

CONNECTIONS

JULY/AUGUST 2011

THE FIRST WORD

A PLETHORA OF RESOURCES

In 2011-13 MHS Alliance intends to expand resources for governance and executive leadership. Note these upcoming events and opportunities:

Board Chairs. Meet with Rick Stiffney for informal conversation during lunch July 6 at the Mennonite Church USA convention in Pittsburgh. Sign up here: rick@mhsonline.org.

Great Governance for Small Organizations. This four-part teleconference series, beginning July 13, can provide affordable, convenient board education. Visit www.lumenresources.org.

Values-based Leadership Program. This proven program for new and emerging executive leaders is open to new nominees until Aug. 1. See <http://mhsonline.org/php/services/events/index.php>

CEO Retreat is being planned for spring 2012 for CEOs within 10 years of retirement.

The **Anabaptist Communicators Conference**, Oct. 28-29, is a great forum for networking and strengthening your organization's storytelling. See www.anabaptistcomm.org

Mim Shirk
Vice President



CEO NELSON KLING MAKES PEER VISITS TO THE MIDWEST ON HIS MOTORCYCLE

Executive Circle became executive cycling for Nelson Kling, CEO for Mennonite Home Communities of Lancaster, Pa., in late May. Kling rode his Honda Goldwing to and from the spring meeting of the Executive Circle in Chicago, and along the way he also made productive visits to two other retirement communities.

Kling took a slight detour to meet with Daryl Martin, executive director of Swiss Village in Berne, Ind., and Mark King, CEO of Greencroft Communities, Goshen, Ind. "I was impressed that CEOs of retirement communities were willing to share their success stories and challenges," he said.

At Swiss Village, Kling said he was "totally impressed with the new fitness center." The lesson for Mennonite Home and Woodcrest Village, he said, is that "we need to continue our discussions on how we enhance our own fitness areas."

Martin concurred with Kling that visiting

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another campus can be valuable. “Knowing what is working or not working for others can help create perspective for one’s own future strategic planning,” Martin said. “An additional benefit is the mutual collegiality that is developed with other CEOs, providing a resource network that can be tapped at some future time.”

Martin encouraged CEOs to find time to meet with others who have similar responsibilities. “We all feel the pressure to stay up with the daily demands that come with being a CEO in a health-care setting,” he said, “but when I do take the time to visit, I almost always come away feeling that it was time well spent.”

At Greencroft Communities, Kling met King at the corporate office, and then they did a quick drive-through on the Goshen campus. “My discussions with Mark centered on the idea of how communities position themselves to partner with other communities,” Kling said. “Mark shared a valuable screening tool Greencroft uses as it considers affiliations and partnerships with other entities. I was intrigued by how the board composition changes as the system develops.”

King said he found the visit beneficial too. “It is wonderful to visit with a peer and hear what is going on,” he said. “We have a lot of common challenges, and it is great to hear how others approach solving them.”

A visit to another campus can elevate a relationship. As King remarked, “I had talked with Nelson at many MHS Alliance meetings and thought I knew him. There is a different bond that comes when you can get together with a peer and learn to know each other in a less formal setting.”

Kling also stopped at the MHS Alliance office in Goshen where he met with President Rick Stiffney and consulting associate

Dennis Russell. “The staff made me feel like family,” he said.

For the trip as a whole, Kling said a major challenge was too little time to see as much as he might have. He advised, “Allow more time for the visits. My recommendation would be that all CEOs take the time to visit other communities outside their immediate geographic location. Things look and feel different, and the opportunity to learn something new is greatly enhanced.”

Oh yes – Kling came away with one other memorable impression: how much it rains in the month of May, especially in Indiana. He completed his executive cycling by arriving home at 3:30 a.m., with 11 of 12.5 hours on the road “filled with moisture.” An exhausted Kling said he was “thankful for traveling mercies.”

◆ A STRATEGIC ALLIANCE: AN OPTION FOR YOUR ORGANIZATION?

The current economic and political environment for health and human services organizations is quite dynamic. Some organizations will thrive in today’s highly competitive environment, and others could buckle and fail.

LaVern Yutzy, a consulting associate with MHS Alliance who has assisted organizations through collaborative changes, states, “The ideal time to consider a possible affiliation of any kind is when it fits the organization’s strategic plan. Organizations who are acting proactively consider collaborating when it enables them to be better positioned to accomplish their mission.”

Yutzy added, “Pursuing affiliation opportunities can be a strategy for preserving, maintaining or expanding the organization’s mission. It will be helpful for the organization to understand why it is interested in affiliation and what it hopes to accomplish.”

An organization might seek an affiliation with another organization to achieve operational efficiencies, develop new services, increase strategic presence, and improve its competitive position.

Yutzy is available to assist your organization. He noted, “Having a third party facilitate the conversations, help to design and complete the due diligence process, and explore potential affiliation models can be invaluable.” He can be reached at 717-575-2870 or at yutzy@dejazzd.com.

