



Agenda

TO: HealthWest Board Members

FROM: Janet Thomas, Chair, via Julia Rupp, Executive Director

**SUBJECT: Full Board Meeting
April 27, 2018
8:00 AM – Mental Health Center, Board Room B**

- 1) Call to Order
 - 2) Approval of Minutes of March 30, 2018 (Previously Forwarded) Action
 - 3) Committee Reports
 - A) Program/Personnel Committee (Attachment #1) Action
 - B) Recipient Rights Advisory Committee (Attachment #2) Action
 - C) Finance Committee (Attachment #3) Action
 - 4) Items for Consideration
 - A) Authorization to Increase Expenditures with OAR, Inc. (Attachment #4) Action
 - 5) Old Business
 - 6) New Business
 - 7) Communication
 - A) Director's Report (To be Distributed) Information
 - 8) Audience Participation
 - 9) Adjournment Action
- /ab
- c: County Administration

HEALTHWEST

PROGRAM/PERSONNEL COMMITTEE REPORT TO THE BOARD

Via Cheryl Natte, Committee Chair

1. The Program/Personnel Committee met on Friday, April 13, 2018.
- * 2. It was recommended, and I move to authorize the change in the funding org of the Administrative Analyst position X04001, currently filled by Karen Smith 100% 2900-0050, to 50% 2220-7706 and 50% 1010-0201 effective April 30, 2018.
- * 3. To authorize the position changes as outlined on the attached Position Changes for FY 2018 County Budget.

/ab

HEALTHWEST

**RECIPIENT RIGHTS ADVISORY COMMITTEE
REPORT TO THE BOARD**

via John Schrier, Committee Chairperson

1. The Recipient Rights Advisory Committee met on April 13, 2018.
- * 2. It was recommended, and I move, to accept the Recipient Rights report for the month of March 2018.

/ab

HEALTHWEST**FINANCE COMMITTEE REPORT TO THE BOARD****via Janet Thomas, Vice Chairperson**

1. The Finance Committee met on April 20, 2018.
- * 2. It was recommended, and I move, to approve expenditures for the month ending March 31, 2018, in the total amount of \$5,161,239.32.
- * 3. It was recommended, and I move, to appoint Mr. Jason Coleman as a member of the HealthWest Recipient Rights Advisory Committee effective May 01, 2018.
- * 4. It was recommended, and I move, to appoint Ms. Stephanie Umlor as a member of the HealthWest Recipient Rights Advisory Committee effective May 01, 2018.
- * 5. It was recommended, and I move, to authorize the HealthWest Executive Director to sign a third amendment to revise the contract language to extend the contract with TBD Solutions LLC for professional services to provide Human Resources Consultative Review, effective June 22, 2016 through September 30, 2018, or upon project completion (whichever comes first), with the consultant hours for this project capped at 255 hours (\$38,250.00), not including expenses.
- * 6. It was recommended, and I move, to authorize the HealthWest Executive Director to sign a contract with Shannon Cohen, Inc. to provide training sessions with the BOOM leadership team, effective May 1, 2018 through September 30, 2018 at \$4,000.00 (\$2,200.00 at in-kind).
- * 7. It was recommended, and I move, to authorize the position changes for FY 2018 County Budget.
- * 8. It was recommended, and I move, to authorize the HealthWest Executive Director to sign a contract with the National Council for Behavioral Health effective April 1, 2018 through September 30, 2018 up to \$20,000.00.
- *9 It was recommended, and I move, to authorize the HealthWest Executive Director to sign a contract with ACMH to provide parent leadership camp, parent engagement training and consultation effective May 1, 2018 through September 30, 2018 at \$5,000.00 to be funded through the System of Care Grant.

