

Executive Report

Published by Mental Health Corporations of America, Inc.

Blues, Rock 'n Roll and MHCA

Whether you crave the sounds of good old Rock 'n Roll or prefer the mellow tunes of Blues and Jazz, Memphis is your city for music, music, music! And it's where MHCA will be for our Spring 2000 quarterly meeting, May 16 - 19. Choose from the famous Beale Street District, the Cooper Young District, Overton Square or the Pinch District - it all awaits you - galleries, shopping, international cuisine and, of course . . . music!

But what really brings you to this fun filled city? A meeting! And we have another informative MHCA meeting planned for you.

As members have discovered during the past year, our Tuesday agenda has become as full and important as Wednesday as through Friday. No more "slow start" for this crowd! Don't miss out on the many committee and board meetings which meet that first day. They will include the Clinical Staffing Committee, the Information Systems Committee, PES Users' Group and Standards/Accreditation Committee. Those are followed by the EAP Committee and Outcomes Committee. Both the Mental Healthcare America Board and the MHCA Enterprises Board will meet Tuesday evening.

On Wednesday morning, the EAP Focus Group will explore "Work/Life Issues" at 8:00 am. Wednesday morning also includes our three Forums - on Futures, New Trends and Corporate Structures -

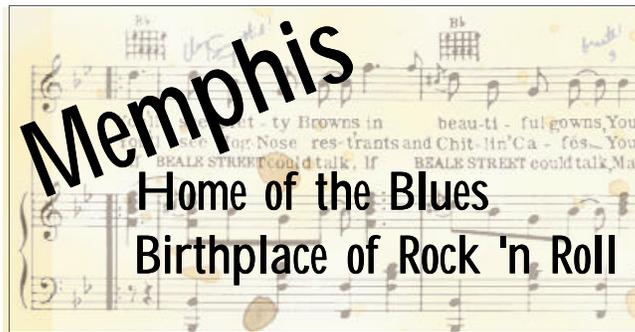
as well as an afternoon featuring General Session presentations on Corporate Compliance and TechnoTalk I, the first of two informative forays into the latest internet based behavioral healthcare

applications. In Thursday's General Session, we will receive updates on MHCA's Clinical Staffing Guidelines project and our Performance Enhancement Solutions product. In addition we will hear TechnoTalk II and get a glimpse of a featured Mem-

ber Showcase. At the end of the day, conference participants will have the opportunity to meet in informal discussion groups to explore issues of common interest. Board meetings of MHCA and MHRRG are scheduled, as usual, for Friday, the last day of our conference.

Our meeting is being held in downtown Memphis at the Marriott Hotel. Make your hotel reservations by the April 10 deadline to ensure MHCA conference rates (901-527-7300). Full registration materials are being sent in mid-March.

To further explore the sites and sounds of Memphis, visit the Convention Bureau's internet website at www.memphistravel.com. Our meeting is scheduled after Mother's Day and before Memorial Day - it's where you need to be for the best in behavioral health networking. New member or old-timer, the opportunities for learning and sharing await you. Not to mention Elvis. ❖



*Executive Development Committee Report***Getting Down to Business**

In a recent restructuring of our committee format, MHCA's Executive Development Committee was asked to receive reports from all standing committees, forums and work groups. After coordinating the various ongoing projects and considering new recommendations, the chairman then reports to MHCA's Board of Directors. This frees the Board to receive one consolidated committee report and spend more time in the deliberation of long range issues of the organization.

Chairman Harriet Hall, PhD opened MHCA's Executive Development Committee in St. Pete on February 23 by asking that we review major topics from our last meeting and receive a status report on them.

Corporate Structures: Data from our survey on consultants will be added to the MHCA website as a resource for members. The Board Governance topic has been forwarded to MHCA Enterprises; Erv Brinker has been asked to provide leadership on development of a presentation on this topic.

New Trends: A presentation on pharmaceuticals will probably be given either at the upcoming May or August meeting per Don Hevey.

