

Executive Report

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Annual Meeting Is in St. Pete Beach

Think forward to February...where do you want to be? Shoveling snow off your driveway? Figuring out how you will pay the heating bill at the office? How about enjoying the sunset on St. Pete Beach, Florida? Yes. Of course.

Make it happen. Book your flight, make those reservations. MHCA will again hold our Annual Meeting at the historic Don Cesar Beach Resort on St. Pete Beach, February 21-24, 2006. We know it's a great destination when members repeatedly ask to return.

And speaking of returning, you told us in 2004 that keynoter Liz Jazwiec was one of the very best speakers you had ever heard. We agree - and she's joining us again in February. Her presentation style is uplifting, motivational and fun. In 2004, MHCA member Sue Stubbs said, "She's one of the best keynoters ever; her presentation was not just entertaining but extremely useful." Dan Ranieri added, "She stimulated actionable thought...the best customer service presentation I've ever heard. I took more notes than in any previous presentation!" And Diana Knaebe claimed, "Great materials, great sense of humor - Liz is the Roseann Barr of healthcare." Jazwiec's topic in February is "Accountability."

On Thursday we will hear from Naakesh Dewan, MD, President of The Florida Behavioral Health Collaborative. The Collaborative was enacted by Florida's 2004 Legislature as a way of controlling the rate of growth in expenditures for mental health drugs while at the same time ensuring that Medicaid enrollees continue to have open access to mental health medications. This action continued a mental health exemption and was based on the belief that decisions about specialized mental health drugs are best made through a process involving the physician and the patient. In addition to his work with the Collaborative, Dr. Dewan is president of the Center for Mental Healthcare Improvement and is in private practice at Advanced Psychiatry, P.A. in

Clearwater, Florida. Dr. Dewan pioneered the use of pc-based decision support systems in hospital based behavioral health outcomes management and developed the first behavioral health patient education software for use in primary and specialty care in the early 1990s. He has been a practicing psychiatrist and physician leader in a multi-national medical and psychiatric hospital corporation, a non-profit managed behavioral healthcare company, and in two major academic medical and psychiatric systems of care.



Liz Jazwiec

Paul Lefkovitz, PhD returns to lead us in a Process Benchmarking exercise on "Staff Retention". Lefkovitz is [President of Behavioral Pathway Systems](#) and is a licensed clinical psychologist whose work has encompassed clinical, administrative, research, and consultative roles in the areas of behavioral health service delivery and performance measurement. Opposite that session on Thursday will be a Marketing Focus Group where participants will focus on "Building a Strong Fundraising Board."

The annual Negley Award presentations will also be made on Thursday when finalists compete for cash prizes of \$15,000 and \$5,000 by demonstrating their programs on risk management. Responding to member interest, the New Trends and Future Forums will meet together to hear a panel presentation on disaster preparedness and response. Many MHCA members have experienced first hand the challenges of floods, hurricanes, terrorism and local violence. Their knowledge will inform us all.

And there's more! Plan now to join us in St. Pete Beach. Meeting materials will be mailed in early December, and registration deadline is January 17. ❖



Donald J. Hevey

President's Column by Donald J. Hevey

It's fall and the time of year that many year-end activities are going on as MHCA prepares for the new year. As reported in other sections of this newsletter, elections for both the MHCA and the MHRRG boards of directors are in process, and elections for the officers of the MHCA board will begin in December. Our annual compensation survey is underway with a response deadline of December 20. Benchmarking Survey responses are in, allowing us to begin analysis of the data and issue reports to you at the beginning of the year. Annual dues invoices have been mailed - we anticipate and appreciate your ongoing support.

2006 marks the third year of our current three-year strategic plan. We will begin discussion and planning for the 2007-2009 period during the coming year. As is our practice we will ask for your ideas and involvement in the process so that the final plan will reflect your issues and concerns. Your recommendations in past years led us to venture into "boundaryless" products and services that resulted in an enhanced, interactive web site, the extensive use of list servers and creation of The International Initiative for Mental Health Leadership (IIMHL). Five countries currently are involved in IIMHL's leadership/staff exchanges and conferences with several other countries on the verge of joining this exciting program.

Our current Strategic Plan also directed us to embark on benchmarking activities, to focus on assisting members with their marketing efforts, and to expand our learning opportunities by engaging conference speakers from outside our industry.