EXECUTIVE LEADERSHIP RESOURCES OFFERED

MHS Alliance supports boards and executives of member organizations with a wide array of executive leadership resources. The menu of options includes:



1 FOR SENIOR EXECUTIVES

- ◆ **CEO Coaching** supports you and expands your leadership capacity.
- ◆ **Executive Circle** explores leadership issues with a facilitator and other CEOs.
- ◆ **Annual CEO Performance Assessment** helps you align expectations.
- ◆ **Executive Leadership Retreat for CEOs Age 55+** facilitates reflections with peers on issues related to future service or retirement.
- ◆ **CEOs Finishing Well: Planning Sets the Stage** assists you in considering the next phase of your life.

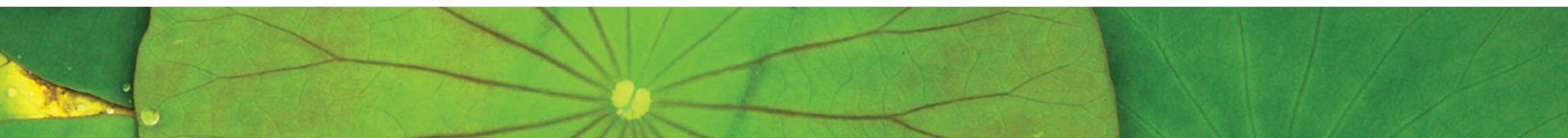
2 FOR BOARDS OF DIRECTORS

- ◆ **When the CEO Resigns: Decisions the Board Must Make** provides guidance for boards.
- ◆ **Consulting Services** can help boards conduct a customized CEO performance review.
- ◆ **Short Term/Crisis Succession Planning** outlines a short-term plan to carry the organization while the board develops a long-term plan.
- ◆ **CEO Succession Planning** provides information on how a board can develop its own CEO succession plan.
- ◆ **Interim CEO Placement** enables an organization to identify an experienced executive for short-term leadership.
- ◆ **Executive Search Services** supports the board in managing all aspects of a CEO search.

3 FOR NEW CEO'S

- ◆ **CEO Coaching** supports you in a new leadership role and in your partnership with the board.
- ◆ **CEO Performance Assessments (Six Month and Annual)** affirm strengths and identify potential concerns before they erupt as major issues.
- ◆ **Executive Circle** provides a safe setting to explore leadership issues with other CEOs.

Keith Stuckey can help you access these resources at keith@mhsonline.org or 717-560-4296.



MEMBER NEWS



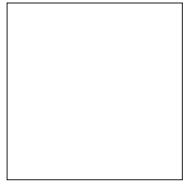
Adriel of West Liberty, Ohio, has named **Kay Wyse** as its new president and CEO. She joined Adriel in 2001 and most recently was the chief operating officer, directly overseeing the residential, foster care, and adoption programs.

COMING ATTRACTIONS

- July 7 Great Governance for Small
12:30 EDT Organizations Audio Conference,
Session 1
- July 13 Aging Services Marketing
1:00 EDT Network Teleconference
- July 22 Medical Expense Plan
11:00 EDT Administrative Committee
Teleconference
- Aug. 10 Great Governance for Small
12:30 EDT Organizations Audio Conference,
Session 2
- Aug. 10 Aging Services Finance Network
1:00 EDT Teleconference
- Sept. 7 Great Governance for Small
12:30 EDT Organizations Audio Conference,
Session 3
- Sept. 14 Aging Services Marketing
1:00 EDT Network Teleconference
- Sept. 19-20 Medical Expense Plan Governing
Council and Administrative
Committee
Chicago, Ill.
- Sept. 21 Indiana-Michigan Chaplains
Goshen, Ind.
- Sept. 21 Great Governance for Small
12:30 EDT Organizations Audio Conference,
Session 4
- Sept. 20-22 Values-based Leadership Program,
Session 1
Mt. Pleasant, Pa.



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THE LAST WORD

Our member organizations are all committed to Christ's mission of healing and hope. However, writing or even talking about this mission is a lot easier than actually doing it. I am convinced that as we stand together we stand stronger. Collaborating in new ways is critical to our well-being.

One of the challenges that all of us face is to provide reasonable compensation and benefits for our employees. Given the increasing costs of healthcare and some of the dynamics in play with healthcare reform, providing health insurance for employees is increasingly complex and demanding.

I am pleased that we will soon have two – not just one, but two – different employee health benefit programs available for our member organizations. Eight members already participate in the Medical Expense Plan. With the support of Everence as third party administrator, the MEP has been quite successful. The new program, under the auspices of Resource Partners, is a collaboration of Mennonite, Church of the Brethren, and Quaker organizations. I am confident that this collaboration will offer an

exceptional new opportunity.

If you have interest or questions about either of these options, please contact MHS Alliance.



Rick Stiffney, President/CEO