Standards & Accreditation: The committee has been reassigned Task Force status with the specific job of creating benchmarking guidelines on adverse events. They have been encouraged to work with the Clinical Staffing Guidelines Committee to avoid duplication of effort. The Surveyor Report Card is to be restudied, possibly restructured and added to the MHCA website.

Futures: Issues of Internet technology have been referred to the IS Committee. Interest in a "staff college"- like project remains high. A needs assessment is suggested before proceeding further. This issue will be coordinated by MHCA Enterprises. Don Hevey mentioned distance learning as an appropriate tool. There has been no formal work done on the suggested development of an Interim Director program, but Glenda Bussell may soon fill a second interim position, and her experiences will be carefully studied as part of any development. Frank Collins reported that the recommendation for a bi-level password system for our website is under study to provide greater access to staff.

Clinical Staffing Guidelines: David Dangerfield said that about one-third of our members have responded to the "survey" which is better known as a "project." Good data is being received. A preliminary report will be made in May. Participants will receive a comparative analysis. The report of Phase II, which will engage four geographically-described focus groups, is expected in November. Data received thus far indicates that centers may be managing on the basis of what regulators require rather than on the basis of what real need exists. The deadline for participation will be extended to allow wider data collection.

The following issues were brought to the Committee as new business:

continued on page 10

Board of Directors**Officers:**

Harriet L. Hall, PhD,
Chairman
Richard J. DeSanto,
Vice Chairman
Ervin R. Brinker,
Treasurer
Susan D. Buchwalter, PhD
Secretary
Dennis P. Morrison, PhD
Director-at-Large
Gary W. Lamson, PhD,
Past Chairman

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

Directors:

Howard F. Bracco, PhD
Ann K. L. Brand, PhD
Wesley R. Davidson
C. Richard DeHaven
Wayne Dreggors
William C. Huddleston
Anthony A. Kopera, PhD
Jim McDermott, PhD
William C. Peel, PhD
R. Thomas Riggs, ACSW
William J. Sette
Harry Shulman, MSW
Lloyd H. Sidwell

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Gary Lamson, MHCA Chairman

Annual Meeting Address, delivered in St. Pete Beach, Florida on February 23, 2000

Celebrating MHCA's 15 Years of Growth and Leadership

This year, in addition to beginning a new millenium, we at MHCA recognize the completion of the 15th year of our organization's existence. Since November 1984 we have existed as Mental Health Corporations of America. We actually achieved non-profit status as a 501(c)(3) organization the following year.

1984

It was a group of 19 CEOs who first gathered in Orlando, Florida – agreeing that change was in the air. To continue as viable community mental health centers they were going to have to stir things up...find a new plan....shoulder a new responsibility. Together, they decided, they could do it. They would appeal to others throughout the nation who recognized the need for change – selecting only those willing to become entrepreneurial forces within their communities. Relying solely on government dollars to fuel their services was no longer going to provide adequate care to the growing client population at their doors. ...Tom Hayes served as Interim Director until suitable leadership could be found. ...Member dues were established at \$3,600 per year with initiation fees of \$1,400. ...All 19 original members were named as a Board of Directors. ...Morris Eaddy accepted appointment as our first Board Chairman. ...High priority was given to establishment of a self-insurance instrument in light of the prevailing hard market.

1985- 1986

The following two years saw the hiring of Don Hevey as our full-time Executive Director. Lakeview Center in Pensacola, Florida provided office space, and Don put his shoulder to the wheel. By the end of 1986 our membership had grown from the original 19 to 59, and we were represented in 22 states. The Board decided to set a cap of 150 members, wanting to keep the organization lean and focussed. In November of '86 MHCA contracted with J. J. Negley Associ-

ates to manage a captive insurance company. We capitalized it with \$1 million through the sale of shares to our members. We were serious about our agenda!