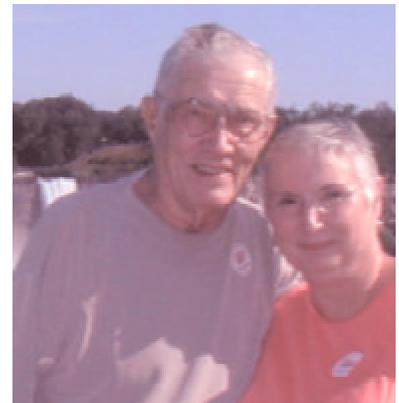
We will begin asking for your input as early as our annual meeting in February 2006. Board, committee and

forum meeting agendas will include time for discussion of ideas and recommendations for the next planning cycle. Early conversations in recent meetings indicate that collection and use of data for decision-making and management will be high on the list. Join the process in 2006 and let us hear your ideas on how MHCA can continue to move forward most effectively. The past 20 years have proven that a member-driven plan is a successful plan. ❖

MHCA Loses a Friend

Charles E. (Chuck) Maudlin, Jr., husband of MHCA's Nancy Maudlin, passed away on Saturday, November 5 following a three-year illness. Nancy is Director of our National Data Center, and Chuck had retired from a long career in mathematics as professor and computer consultant. He was instrumental in developing and programming the database application software that the National Data Center uses for MHCA's popular Customer Satisfaction Management System. Chuck and Nancy moved from Navarre Beach, Florida to Tallahassee in 1998 when she joined the MHCA staff.

Private services were held at St. George Island in Florida's panhandle. ❖



MHCA Board of Directors

Officers:

- Susan D. Buchwalter, PhD
Chairman
- Ervin R. Brinker
Vice Chairman
- Dennis P. Morrison, PhD
Treasurer
- Anthony A. Kopera, PhD
Secretary
- Susan L. Rushing
Director-at-Large
- Richard J. DeSanto
Past Chairman

Donald J. Hevey, *President & Chief Executive Officer*

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- Wesley R. Davidson
- C. Richard DeHaven
- James G. Gaynor II
- David C. Guth, Jr.
- Harriet L. Hall, PhD
- Kenneth Jue
- Gary Lamson
- Jerry Mayo
- Daniel J. Ranieri, PhD
- R. Thomas Riggs, ACSW
- William J. Sette
- David R. Stone, PhD

MISSION STATEMENT: MHCA is an alliance of select behavioral health organizations. It is designed to strengthen members' competitive position, enhance their leadership capabilities and facilitate their strategic networking opportunities.

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8 MHCA 2005

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Innovation and Technology Congress

The inaugural convention of the World Health Care Innovation and Technology Congress was held November 9-11, 2005 in Washington, D.C. MHCA's CEO Don Hevey attended as one of few behavioral healthcare participants and found the meeting stimulating and useful.

This networking and educational event convened senior executives from all segments of the healthcare industry to focus on innovative business strategies, policy-making and technologies to promote best management practices. Opening keynoter for the Congress was Ray Kurzweil, a "futurist" whose concepts were recently introduced to MHCA's Future Forum by Chairman Jim Gaynor. Kurzweil's website (<http://kurzweilAI.net>) is a leading resource on future technologies. Another presentation of interest was "The Electronic Health Record and The Role of Governments" by David Brailer, MD, PhD, National Health Information Technology Coordinator for the U.S. Department of Health and Human Services (HHS).

Speaker Newt Gingrich described the work of his recently founded Center for Health Transformation (<http://www.healthtransformation.net>), a unique collaboration of public and private entities dedicated to accelerating the adoption of transformational solutions, policies and technologies to a 21st century health and healthcare system. Among an impressive and extensive Congress faculty were Steve Case, co-founder of America Online (AOL), Michael Leavitt, HHS Secretary, and Mark McClellan, MD, PhD, Administrator of the Centers for Medicare and Medicaid Services within HHS. ❖

MHRRG Election Process Underway

The Mental Health Risk Retention Group (MHRRG) is conducting an election to fill two positions on its Board of Directors. Both are "Class C Shareholder" elections. Stepping down from the Board as he retires from New Hampshire's West Central Behavioral Healthcare is Jess Turner. Ending his three-year first term is Bennett Cooper of Central Community Health Board of Cincinnati, Ohio.