/ab

REQUEST FOR HEALTHWEST BOARD CONSIDERATION AND AUTHORIZATION

COMMITTEE Finance Committee	BUDGETED X	NON BUDGETED	PARTIALLY BUDGETED
REQUESTING DIVISION Network Development	REQUEST DATE April 27, 2018	REQUESTOR SIGNATURE Marcia VandenBerg, Contract Specialist	
<u>SUMMARY OF REQUEST (GENERAL DESCRIPTION, FINANCING, OTHER OPERATIONAL IMPACT, POSSIBLE ALTERNATIVES)</u>			
<p>HealthWest Board authorization is requested to increase the projected expenditure for Ottagan Addictions Recovery, Inc., 483 Century Lane, Holland, MI 49423, from \$61,000.00 to \$136,000.00, effective April 27, 2018 through September 30, 2018.</p> <p>At the beginning of this fiscal year, the cap for Ottagan Addictions Recovery, Inc. was based upon the spending of the previous year. However, the program has increased the individuals being served significantly in the Muskegon area. The community demand continues to grow for substance abuse service needs for this population.</p>			
<u>SUGGESTED MOTION (STATE EXACTLY AS IT SHOULD APPEAR IN THE MINUTES)</u>			
<p>HealthWest authorizes the increase projected expenditure for Ottagan Addictions Recovery, Inc. from \$61,000.00 to \$136,000.00, effective April 27, 2018 through September 30, 2018.</p>			
COMMITTEE DATE	COMMITTEE APPROVAL _____ Yes _____ No _____ Other		
BOARD DATE	BOARD APPROVAL _____ Yes _____ No _____ Other		

HWB 084-B

HEALTHWEST
FULL BOARD MEETING MINUTES
April 27, 2018
8 a.m.
Mental Health Center

CALL TO ORDER

The regular meeting of the Full Board was called to order by Chair Thomas at 8:01 a.m.

ROLL CALL

Members Present: Janet Thomas, Dr. Remington Sprague, John Schrier, Marvin Engle
Charles Nash, Stephanie Umlor, Jason Coleman, Jeff Fortenbacher, John
Snider, II, Cheryl Natte

Members Excused: Audra Mahan

Others Present: Julia Rupp, Cyndi Blair, Brandy Carlson, Margaret Tietze, Amber Berndt,
Dave McElfish, Marcia Vandenburg, Lauren Meldrum, Andre Williams

Guests: Stacy Coleman

MINUTES

It was moved by Ms. Thomas, seconded by Mr. Nash, to approve the minutes of the March 30, 2018, meeting as written.

MOTION CARRIED.

COMMITTEE REPORTS

Program/Personnel Committee via Cheryl Natte

HWB-073 – It was moved by Ms Natte, seconded by Mr. Fortenbacher, to authorize the change in the funding org of the Administrative Analyst position X04001, currently filled by Karen Smith 100% 2900-0050, to 50% 2220-7706 and 50% 1010-0201 effective April 30, 2018.

MOTION CARRIED.

HWB-074 - It was moved by Ms. Natte, seconded by Dr. Sprague, to authorize the position changes as outlined on the attached Position Changes for FY 2018 County Budget.

MOTION CARRIED.

Recipient Rights Advisory Committee via John Schrier

HWB-075 – It was moved by Mr. Schrier seconded by Mr. Fortenbacher to accept the Recipient Rights report for the month of Marcy 2018.

MOTION CARRIED.

Finance Committee via John Snider

HWB–076 – It as moved by Ms. Thomas, seconded by Mr. Snider, to request confirmation of the appointment of Mr. Jason Coleman as a member of the HealthWest Recipient Rights Advisory Committee effective May 01, 2018.

MOTION CARRIED.

HWB-077 - It as moved by Ms. Thomas, seconded by Mr. Snider, to request confirmation of the appointment of Ms. Stephanie Umlor as a member of the HealthWest Recipient Rights Advisory Committee effective May 01, 2018.

MOTION CARRIED.