1987- 1988

As Morris' two year term came to a close, Charles Vorwaller was elected Board Chairman. It was to be a busy time for the organization. ...MHCA Enterprises, the first of our two for-profit subsidiary corporations, was formed primarily to oversee our growing self-insurance project. By this time it had a name - the Mental Health Risk Retention Group – crucial then and still as a stable source of comprehensive liability insurance for behavioral healthcare organizations. ...Recognizing a sea change in the national health scene, we formed a Committee for the National Mental Health Plan, chaired by David Dangerfield. The Committee set about development of both an EAP product and a UR product. ...With so much organizational energy abounding, we recognized the need for legal assistance and retained attorney Ron Zimmet of Daytona Beach, Florida who remains our attorney of record today and has provided invaluable assistance over the years. ...Membership continued to grow, totaling 74 by mid-year. We saw the need for staff assistance in this area and were fortunate to hire Joy Halks who had been involved in association work for many years prior to coming to MHCA. By 1988 membership was up to 85, and the MHCA corporate office, which now included, Don, Joy and a secretary, moved to Tallahassee where it remains today.

1989

Charles Vorwaller ended his very productive two year term, turning the reins over to David Dangerfield. David, in turn, relinquished his leadership of the National Mental Health Plan Committee to Gary Lamson and as the age of managed care dawned across the country, we renamed

continued on page 4

Chairman's Message, continued from p. 3

this “wild bunch” the Managed Care Committee.

Before the year was out we would establish our second for-profit subsidiary corporation – Mental Healthcare America – to oversee MHCA's line of products related to this growing managed care arena. This is a good example of the way we have worked together since MHCA's inception....

we recognized a trend

we made every effort to get out ahead of it by forming an informal study group

as the need for more concentrated work became evident we formalized the group into a committee to provide real advice to fellow members

as products evolved and the assignment changed focus, we dissolved the committee and promoted the products as tools for our members

1990-1991

David found that he could only devote one year as Chairman, so in 1990 we elected Charlie Maynard to lead the Board. MHCA was maturing as an organization . . . now five years old. Membership had stabilized around 85 and the Board reconsidered our dues structure. The annual dues were increased to \$4,000 but the initiation fee was lowered to \$2,000 where it remains today.

MHRRG was growing and providing excellent coverage for both Directors and Officers Liability and General Liability. There were now 76 insureds. In 1991 MHRRG sought and gained approval by the Vermont Department of Insurance to issue shareholder dividends. In that same year MHRRG developed the first in a series of risk management educational video tapes which are made available without charge to insureds. Also introduced that year were the Negley Awards for Excellence in Risk Management – a fine program which continues today. With this year's awards, one-quarter million dollars will have been paid to worthy applicants.

In addition to its oversight of MHRRG, MHCA Enterprises was asked to provide man-

agement through contract with the Affirmative Business Association of North America (ABANA), and we enjoyed several years' association with this fledgling group. It now stands on its own and continues to provide important support to the affirmative business community.

And finally in the year 1991 we formally recognized a force within our ranks which couldn't be denied . We declared the birth of the Futures Committee and thus began a “think tank” with a life of its own!

1992 – 1993

While the nation brought William Jefferson Clinton to its highest office, MHCA elected Jeanne Wurmser as Chairman of our Board to succeed Charley. Jeanne's two year term was full of progressive activity:

...Our Standards and Accreditation Committee was established under the leadership of Chuck Vorwaller.

...A “Technology Fair” was held in August of 1992 – a precursor to today's Information Systems Committee.

...The Board began investigation of “the development, licensing and marketing of a proprietary Outcome Measurement tool”.

...MHCA Enterprises developed a Training Institute in conjunction with the Overlook Center.

...In October of 1993 fifteen of us organized the Mergers and Acquisitions Work Group to develop a workbook on corporate integration strategies.

...And best of all, during Jeanne's tenure, we added Glenda Deal to our staff in Tallahassee!

1994-1995

Membership approached 100 as Howard Bracco began his term as Chairman of the Board.

No longer an intimate, small group of CEOs, we recognized the need for greater concentration on member interaction, and added Tara Boyter to the staff as Director of Communications.

The Mergers and Acquisitions Work Group was determined in their efforts, and we engaged Craig Savage to assist in development of the envisioned workbook. The final product, entitled “Affiliations, Mergers and Acquisitions – Guidelines for Pursuing Corporate Integration for Behavioral Services Providers” was distributed to members in September of 1994.