Nominations must be postmarked by November 25. Ballots will be sent to shareholders after the winter holidays and must be returned by January 27. New terms begin on February 24 at the close of MHRRG's Board meeting in St. Pete Beach, Florida. ❖

MHCA Election Chooses Four and Forces Run-Off

Six positions on MHCA's Board of Directors are up for election this year. Initial balloting reinstated three incumbents and chose one new director for 2006-2008. Re-elected are Susan Buchwalter of Wooster, Ohio representing the Midwest Region, with Gary Lamson of Cambridge, Massachusetts and Wes Davidson of Caribou, Maine both representing the Northeast Region. Newly elected is Chris Wyre of Murfreesboro, Tennessee, representing the South. He replaces Howard Bracco, who chose not to be considered for an additional term.

In a run-off for the second and third Midwest slots are incumbents Rich DeHaven of Anderson, Indiana and Tony Kopera of Chicago, Illinois along with Grady Wilkinson of Memphis, Michigan. Two of these three will be elected in a second round of balloting (deadline for ballots is November 28).

Elections will be certified December 2 by the Nominating Committee. New terms for all six Directors begin February 24 at the close of MHCA's Board Meeting in St. Pete Beach, Florida. ❖



Rich DeHaven



Tony Kopera



Grady Wilkinson

Board Will Elect Officers

MHCA's officers are elected by our Board of Directors. Bylaws direct that election to be held prior to our full member Annual Business Meeting so that officers as well as new directors can be announced at that time.

The Nominating Committee will determine the 2006 slate of officers by December 16 and circulate the slate to Board members by January 3. Ballots must be postmarked by January 18. New officers assume their jobs on February 24 at the close of the Board of Directors meeting in St. Pete Beach, Florida. MHCA officers include a Chairman, Vice Chairman, Secretary, Treasurer and Director-at-Large. The Immediate Past Chairman and MHCA's President/CEO join these five to make up a seven-person Executive Committee. ❖

MHCA Fall Conference ❖ October 25-28, 2005 ❖ Scottsdale, Arizona

Changes Ahead - Preparing for Tomorrow's Workforce

In his October 26 address to MHCA's 2005 Fall Conference in Scottsdale, Arizona, Keynote David Delong clearly defined the concept of "Lost Knowledge" and spelled out a problem confronting most industries in the near future. Faced with an aging workforce, employers must adopt action plans to "bank" the expertise of their "seniors" while recruiting a talented new workforce that will take their products and services into a new age. A snapshot of industries reveals that:

- About 50% of 1.6 million federal workers are eligible to retire by 2008;
- One third of secondary school teachers in the U.S. are expected to retire by 2008;
- By 2010, more than 40% of RNs will be over age 50; half of them will retire within 15 years;



NCCBH President/CEO Linda Rosehberg (center) was warmly received at MHCA's Fall Conference. Here she is joined by Merriam Wamble, Gary Lamson and Hank Milius.

- There is a record low number of students in petroleum engineering programs even as 60% of employees plan to retire by 2010; and
- Germany's workforce will be 20% smaller by 2025.

Delong's audience was paying close attention as the behavioral healthcare industry clearly will experience a similar challenge. After an informative introduction, Delong divided participants into small groups based on their interest in these topics:

- (1) How to improve your succession planning process,
- (2) How to recruit/retain high performing younger staff,



Keynote David Delong (right) provides "follow-up" with MHCA visitor David Jordan of Massachusetts.

- (3) How to retain older workers and keep them productive, and
- (4) How to encourage different generations to work together more effectively.

A document summarizing the small group reports will soon be posted to MHCA's web-archives at <http://www.mhca.com>.

Thursday morning's general session included four presentations by members and guests. CEOs Dan Ranieri of Arizona and William Greer of Wisconsin pooled their experience with staff diversity and delivered wonderfully useful advice on cultural competence training. Wes Davidson, Chairman of MHCA's International Planning Committee, joined forces with IIMHL Director Fran Silvestri for an update on the 2006 International Leadership Exchange and Conference to be held in Edinburgh, Scotland this coming summer (June 5-9).

