending the *One Mind for Research Forum* in the same conference hotel, Morrison had been introduced to key speaker and former U.S. Congressman Patrick Kennedy. Already registered for the MHCA conference, Morrison asked Kennedy to "come say a few words" to MHCA just down the hall at the Sheraton Boston Hotel.

What a terrific opportunity that turned out to be! MHCA members warmly welcomed Kennedy Wednesday morning in general session where he spoke with passion and personal commitment to the "science of the brain" and his "moonshot" initiative to spend the coming decade in a focused effort

to advance neuroscience research and development. Kennedy acknowledged his own history of addictions, spoke emotionally of his father Senator Teddy Kennedy's struggle with brain

cancer, and reminded us of his aunt Rosemary Kennedy's lifelong mental illness. He recalled President John F. Kennedy's 1962 challenge to the nation to advance outer space exploration and likened that challenge to today's pressing responsibility to explore "inner space." As he received a standing ovation, Kennedy expressed his gratitude for the work being done by "the people in this room and this organization."

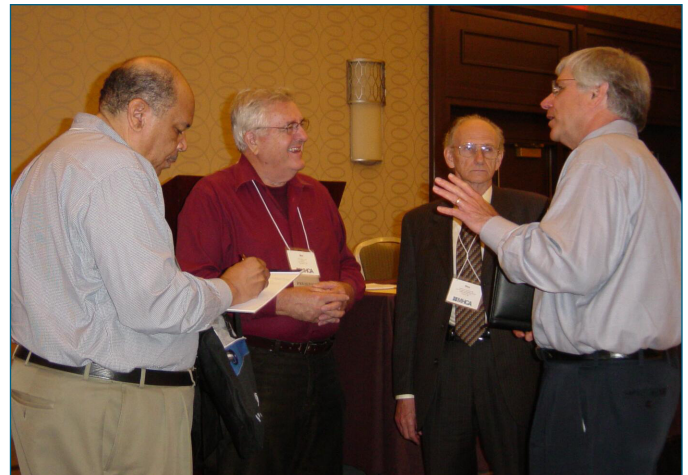
After such a stirring conference opening, scheduled speaker Chip Madera had big shoes to fill. He stepped right into them and motivated his audience to act out their "passion for healthcare leadership." And picking up the agenda in Bob Dyer's place were MHCA leaders emeritae, Wes Davidson and Mel Smith who both are working with Dyer's Criterion Health initiatives in health care reform. After their presentation, 25 MHCA members expressed interest in participating with Dyer in interviews about their experience and efforts to address



**Former U.S. Congressman Patrick Kennedy addressed MHCA at the invitation of former MHCA Board Chairman Dennis P. Morrison, PhD (left).**

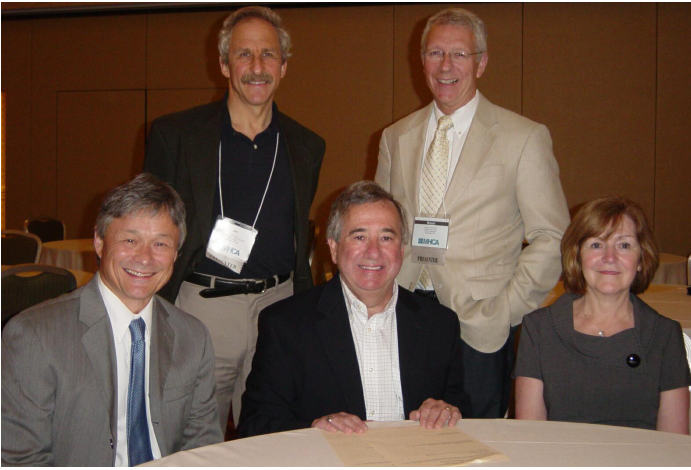


**Keynoter and Motivator, Chip Madera (left) was thanked for his presentation by MHCA CEO Don Hevey**



**Mel Smith and West Davidson (center) visited with Inman White (left) and Jim McDermott following their presentation.**





*A Massachusetts Member Showcase was provided by (seated) South Shore Mental Health's Paul Shaw, CEO Harry Shulman and Carol Charpentier along with (standing from left) Service Net's Jim Frutkin and Vinfen Corporation's CEO Bruce Bird.*



*A Rhode Island Member Showcase was provided by Providence Center's Debra O'Brien (second from right) and local partners (from left) Attorney Donna Nesselbush and Bob Garvey and Mary Hauser of Dominion Diagnostics.*

the challenges resulting from health care reform – there are two areas: (1) health care integration and Affordable Care Act (ACA) related activities, (2) State agency transformation. Most said they would like to be involved in both areas. Dyer has been invited to speak to MHCA when we meet in August for MHCA's Summer Conference in Portland, Oregon.

Wednesday afternoon's combined forum on New Trends and Information/Technology morphed into the Futures Forum for a free wheeling conversation among behavioral health leaders addressing "disruptive innovation" and opportunities to become "innovation incubators." With forum leaders Diana Knaebe, Chris Wyre and Jim Gaynor on board, there's never a dull moment.

Member showcases were the order of the day on Thursday morning. Massachusetts was represented by Vinfen Corporation, ServiceNet and South Shore Mental Health. Their presentations have been uploaded to MHCA's Document Archives available to all MHCA members (Vinfen: *Implementing the Massachusetts DMH Community Based Flexible Support System of Care*; ServiceNet: *Responding to Change in Massachusetts: New Ways of Organizing Outpatient Services* and

South Shore: *Children's Behavioral Health Initiative*). Following their very good comments, a second showcase was provided by Rhode Island's Providence Center. Chief Program Officer Deb O'Brien teamed up with corporate partners Dominion Diagnostics and attorneys Marasco & Nesselbush to make the case, *No Organization Is an Island – Partnering to enhance client care and improve the bottom line* (also uploaded to Document Archives). Again, MHCA members shared valuable experience and terrific energy with their colleagues in this fast paced, informative duo of showcases.