MHCA celebrated our 10th anniversary at our Annual Meeting in 1995, . . . with a solid membership and financial position. We had come a long way in ten years, forming close friendships as well as forging important initiatives on behalf of all members. It was a delightful milestone.

Not willing to rest on our laurels, however, we moved ahead with several new and exciting projects.

...After careful preparation and beta testing, we rolled out the Customer Satisfaction Management System at our Spring 1995 meeting in Richmond, Virginia. As most of you know, this product has received high marks from users and has won recognition by JCAHO as an approved product within their ORYX program.

...We sought and gained formal representation on both JCAHO's PTAC and on CARF's Board of Directors gaining greater credibility in our relationships with these accrediting entities.

...MHCA also began formal negotiation with three members to partner in the development of an employers assistance program – an effort which has resulted in our collective ownership of Performance Enhancement Solutions.

...As Treasurer and Chair of the Finance Committee, I encouraged the diversification of our investments at this time. We moved most of MHCA's investments from CDs to a well balanced portfolio that last year saw return of close to 30%.

1996-1997

As Clinton began his second term, we elected our second female Board chairman. Mary Aleese Schreiber picked up where Howard left off without missing a beat. We continued to groom existing programs and develop new ones, all the while gradually adding to our membership ranks.

...Having explored several information system avenues, we determined in 1996 that it was time for our very own Information Systems Committee. Not only did our members desperately need advice for their own management information systems, but within MHCA we were seeking improved methods of member communication. In November of 1997 we hired Frank Collins as Director of Information Systems.

...Our Customer Satisfaction product was not only gaining ground during these years but also gained

the attention of a potential buyer. After an extended courtship we ultimately regained rights to the product and are once again in complete control of its distribution.

...In an effort to update our EAP offering, we entered into a contract with our Rhode Island member, the Providence Center, to revise and market the product.

...In 1997 MHRRG celebrated its Tenth Anniversary. Still managed by J. J. Negley Associates, the risk management product continues to be an important MHCA benefit and pays generous dividends to shareholders.

...As member centers began to experience more and more CEO turnover MHCA Enterprises recognized an opportunity to have a hand in their executive searches. We have now conducted five successful searches, placing excellent people in these important roles.

...Before leaving office, Mary Aleese also oversaw our initial forays into development of clinical staffing guidelines, first releasing a survey and then appointing a committee to guide the project. Under her guidance we also recognized the greater scope of corporate reconfiguration and renamed our Mergers and Acquisitions Work Group the Corporate Structures Committee to deal more effectively with the realities of this expanding phenomenon.

1998 – Present

It has been my privilege to serve as your 8th Board Chairman for the past two years. Thanks to an involved membership and dedicated Board of Directors, MHCA has continued its steady growth and attained new goals during this time.

...As we continued to update our EAP product and expand services to those of you who have an EAP program at your centers, we formed an EAP Committee with a users' group meeting twice a year in conjunction with our quarterly meetings.

...We turned information technology ideas into realities by creating an excellent web site and a much-used List Serve. Thanks to Frank and the IS Committee we continue to explore avenues of Internet capability, bringing to MHCA members the broad and exciting possibilities of today's electronic universe.

continued on page 10



"Looking Forward from Here"
Keynote Warren Evans
Service Excellence Group

Annual Meeting Keynote Looks to the Future

At our recent Annual Meeting, long time MHCA friend and renowned futurist Warren Evans returned to "expand our peripheral vision and refresh our radar screens" with a presentation called "Looking Forward from Here".

Warren, a trends analyst based near Toronto, was making his 5th visit as a keynote speaker for us. With his trademark combination of facts, commentary, and irreverent humour he covered a broad horizon of what's going on in the world and what's driving it below the surface. He also flagged implications for us, and concluded by posing some pointed questions for us as individual operations and as a collective entity.

Throughout his presentation Warren re-visited and updated key points and predictions from his presentation a year ago (as reported in the March/April 1999 *Executive Report*).