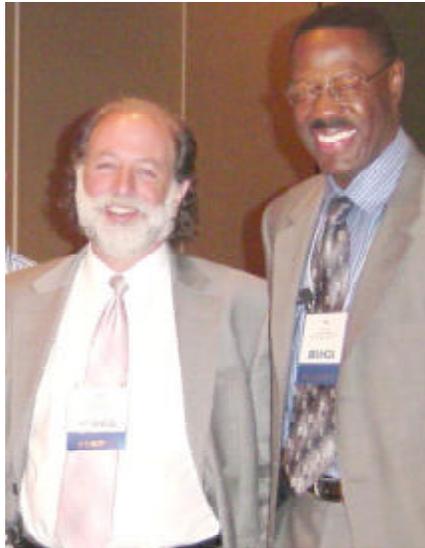
Maryalice Larson, CEO of Behavioral Health Services of Matsu in Alaska, described her organization's successful efforts to become a Federally Qualified Health Center (FQHC). FQHCs are nonprofit, consumer-directed corporations that provide high quality of care and cost-effective treatment to the underserved and the uninsured. Linda Rosenberg, President/CEO of the National Council for Community Behavioral Healthcare (NCCBH) delivered a lively and informative report on legislative and public policy initiatives being pursued at

the national level. She appealed to MHCA members to participate in this vital effort to keep behavioral health issues at the forefront of congressional deliberations.

A two-day Information and Technology Focus Group brought together CEOs and IT staff to reason through the complexities of electronic systems acquisition and implementation. Wednesday's session was led by IT Chair Grady Wilkinson, and Thursday's leader was Phyllis Persinger of Volunteer Behavioral Health Care System. Our New Trends Forum addressed two topics, "Alignment and Integration of Services/Programs" and "Measuring Our Effectiveness" while our Future Forum tackled the tough concept of an impending pandemic and how community behavioral health centers might prepare and respond.

At Wednesday's Opening Session and at the Orientation Luncheon, new member Gail Lapidus of Tulsa, Oklahoma, and returning member Dennis Wool of Colonial Services Board in Williamsburg, Virginia were warmly welcomed. Wool formerly was CEO of member center Satilla Community Services in Waycross, Georgia. Member Services Chair Ann Borders announced a record high membership of 139 in her report to the MHCA Board of Directors on Friday.

Exhibitors included Mental Health Risk Retention Group, Genoa Healthcare, Essential Learning and Qualifacts. Genoa was sponsor of our Wednesday evening reception, and Essential Learning provided a "sweet tooth" satisfying coffee break that same day. Behavioral health guest CEOs included David Jordan of Massachusetts, Allison Ogden and Cindy Barker of Kentucky. We were pleased to welcome CARF President/CEO Brian J. Boone, PhD as well. ❖



Co-presenters Dan Ranieri (left) and William Greer spoke of their programs on Cultural Competence/Staff Diversity.



Fran Silvestri, IIMHL President



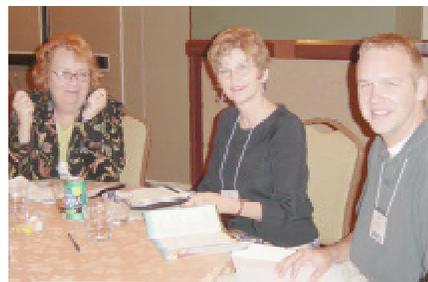
Wes Davidson, International Planning Committee Chair



Maryalice Larson described the application process to become a Federally Qualified Health Center in her presentation on Thursday. Here she visits with fellow Alaskan Dr. Mel Henry at the evening reception.



Caught at the Conference: Above: Karen Demarest, Tod Citron and Dennis Wool visit informally at Wednesday's reception. At right: Denny and Marsha Morrison seem to be enjoying Scottsdale. Below right: Erv Brinker and Sue Stubbs share a laugh. Below left: Mary Ellen Kardong, Kay Whittington and Rob Backmeyer sit in on General Session.



Pikes Peak Earns Codman Award

The Joint Commission on Accreditation of Healthcare Organizations (JCAHO) has named Pikes Peak Mental Health Center, Colorado Springs, Colorado, a 2005 winner of the ninth annual Ernest Amory Codman Award. The Award recognizes excellence in the use of outcomes measurement by health care organizations to achieve improvements in health care quality and safety. A panel of national experts in quality measurement and improvement selected the six recipients of the 2005 Awards. The center formally received the award on November 9.



Morris Roth

Pikes Peak MHC is the recipient of the award in the behavioral health care category and is being recognized for an initiative to address a rise in substance abuse among the mentally ill in its community and the limited resources available to treat those individuals. The new approach led to improved access to care, increased capacity for service and customer satisfaction, and fewer readmissions.

“We congratulate the 2005 Codman Award winners for their successful efforts in translating quality measurement and improvement theory into real-world achievements in excellence,” said Dennis S. O’Leary, MD, President, JCAHO.