Allen Daniels, EdD provided a comprehensive review of the work accomplished in MHCA's Quality Improvement Collaborative: Phase Two and set the stage for that afternoon's launch of Phase Three. Ron Zimmet, counsel to the Mental Health Risk Retention Group, sat in on the Phase Three workshop and found it "a good example of cooperative effort to produce quality." The Collaborative will continue meeting at MHCA's next three conferences.

Rick Doucet stepped up to lead the Information and Technology Focus Group on Thursday afternoon in Chairman Chris Wyre's absence.

Bill Connors of Sequest Technologies and Mike Morris of Anasazi Software, both representing the Software and Technology Vendors Association (SATVA) introduced an exciting initiative to develop an interoperable standardized consent directive for adoption within electronic health information exchanges. In Board

[See Conference, p. 8](#)



*Clockwise from upper right: IT Vice Chairman Rick Doucet, Sequest's Bill Connors, ValleyHope Association's John Leipold and Anasazi Software's Mike Morris.*

## 2012 Negley Awards Will Target Aggression

**CAUTION CAUTION CAUTION**

Whether it's a violent act in the community or a hostile client in the waiting room, aggression is an ever present reality in the day to day practice of behavioral healthcare. How your company prepares for it can lead to disturbing disruption or peaceful resolution. When the stakes are particularly high, the preparation your company

has made can mean the difference between keeping your doors

open and finding yourself out of business. The 2012 Negley Awards for Excellence in Risk Management will take on this challenging topic as it solicits applications from members of MHCA, the National Council and shareholders in the Mental

**CAUTION CAUTION CAUTION**

Health Risk Retention Group.

Applications will be mailed this summer and judged this fall prior to MHCA's 2012 Winter Conference being held February 21-24 in Clearwater Beach, Florida. Finalists present their winning programs first at MHCA's conference and again at the National Council's conference to be held in Chicago, April 15-17. Cash awards will be made to the three finalists (\$10,000 for top prize and \$5,000 for two runners-up). Included with this issue of the *Executive Report* is one of the winning programs submitted last year on *Avoiding Wrongful Termination* by Heritage Behavioral Health Center of Decatur, Illinois. ❖

## Setting Course, continued from p. 1

*Intervention – A Model for Success.* Staff of LifeWorks together with key partners will describe how The Early Psychosis and the Early Assessment and Support Alliance (EASA) uses evidence-based practices to do early assessment and intervention for young adults having their first experience with psychosis. This approach advocates the use of an intensive multi-disciplinary approach during what is known as the critical period, where intervention is the most effective, and prevents the long term morbidity associated with chronic psychotic illness.

Following their presentation attorney Ronald P. Zimmet will bring it on with "How Many Dead People Does it Take to Close Your Center?" This one ought to wake us up! His remarks will be filmed and become the next risk management training video in the library of Mental Health Risk Retention Group (MHRRG). Shareholders receive free risk management educational materials as part of the MHRRG benefit.

On Thursday afternoon, we'll welcome the Joint Commission's Mary Cesare-Murphy, PhD, who with MHCA's PTAC representative, Tony Kopera, PhD, will inform us about today's accreditation environment. Described on page 3 are the Integrated Healthcare Learning Community to be held on Tuesday and the Quality Improvement Collaborative: Phase Three to be held on Thursday afternoon. Both of these focused workshops have proven track records within MHCA and promise continued opportunities to all who participate.

Portland itself offers big city excitement and small town charm to make "the City of Roses" one of the favorite destinations in the West, known for its historic old town, galleries/museums, and old fashioned statuary, fountains, bridges and parks. Wind down your MHCA day by enjoying this great city. ❖

## CALENDAR

### MHCA 2011 Summer Conference

**Dates:** August 16-19, 2011  
**Location:** Hilton Portland and Executive Tower  
Portland, Oregon  
**Phone:** 503-226-1611  
**Rate:** \$139 Single/Double  
**Deadline:** July 14, 2011

### Mental Health Risk Retention Group (MHRRG) Board Meeting

**Date:** August 26, 2011  
**Location:** Stowe Mountain Lodge  
Stowe, Vermont

### IIMHL 2011 Conference

**Dates:** September 12-16, 2011  
**Location:** San Francisco, California  
**Details:** [www.iimhl.com](http://www.iimhl.com)

### MHCA 2011 Fall Conference

**Dates:** November 8-11, 2011  
**Location:** Westin Kierland  
Scottsdale, Arizona  
**Phone:** 480-624-1000  
**Rate:** \$219 Single/Double  
**Deadline:** October 7, 2011

### MHCA 2012 Winter Conference and Annual Meeting

**Dates:** February 21-24, 2012  
**Location:** Sandpearl Resort  
Clearwater Beach, Florida  
**Phone:** 877-726-3111  
**Rate:** \$249 Single/Double  
**Deadline:** January 23, 2012

## Conference, continued from p. 7

action on Friday, MHCA endorsed the initiative and has communicated our support to the Substance Abuse and Mental Health Services Administration (SAMHSA) (see article, page 3). Also addressing the IT Focus Group was Afia's Jeremy Nelson who encouraged use of the MHCA endorsed vendor selection tool.

Thirteen exhibitors participated with MHCA in Boston. Sponsors included Netsmart Technologies who co-sponsored our keynoter Chip Madera, QoL meds and UNI/CARE who provided our Wednesday and Thursday morning continental breakfasts, and Genoa Healthcare who hosted our Wednesday evening reception. MHCA greatly appreciates the support of these vendors and friends. ❖