

2018 Board of Directors

Rick Doucet
Chair

Steven Ronik, EdD
Treasurer

Dennis L. Regnier, MA
Secretary

Barbara E. Daire, LCSW
Past Chair

Peggy J. Chase

Jonathan M. Cherry

Linda C. De Piano, PhD

Susan Garnett

Maggie Labarta, PhD

Laureen Pagel, PhD

Susan L. Rushing

Tuerk Schlesinger, MBA

Tom Sebastian, MS, MPA

John M. Sheehan, MBA

James H. Stewart II

Inman White

Theresa C. Wilson, MSW, LCSW

Chris Wyre, MBA



in this issue

Explore Bright Ideas 2
New Faces & Places 4
Who's Missing? 5
Amazing Time in Austin 6

Gen X Leaders Poised to Reshape Behavioral Health

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

The disruption we've been experiencing in the behavioral healthcare industry is expected to increase exponentially in the coming year as we continue to explore new ways of meeting the growing demand for services with seemingly insufficient financial and human resources and new and increasing competition. At the same time, like most industries in the U.S., we are now experiencing a changing of the guard in the C-suite like we've never seen before.

Look around at our next quarterly conference and you'll notice a lot of new faces entering the mix at **mhca**. We've welcomed more than 60 new organizations to **mhca** over the past five years, and it's also worth noting that a full third of our 151 members welcomed a new CEO to the helm during that same five-year period. Flip through our 2013-14 directory and you'll notice only 60 of the 127 CEOs listed there are still around.

We've been through transitions like this before; but, the sheer

size of this transition, and the industry disruption that it accompanies, mean that we're going to see some dramatic changes in behavioral healthcare organizations, and **mhca**, in the immediate future.

We've talked a lot about succession planning over the past few years; Boomers anticipating retirement need a clear succession plan for a seamless and successful exit. Before they begin to disengage from the organizations they've led, and often founded, they need to begin systematically transferring relationships, responsibilities and institutional knowledge.

Now we're focusing on the emerging leaders who will step into these long-time CEOs' roles - how can we equip them to succeed in an industry that will be vastly different from that of their predecessors?



Dale Shreve

Continued on Page 3 >>

Explore Bright Ideas in Sunny Clearwater Beach, Florida



The days fly past faster every year and it's easy to get so caught up in day-to-day demands that we neglect the things that matter most - our health, our friends and families, and our professional development.

When is the last time you stepped away from the chaos to renew your strength and gain some fresh perspective on the issues that are keeping you up at night? Why not plan now to join your **mhca** peers for our Winter Conference and Annual Meeting in Clearwater Beach, Florida, this February? What could be better for your well-being and the long-term success of your organization than a few days spent with the best and brightest in behavioral health at one of the best beaches in the world?

The agenda for our Winter Conference provides lots of opportunities for learning and laughter, as well as some down time to recharge and work on your tan.

During our general sessions, we'll examine the major growth areas of the Metaspace Economy to uncover both short and long-term future opportunities for you to grow your business, we'll hear how some **mhca** members have taken innovative ideas and developed them into marketable products that created

significant revenue streams for their organizations - and how you can do the same, and we'll discover how to attract and engage employees in the new Talent Economy.

We'll also discuss how you can replicate and scale some real-world, field-based successes for improving care and driving value-based or higher-rate reimbursement.

Our breakout sessions will provide opportunities to explore mergers, acquisitions and affiliations with contrasting perspectives from an industry insider and an M&A advisor and to learn about innovative strategies and tools you can immediately apply to improve your organizations productivity and enhance your change management, team-building and succession-planning efforts.

We'll also hear from a panel of presenters from Florida who'll share their successes with innovative approaches to services from ED diversion, residential services for state discharges, housing for homeless women and children and a first-episode Schizophrenia program.

Sound intriguing? Then register now at mhca.com, and don't forget to make your hotel reservation. We have room blocks at both the Opal



Sands Resort and the Sandpearl Resort. If you have any difficulty getting the conference rate for the nights you need, just let us know - we can usually get you in. Call our office or email Gena Matthews at gmatthews@mhca.com for assistance. ■

>>Continued from cover

Members of Gen X - those born between 1965 and 1980 - are entering the C-suite during a time of increasingly complex and shifting markets. To be successful, they will have to adapt quickly in uncharted waters.