- On "**measuring the economy**" we saw the boom continue through 1999, and Microsoft, Intel, and Home Depot replace traditional firms on the Dow Jones index. Internationally the record high trade deficits reported had no negative impact on the US economy, both validating what he told us last year.
- The "**fiscal spiral**" he described a year ago has certainly taken center stage as our political debates are revolving around what to do with government surpluses.
- Last year Warren also told us he saw a

"**mainstreaming of behavioral health care**". He sees this trend continuing, and picking up momentum over the next few years. The genomics revolution and pharmaceutical advances will help fuel recognition of the effectiveness of our efforts. And the prevention and "holistic" shifts will continue, with all the attendant promises and perils for us.

- In a related vein, Warren spoke extensively last year about the emerging world of **networks and alliances**. He'd suggested that the ability to "do deals", quickly, flexibly, and with a wide variety of partners, would become a key asset for our members. Some of our members seem to have taken his comments to heart as there were reports this year of new relationships being formed with a host of non-traditional partners.

Around the Meeting . . .



Gary Lamson was recognized for his two year term as MHCA Board Chairman. There to enjoy the cudos with him was his wife, Joan.



Howard Bracco received a light hearted "Longevity Award" for serving four years in the capacity of Past Chairman!



Charley Maynard is stepping down this year with praise for exceptional loyalty and dedication after 14 consecutive years as an MHCA Director.

- Another interconnecting trend he re-visited was the **contracting out** style of doing business. 1999 saw about a 10% increase in this sector in the US, despite the very tight job market. Warren went so far as to suggest that “the network of alliances and relationships *is* the organization”, and suggested that part of being able to do deals is seeing our “core organization as a resource source/catalyst/network hub” rather than a staff of employed practitioners.
- On the **technology** front, Warren sees a more sophisticated usage and growing comfort with the net. Citing the convergence of several factors at this point in time, he says we’ll see even more explosive growth in use of the net over the next 18 months. Our need to have staff up-to-speed to deal with increasingly well informed clients will accelerate dramatically over the next 6 to 18 months.

Underlying all of these things is a global ‘macro-trend’ that Warren identifies as **Power Devolutions**. The traditional power centers of our old economy and society are seeing their power devolve both downward to smaller groups and upward to larger entities.

Continued on page 12



A "Peer Consultation Model" was introduced by the fun foursome of (left to right) Mel Smith, Bill Sette, Erv Brinker and Wes Davidson.



Negley Award Finalists were represented by (left to right, front) J.J. Pauls, LCSW [Marilyn Udis and Edward T. Negley, MD, Negley and Associates]; (middle) Carolyn Wood, Leo Salter, PhD, (back) Eric Schindler, PhD and Jim Hagen, PhD



"Opportunities in MR/DD" were presented by (left to right, front) Barry Schwartz, Sandra Mlinarcik, Susan Garnett and (back) Lee Rambeau and Lee Riley.



(left to right) Joe Masciandaro and Bill Barry were joined by Sequest's Bill Connors and Ken Hartman for a presentation on the "Computerized Medical Record".



(left) Presenter Jeanne Wurmser, PhD chats with Jonas Waizer and Paul Wilson, and co-presenter Ann Gavzy (above) makes a quick getaway following Wurmser and Gavzy's presentation on the "Meridian Health System Joint Venture."



Scenes from St. Pete

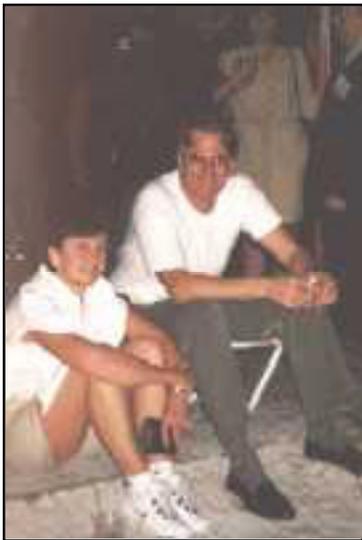
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Dan Ranieri introduces daughter Alexis to Bennett Cooper at Wednesday's reception.