Morris Roth, President/CEO, Pikes Peak said, “We are grateful to JCAHO for this prestigious award. Our focus is always on utilizing best evidence-based practices and demonstrating measurable outcomes. The Codman Award is affirmation of our approach to intervention, treatment and community collaboration at its best.”

Pikes Peak MHC staff developed interventions for a “revolving door” approach to mentally ill, substance-dependent individuals. The center secured support from their community and key local agencies to establish the Recovery House program that provides extended care and intensive care management to clients with a history of chronic alcoholism and homelessness. Their efforts resulted in a 27% increase to access in services. Furthermore, reduced client-stay days resulted in an 83% increase in capacity. Pikes Peak MHC also recorded a 24% increase in customer satisfaction and nearly 23% reduction in client readmission. The center has embraced the “recovery model” for its clients, their families and the community - defined as an ongoing personal process of developing and achieving healthful goals despite the current presence of a psychiatric disability. ❖

Virginia, Oklahoma Add Members

In the fourth quarter of 2005 MHCA has added two new member organizations bringing our full membership to 139. Family and Children Services of Tulsa, Oklahoma joined in September soon after our Summer Conference. CEO is Gail Lapidus. F&CS serves Northeast Oklahoma, operating with a budget of \$20 million and 400 employees/associates. The organization is accredited by COA (Council on Accreditation). Learn more at their website: <http://www.fcsok.org>. Returning to membership is Dennis Wool, PhD who is now CEO at Colonial Services Board in Williamsburg, Virginia (<http://www.colonialcsb.org>). He formerly was CEO at Satilla Community Services in Waycross, Georgia. Colonial Services Board provides MH/MR and S/A services to residents of Williamsburg and surrounding counties. They are CARF accredited. ❖



Dennis Wool, PhD



Gail Lapidus

A Change at the Top: Coastal Behavioral Healthcare, Inc.

There’s a new face in the President’s office at Coastal Behavioral Healthcare in Sarasota, Florida. On Christine Cauffield’s recent resignation, former Chief Operating Office Jerry Thompson, PsyD was selected to fill her chair. Dr. Cauffield had served six years as CEO and stepped down to fulfill increasing family obligations. She has transitioned to work on the state and national level and relocated to Orlando.

In addition to his Doctorate in Psychology, Jerry Thompson is a Board Certified Diplomate-Fellow in



Jerry Thompson, PsyD



Chris Cauffield, PsyD

Psychopharmacology. He has been with Coastal Behavioral Healthcare since 2000. ❖

Loewen Will Retire in September

In early November Hal Loewen announced his intentions to complete his career there at the end of September 2006. Oaklawn is sponsored by Mennonite Health Services Alliance and is located in Goshen, Indiana.

Hal says, "(This work has) been an important part of my life these past 35 years, and it is time to give someone else the chance to occupy this position. The Executive Committee will initiate a process for selection of a successor, and I will work closely with them to assure that the transition happens as easily as possible."

As MHCA continues to examine the importance of succession planning, we recognize Hal Loewen both for the excellent work he has done these past three and half decades and for the care he is taking in ensuring the continuing success of his organization.

Hal currently serves as a Director of MHCA's subsidiary corporation, Mental Healthcare America. ❖



Harold C. Loewen, MBA

New CEO and Chairman at West Bergen

West Bergen Mental Healthcare's Board of Trustees has selected Michael J. Tozzoli as their new Chief Executive Officer. Michael succeeds Philip E. Wilson, who has assumed the position of Chairman.

For some time, Wilson has been very involved with the organization's community and fundraising efforts in Ridgewood, New Jersey. As Chairman he will concentrate his efforts full time on community, public, and donor relations. Russell Kamp, Board President, says, "This will greatly assist West Bergen as it continues to develop and provide quality programs and services for those in need."

Tozzoli has served as Administrative Director of West Bergen for the past five years. His appointment comes as a culmination of a succession plan in place for some time. Another example of good planning. MHCA congratulations both Philip and Michael on their new appointments. ❖



Philip E. Wilson



Michael J. Tozzoli

Meet Patricia Bennett



The voice on MHCA's phone these days is newly hired Patricia Bennett, a long-time Tallahassee resident. Patricia began her work as Office Assistant on November 1. She provides primary telephone coverage and general office support to the entire MHCA staff with particular emphasis in the area of our National Data Center. She comes to MHCA very highly recommended by former employers; as one offered, she is the "consummate professional". Patricia connected immediately with the mission of MHCA and has put her considerable skills to great use on behalf of all members. ❖



Mental Health Risk Retention Group

*Providing behavioral health providers
customized, quality insurance since 1988*

Stable Rates

Competitive premiums provide consistent rates not subject to fluctuations in the insurance market.