While it's a tall order, board members want these new CEOs to be adaptable and driven, able to lead in the execution of the organization's strategic plan - while employees and consumers want them to serve as role models - forces for good that exude trust, authenticity, credibility and approachability.

Emerging executives need to be aware that in addition to embracing digital transformation, they must communicate a clear purpose, adhere to their core values and deliver a company culture where employees can be authentic and experience a sense of belonging. To cultivate innovative thought, they must be able to recruit and engage leaders with diverse experiences and perspectives. Building a strong, inclusive culture from the top down will create a winning employment brand that will help them compete for top talent to fuel the innovation and growth necessary to remain relevant in the brave new world of behavioral healthcare.

This may be the perfect time for Gen X to be entering the C-suite. Gen X is not only more agile and digitally savvy, they are also able to present themselves professionally and communicate effectively both in person and online. These former latch-key kids are the perfect choice to realign the C-suite to the new world of work - one that's more collaborative and cross-functional, with a flatter hierarchy that promotes more agile decision making.

While less comfortable with an integrative leadership model

based on system thinking than most Millennials, they understand the value of connecting the organization with society and the environment in which it must operate, and they're skilled at building effective partnerships.

Also known as the sandwich generation because they are raising kids while also caring for aging parents, Gen X is especially adept

in bridging generational divides. They can effectively lead multi-generational teams with Boomers and Millennials - and because they are great influencers and mentors, they have been more successful in engaging and retaining younger employees.

Where these emerging leaders and newer CEOs may need help is in

Continued on Page 7 >>



It's not just about providing medicine.
It's about changing
lives for the better.



Genoa is the **largest provider of pharmacy and telepsychiatry services** for people with behavioral health and other complex chronic health conditions.



Fifth largest drug chain in the U.S., with more than **400 pharmacies**



Largest provider of outpatient **telepsychiatry**



Serving **650,000 consumers** in **46 states** plus the District of Columbia

Learn more at www.genoahealthcare.com

New Faces & Places

There are a lot of new faces at **mhca** - please help us welcome them all!

CrossWinds Counseling & Well-



*Amanda
Cunningham*

ness appointed **Amanda Cunningham** as Chief Executive Officer; she succeeds Rob Runquist. Amanda has more than 17 years of experience in behavioral health at CrossWinds,

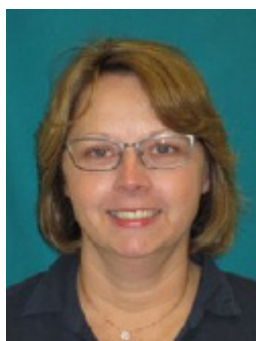
most recently as the COO and Interim CEO.

Lisa Carter was recently named CEO of **South Community, Inc.** She succeeds Carol Smerz who retired after 29 years of service. Lisa



Lisa Carter

has served at South Community, Inc. for over 24 years, most recently as COO, and brings extensive experience across varied capacities within the organization to her new position.



Mona Gauthier

Mona Gauthier succeeded Jerry Mayo as Executive Director of **Pine Belt Mental Healthcare Resources**. Mona has



Harry Donahue

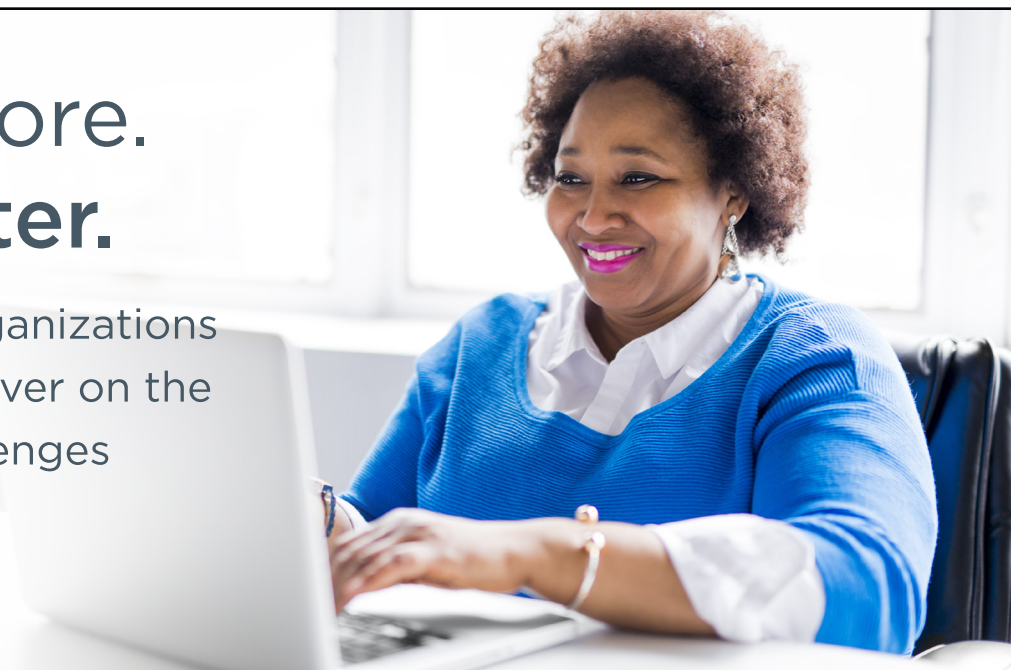
served Pinebelt for 25 years, most recently as the Director of Child and Adolescent Services. She holds a Master's in Counseling Psychology and an MBA, both