Stan Eichenauer (left) talks it over with Harry Shulman during a Session break.



Deb Falvo and Denny Morrison get their shoes in the sand at Thursday's reception at the "Pavillion".



Guest Dan Cobb and his wife visit with Roger Dunigan.



Ann Borders, Bob Dunbar and Bob Williams must be sharing Hoosier stories!



JoAnne Werner and Bill Kyles, both of Missouri, seemed to enjoy their St. Pete visit.

MHCA Elects New Board Members, Installs 2000 Executive Committee

At MHCA's Annual Meeting, newly elected Board members officially took office following the Board meeting on Friday, February 25. They are Wes Davidson of Aroostook Mental Health in Caribou, Maine (representing the Northeast and replacing outgoing Charley Maynard) and Tony Kopera, PhD of Community Counseling Centers of Chicago (representing the MidWest and filling a vacancy created by the "retirement" of Chuck Thayer.) Tony and Wes are pictured at right. 📷



Elected as members of the Executive Committee for the year 2000 are the following:



📷
Harriet L. Hall, PhD
Chairman
*Jefferson Center
for Mental Health
Arvada, Colorado*



Richard J. "Dick" DeSanto
Vice Chairman
*Andrews Center
Tyler, Texas*

Ervin R. Brinker 📷
Treasurer
*Summit Pointe
Battle Creek, Michigan*



Dennis P. Morrison, PhD 📷
Member At Large
*Center for Behavioral Health
Bloomington, Indiana*



📷
Susan D. Buchwalter, PhD
Secretary
*The Counseling Center
Wooster, Ohio*



📷
Gary W. Lamson
Past Chairman
*Vinfen Corporation
Cambridge, Massachusetts*

Survey Deadline Extended

MHCA's **Clinical Staffing Guidelines** survey deadline has been extended in order that additional information might be captured for this very important study. Please send your completed survey as SOON as possible to: (or request a new survey instrument from) . . .

Catherine Carter
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Valley Mental Health,
5965 South 900 East, Suite 220
Salt Lake City, Utah 84121
Phone: 801-263-7128 or Email: catherinec@vmh.com

Chairman's Message, continued from p. 5

...With Jim McDermott's leadership we have begun an MR/DD focus group which meets twice a year to examine the potential of this important customer service field.

...With our Customer Satisfaction Management System gaining users every month, we brought the National Data Center and manager Nancy Maudlin from Pensacola to our Tallahassee office this past summer. With the addition of Nancy, our staff now numbers five – as you know, Joy Halks Hevey "retired" in 1997.

...One of our most impressive accomplishments was the March 1999 completion of the lovely MHCA headquarters office in Tallahassee on Eider Court. With MHCA's financial position at its strongest, your Board determined that real estate ownership was a very prudent investment. We expect to pay out our 15-year mortgage in 10 years. By leasing half the building we further improve our bottom line. We encourage any of you who find yourselves in Florida's panhandle to visit your MHCA office!

...And finally, I am very pleased with the efforts we made this past year to restructure our committees to better meet our organization's very full agenda. We carefully studied the existing committees and recognized three different "creatures":

1) Those standing committees whose job it is to keep the organization "ticking" - Finance, Executive, Nominating, Member Services and Executive Development.

2) Those discussion groups where ideas buzz and members really connect - We call them Forums . . . Information Systems; Standards & Accreditation; Corporate Structures; New Trends, Futures and the two Focus Groups - one on EAP and one on MR/DD.

3) Those task-assigned groups which are created for the short term while a project is in the development stage . . . at this time they include the EAP Committee and the Clinical Staffing Committee.

We determined that the Executive Development Committee, Chaired by MHCA's Vice Chair-

Executive Development, continued from p. 2

1. EAP Committee: Bob Williams said the committee will be meeting two times per year in tandem with the Users' Group.

2. New Trends: Ann Brand raised the following issues for consideration:

- Recommendation for a presentation on consumer-run organizations and the potential for competition with providers.