Protection Against Nonrenewal

Shareholders are entitled to a peer review process and a one year notice before coverage is terminated.

Loss Prevention

Insureds can access a risk management hotline and regularly receive training materials.

Merit Award Program

The Negley Awards recognize excellence in risk management with cash awards to winners.

Shareholders Dividends

Shareholders may receive a return on their investment.

Comprehensive Coverage

Areas of significant liability such as sexual misconduct, employed physicians, and athletic participation coverage are standard with every professional policy and employment practices liability with every directors and officers policy.

Underwriting Managers

Negley Associates

<http://www.JJNEGLEY.com>

P.O. Box 206, Cedar Grove, NJ 07009

Phone: 973-239-9107, Fax: 973-239-6241

<http://www.MHHRG.com>

One Member's Viewpoint

A message to Don Hevey, MHCA President/CEO dated October 31, 2005

I don't think I have ever belonged to a group that has given me so much return on my investment as MHCA. It's not just the conferences, although they are always top notch and alone are worth the dues. It's more the members, and their willingness to share. I feel robbed that I only have a few more years to learn from them before I ride off into the sunset.

At this meeting (in Scottsdale, Arizona) Morris Roth from Pikes Peak remembered that I had asked him about some succession planning information, and he brought his info with him to share with me. Saved me a ton of time, and better yet, made me look very good to my Board as I prepare my own document. Tie that to the succession topics you have featured over the past few years, and I suddenly feel like an expert...and look like one to my Board.

I had discussions with Jerry Mayo and David Guth about grant writers and fundraisers and came away with a graduate course worth of info that immediately clarified a real problem for me. This meeting alone was worth my dues in consulting fees I would have had to pay out.

I have 35+ years experience as a manager yet never leave an MHCA meeting without having learned so much more than I could ever give back to others. Thanks for the ear and the great job you and the staff do that gives all this experience a home venue.

Leonard S. Altamura, DSW, LCSW
President/CEO
Steininger Behavioral
Care Services, Inc.
Cherry Hill, New Jersey



2006 Member Dues

MHCA membership dues invoices have been mailed, and payment is to be received in Tallahassee no later than January 31, 2006. Your MHCA Board of Directors has waived the annual cost of living increase which keeps rates at 2005 levels.

Calendar

**MHCA's Office will be closed
for the 2005 holidays:
November 24-25 and December 26-30**

**JCAHO Conference on Behavioral Health Care:
Focusing on Outcomes Research and Using Data**

Dates: December 8-9, 2005
Location: Le Meridien Hotel, Chicago, IL
Contact: JCAHO at 877-223-6866 or
visit <http://www.jcrinc.com>

MHCA 2006 Annual Meeting

Dates: February 21-24, 2006
Location: Don CeSar Beach Resort
St. Pete Beach, Florida
☎ 800-282-1116
Rate: \$209 single/double
Registration Deadline: January 17, 2006

NCCBH 36th Annual Training Conference

Dates: April 8-11, 2006
Location: Renaissance Orlando Resort at Sea World
Orlando, Florida
www.nccbh.org/orlando

MHCA 2006 Spring Conference

Dates: May 9-12, 2006
Location: Marriott Savannah Riverfront
Savannah, Georgia
☎ 1-912-233-7722 or 1-800-285-0398
Rate: \$171 single/double
Registration Deadline: April 6, 2006

IIMHL 2006 Leadership Exchange

Dates: June 5-9, 2006
Location: Working site visits in England and Scotland
with Conference in Edinburgh, Scotland
Contact: Fran Silvestri, IIMHL Director
fran@iimhl.com

Compensation Survey Ranks High Among Member Benefits

The annual MHCA CEO and Top Management Compensation Survey is one of members' most valued association reports and ranks as a favorite benefit. The 2005 Survey instrument was mailed to members in early November and is due December 20. Minor additions have been added to the survey this year including a question about long term care insurance availability. In the top management section, substitutions and additions have been made to better track common job titles and responsibilities.

A report on collected data will be made in March 2006. This is a completely confidential report with information reported in aggregate form only. Top management information is reported regionally to enhance applicability. Be sure to complete and return your Survey – the greater your response, the more useful and complete the report will be. This Survey is not available online. If you have misplaced your copy, contact the MHCA office to receive another. ❖