from the University of Southern Mississippi.

Harry Donahue was appointed to succeed Veronica Groff as President and CEO of **Catalyst Life Services**. He most recently served as President and CEO for 1st Alliance Behavioral Health in Westminster, Colorado. He has worked in both privately held and publicly traded companies in the US and

Know More. Get Better.

Empowering organizations to meet and deliver on the healthcare challenges of today.



Visit www.relias.com to learn more.



Improve Care
Quality



Increase Professional
Competency



Reduce
Costs

RELIAS

International markets specializing in finance, accounting, treasury, strategic planning, supply chain management, operational improvements, and mergers & acquisitions. Veronica Groff's official retirement date is January 2019.



Melissa Dawson has been employed at The Centers for the past 24 years, most recently serving as the COO. ■

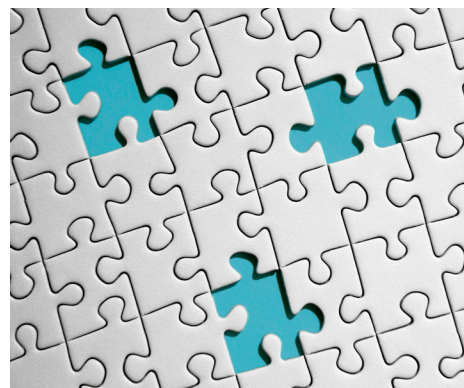
Melissa Dawson succeeded Doug Stadter as CEO of **The Centers for Youth and Families** in Little Rock. She has a Masters in Public Administration and

Who's Missing?

The opportunity to connect and collaborate with other innovative entrepreneurs from across the U.S. is one of the most valued benefits of **mhca** membership. Help us identify prospective members that will further enhance the value of your network! Just contact Dale Shreve at dshreve@mhca.com or 850-942-4900 and let him know about any established or emerging leaders in our industry you would like us to consider for membership.

We are especially interested in expanding into new states and recruiting online behavioral health providers and hospital behavioral health units.

Prospective members must be sponsored by an existing **mhca** member CEO or **mhca** staff member, be appropriately



licensed/accredited, and demonstrate innovative practices, entrepreneurial spirit and leadership consistent with the vision and strategic goals of **mhca**. They must also provide some amount of direct behavioral healthcare; unless they are majority-owned subsidiaries and their parent organization is a behavioral healthcare provider and active **mhca** member. ■

DO YOU LOVE YOUR EHR?

Behavioral health is the lever for healthcare transformation.
You need the right technology partner to help you take the lead.

Introducing Valant:
the platform for behavioral health



You should love your EHR. Learn more at valant.com

Amazing Time in Austin!



We kicked off our Fall Conference with an exciting Innovation Incubator on creating an organizational culture that supports emotional wellbeing. Ian Shea of I M Human explained that today's workforce is lonely and anxious, and Gen X and Millennial workers are feeling significantly more stressed than their predecessors. While all of this is bad for employee health, it is also having a negative impact on our organizations' bottom lines.

Creating a culture that supports emotional wellbeing requires communication - employees want us to meet them where they are and truly hear what they have to say about their unique challenges and what supports they need to be successful.

On Wednesday, Monica Oss of Open Minds shared the latest information on the changing behavioral health marketplace along with some strategies for competing with new disruptors. She explained that healthcare will continue to shift from facility-based to community and home-based services, and providers will need to further utilize technology to optimize organizational performance in care coordination and population health management.