- Elevation of the issue of mentally ill offenders... (a) no community supports, (b) what solutions are being developed, (c) possible presentation on privatization. Tom Riggs offered that Wackenhut in Florida is doing a lot of work in this area. Gary Lamson said Magellan Public Solutions through a wholly owned subsidiary is working in New Jersey. David Dangerfield suggested that we devote one of our quarterly meetings to the general topic of criminal mentally ill.

- Consideration of best practices for group modalities of care including the question of ethics.

3. Corporate Structures: Tom Riggs said the committee discussed that lack of useful resources in the area of environmental mapping and the human resource difficulties created by current low unemployment realities.

continued on page 11

man, would be made up of the chairmen of all other committees, and recommendations needing the attention of the Board of Directors would be filtered through it. The Committee would serve a triage function, helping us bring clarity to issues and avoiding duplication among committees. Their work frees our Board of Directors to receive one comprehensive committee report and spend more time on strategic visioning for the organization.

Though we are still in the infancy stage of this new structure, it seems to be working well. I hope you will voice your opinion of our board, committee and work group meetings as we continue to fine-tune this effort.

In closing, I am especially pleased that not only this year, but throughout its fifteen year history, MHCA has seen steady growth in both membership and budget health. We have an involved membership, a dedicated Board of Directors, and a hard working staff. It has been a privilege to serve these past two years as your Chairman. "Thanks for the memories." ❖

Brand and Buchwalter Named to Risk Retention Board

The Mental Health Risk Retention Group (MHRRG) has announced selection of two new Board members effective February 25, 2000. Ann K. L. Brand, PhD has been named by the National Council for Community Behavioral Healthcare, and Susan D. Buchwalter, PhD has been elected by MHCA. Buchwalter replaces Charles Vorwaller, who is retiring as CEO of Pikes Peak Mental Health and thus relinquishing his MHRRG Board position. Brand is filling a vacancy created by the illness and recent death of Eric Palazzo. Both Vorwaller and Palazzo had served on the MRRRG Board since its inception.

In remarks prior to the MHRRG Board meeting on February 25, Dr. Edward T. Negley recognized both Vorwaller and Palazzo. A plaque presented to Vorwaller was inscribed, "In appreciation and recognition of your services as a Board Director from 1988 – 2000. Your exemplary vision to establish MHRRG and your support and commitment have contributed significantly to the company's continued success." Various board members testified to the importance of Vorwaller's steadfast work on behalf of MHRRG.

Dr. Negley remembered Eric Palazzo as an equally dedicated Board member and former insurance executive. His involvement with MHRRG was a "service of love" according to Dr. Negley, and Palazzo was lauded as both friend and strong supporter of MHRRG. ❖



Ann Brand



Susan Buchwalter



Charles Vorwaller



Eric Palazzo

Executive Development, continued from p. 10

4. Member Services: Wayne Dreggors said the MHCA member recruitment list had been reviewed and a proposal made that it be included on our website. He mentioned the guests present at this meeting and encouraged everyone to make them feel welcome. The committee had received a report on meeting site selection; it is becoming increasingly necessary to plan "further out" and it may be necessary to begin holding meetings in "second tier" cities due to the current high occupancy rates at convention hotels.

5. Futures: Tony Kopera said the following topics were being considered.

- Branding – MHCA should consider ways to assist member in creating a marketable "presence".
- E-commerce implications for behavioral health providers
- Client population changes and the evolution of service
- Linkage – not just with primary care but with other community "partners"

6. Mental Healthcare America: Susan Rushing said that at the Spring Meeting, MHA will be focusing on how to promote our Customer Satisfaction product and considering a "360 degree" package, possibly to include a financial data piece.

7. Outcomes Committee: Bill Peel said that we are now providing a certificate to those centers who earn "Best Practices" status.

8. Strategic Plan: Harriet reminded members that MHCA is now in its third and final year of the existing Strategic Plan; thus it is time to consider a new Plan. Wes Davidson noted that marketing has emerged as a more pressing issue since our last Plan and should be included in new considerations. Howard Bracco said it is probably time for another member satisfaction survey and Wayne Dreggors offered assistance from the Member Services Committee to develop the survey. It should include elements which address the upcoming Strategic Plan.