She pointed to two emerging market positions for specialist provider

organizations: whole person care that keeps consumers with complex needs out of acute care settings, and stabilization and crisis management that helps consumers with complex needs return to community settings.

Through a series of interactive activities, Dee O'Neill from the Brain Performance Institute helped us understand that we are more efficient, effective, and less error-prone when we practice serial tasking with brain breaks rather than multitasking. She encouraged us to prioritize are two most important tasks each day and set aside our most productive time segments to work on these tasks without interruptions, and schedule 5 minute brain-breaks, 5 times each day, to spark more A-ha moments of innovative thought.

For more information on these and other great conference sessions, check out the PowerPoints available at <https://mhca.com/conference-presentations/2018-austin-tx> - **mhca** login required.

In addition to informative sessions, attendees enjoyed a welcome reception sponsored by Valant, a reception, buffet dinner, line dancing lesson and Halloween movie night sponsored by Genoa Healthcare, and a Food Truck Lunch sponsored by Iris Telehealth. ■



>> *Continued from Page 3*

navigating an unfamiliar and rapidly changing industry and in getting their leadership teams up to speed so they can match the pace of change that is coming.

We need to help these emerging leaders gain the skills of their predecessors and teach them additional skills that were not required of previous leaders. These leaders will come from diverse backgrounds and will need to focus on developing their abilities in collaboration, innovation, and growth. They will need to be able to apply lessons from the past to new, challenging situations, employing complex problem-solving skills.

New CEOs need to know what to do when they don't know what to do. They will be developing a whole new playbook, employing a variety of creative techniques to achieve desired results. They need to be passionate about pursuing new and

different ideas and able to identify and leverage talent - teaching, helping, and engaging rather than doing, doing, doing all on their own.

Peer support may be unfamiliar territory for these new CEOs, but it will be an essential component in achieving success in the new C-suite. Leaders facing significant challenges in uncertain environments need fresh perspectives, and they need to be challenged and held accountable by people they trust and respect outside of their organizations.

To help our members get emerging leaders ready for more responsibility, we'll be providing half-day leadership development sessions at our spring and fall quarterly conferences; and, to help CEOs get the peer support they need, we will be continuing to help them form Peer Collaboration Groups throughout the year.



Transitions of this magnitude can be difficult to navigate. I hope you will take full advantage of the valuable benefits of **mhca** membership, and provide feedback throughout the year so we can meet your ever evolving needs. ■

Behavioral healthcare is risky business. Reducing risk is our business.

Risk management is a particular specialty at the Mental Health Risk Retention Group (MHRRG), an insurance company owned by policyholders-shareholders who are all behavioral healthcare organizations.

MHRRG insureds enjoy customized and complimentary risk management tools such as the *Individualized Risk Management Program (IRMP)*. This unique program focuses on some of the loss drivers in behavioral healthcare organizations, including:

**Violent Acts. Boundary Violations. Suicide Malpractice.
Medication Errors. Information Protection. Employment Practices.**

Additional risk management tools available to MHRRG insureds include a no cost Employment Practices Hotline, webinars, videos, articles, brochures and a general hotline for your risk management questions.

MHRRG coverage is available exclusively through Negley Associates. Tell your insurance agent or broker to contact us today.

Call or email Marilyn Udis: 800-845-1209, MUdis@jjnegley.com

MHRRG and Negley Associates are exclusively endorsed by mhca and the National Council for Behavioral Health.



Negley Associates

Behavioral Healthcare,
Addiction & Social Services



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



1876 Eider Court, Suite A
Tallahassee, Florida 32308



Book Now!



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

Winter Conference

February 19-21, 2019

Opal Sands Resort

Clearwater Beach, Florida

Reservations: 855-335-1087

Hotel Group Rate: \$299

Reservation Deadline: Jan. 19

Spring Conference

May 14-16, 2019

JW Marriott New Orleans

New Orleans, Louisiana

Reservations: 504-525-6500

Hotel Group Rate: \$199

Reservation Deadline: April 17

Summer Conference

August 13-15, 2019

The Grand America Hotel

Salt Lake City, Utah

Reservations: 800-437-5288

Hotel Group Rate: \$269

Reservation Deadline: July 10

Fall Conference

November 5-7, 2019

Loews Atlanta Midtown

Atlanta, Georgia

Reservations: 404-745-5000

Hotel Group Rate: \$239

Reservation Deadline: Oct. 11