9. Other Business: Tom Riggs praised the new role of the Executive Development Committee. David Dangerfield recommended that we consider including more "outsiders" in our quarterly meetings to broaden our landscape and involve potential partners. Tom suggested a meeting theme of "beyond geographical boundaries". It was noted that technology seems to be outdistancing issues of ethics, legality and billing. Gary Lamson observed that some are able to provide online services "below cost" creating a competition dilemma. Denny Morrison recommended a useful website: *CEOExpress.com* ❖

Looking to the Future, continued from p. 7

This fracturing down to smaller groups of interests and linking up to larger umbrella entities to address issues and opportunities is a powerful force that will affect every facet of our operations. But the over-riding impact is that leadership away from the status quo becomes *the* critical factor for those hoping to adapt rather than resist. One of the off-shoots of this he sees is the emergence of 'city states' and **global niches**.

While time and distance fade as key elements of delivery capability, it becomes easier for new concentrations of expertise to gain wide recognition. Using examples from around the world and a wide variety of sectors, Warren suggested we will see the same thing happening in our business over the next few years with the usual combination of threats and opportunities depending on how we react to it.

This year Warren introduced a term he coined recently: **PowerHouse Philanthropy**. Fueled by the convergence of several other trends, he predicts we will see radical changes in the nature of our support groups. Some of this will happen within the existing constellations with which we interact, but the biggest impact will be from new entities with completely different approaches. He said these will be younger, sophisticated, widely connected, deep pocketed, trial-and-error action oriented, results driven, project focused, innovative, demanding, and controlling on a scale we've not seen before. These are the "change masters and control freaks" tackling new issues and with unprecedented tools at their disposal. The greatest danger for traditional delivery mechanisms is that they will feel "their issues being hijacked out from under them".

While we're already seeing this shift happening, he suggested we need to expand our antennas to avoid being blindsided and to be able to get pro-active in harnessing the obvious potential this trend represents. He also listed several reasons he believes the behavioral health field is particularly well positioned to benefit from it.

Summarizing specific issues of concern to us, Warren added 2 other predictions:

- increasing globalization and the consequent search for accepted standards that will facilitate that process.
- a return to service as management/organizational priority. As he watches his own business, he sees

Calendar**NCCBH Annual Training Conference**

Dates: April 29-May 2, 2000
Location: Hyatt Regency Crystal City Hotel
 Arlington, Virginia (Wash. DC)

MHCA 2000 Spring Meeting

Dates: May 16-19, 2000
Location: Memphis Marriott Downtown
 Memphis, Tennessee
 901-527-7300
Rate: \$124/single or double
Registration Deadline: April 10, 2000

MHCA 2000 Summer Meeting

Dates: August 15-18, 2000
Location: Hilton Portland
 Portland, Oregon
 503-226-1611
Rate: \$125/single or double
Registration Deadline: July 13, 2000

MHCA 2000 Fall Meeting

Dates: October 31 - November 3, 2000
Location: Westin Riverwalk
 San Antonio, Texas
 210-224-8500
Rate: \$160/single or double
Registration Deadline: October 8, 2000

the pendulum swinging back to this issue. In his own practice he's been surprised by the number of calls for his service management material recently. (this was the area in which his firm first made its name, and the first presentation he did for MHCA over a decade ago). Managers are telling him that they've been distracted the last several years with structural and technology issues, and feel the need to re-visit the fact that this is a core level capability they have to stay good at to compete.

Wrapping up, Warren posed 4 challenging "Big Questions" to the group:

- ...What should MHCA be doing for members?
- ...What should MHCA be doing as an entity?
- ...What's wrong with the way we're using the web?
- ...What does the next generation of leadership need that *you* can't give them?

We have posted Warren's meeting presentation on MHCA's website (www.mhca.com). From our home page, go to Calendar and select "Order Materials from 2000 Annual Meeting". Warren will visit with us again next year. He can be reached at www.wevans.com, warren@wevans.com, or 800-364-3205. ❖