HWB-078 – It was moved by Ms. Thomas, seconded by Mr. Snider, to authorize the HealthWest Executive Director to sign a third amendment to revise the contract language to extend the contract with TBD Solutions LLC for professional services to provide Human Resources Consultative Review, effective June 22, 2016 through September 30, 2018, or upon project completion (whichever comes first), with the consultant hours for this project capped at 255 hours (\$38,250.00), not including expenses.

MOTION CARRIED.

HWB-079 – It was moved by Ms. Thomas, seconded by Mr. Snider, to authorize the HealthWest Executive Director to sign a contract with Shannon Cohen, Inc. to provide training sessions with the BOOM leadership team, effective May 1, 2018 through September 30, 2018 at \$4,000.00 (\$2,200.00 at in-kind).

MOTION CARRIED.

HWB-080 – It was moved by Ms. Thomas, seconded by Mr. Snider, to approve expenditures for the month ending March 31, 2018, in the total amount of \$5,161,239.32.

MOTION CARRIED.

HWB-081 – It was moved by Ms. Thomas, seconded by Mr. Snider, to authorize the position changes outlined on the attached Position Changes for FY 2018 County Budget.

MOTION CARRIED.

HWB-082 – It was moved by Ms. Thomas, seconded by Mr. Snider, to authorize the HealthWest Executive Director to sign a contract with National Council of Behavioral Health for Strategic Planning, Project Management and Ongoing Consultation and Support, effective April 1, 2018 through September 30, 2018 up to \$20,000.00 to be fully funded out of the Juvenile Urgent Response Team Grant.

MOTION CARRIED.

HWB-083 - It was moved by Ms. Thomas, seconded by Mr. Snider, to authorize the HealthWest Executive Director to sign a contract with ACMH to provide parent leadership camp, parent engagement training and consultation effective May 1, 2018 through September 30, 2018 at \$5,000.00 to be funded through the System of Care Grant.

MOTION CARRIED.

ITEMS FOR CONSIDERATION

Authorization to Increase Expenditures for Ottagan Addictions Recovery, Inc.

HWB-084 – It was moved by Ms. Thomas, seconded by Ms. Natte, to authorize the increase projected expenditure for Ottagan Addictions Recovery, Inc. from \$61,000.00 to \$136,000.00, effective April 27, 2018 through September 30, 2018.

MOTION CARRIED.

OLD BUSINESS

There was no old business.

NEW BUSINESS

There was no new business.

COMMUNICATION

Director's Report
(See Attached)

AUDIENCE PARTICIPATION

There was no audience participation.

ADJOURNMENT

There being no further business to come before the board, the meeting adjourned at 8:39 a.m.

Respectfully,

Janet Thomas
Board Chair

/ab

PRELIMINARY MINUTES
To be approved at the Full Board Meeting of May 25, 2018

Mission Statement: To be a leader in integrated behavioral health care, inspiring hope and wellness in partnership with individuals, families, and the community.

~Julia Rupp

National Conference

I have just returned from the National Conference in Washington DC. It is somewhat reassuring to hear about national trends in behavioral health and know that our strategic plan is aligned with these trends. All day Sunday I was in a special session on Value Based/Alternative Payment Models. Not only did I learn a great deal to prepare us for our pilot but also got to confer with some National experts on our plan and identify some resources that may help us as we implement. Ensuring stability of provider system is imperative to the success of the pilot. I was also to have much of these discussions with our CMH pilot partners and the Board Association. We spent considerable time planning and strategizing the implementation of the pilot.

All day Wednesday I was on the Hill advocating with our Senators and Representatives on legislation important to us. This includes the Cures Act (particularly pushing out more money for opiate crisis), addressing work force issues by expanding those eligible to bill Medicare, addressing guns violence particularly in schools, and the expansion of the Excellence Act (CCBHC). We will have the opportunity to apply to be a CCBHC yet this year which would afford us additional revenue.

CARF Survey April 9-11

Our CARF Survey went very well under the leadership of Matt Plaska and his team. The preparation process this time was much more inclusive of all staff and the CARF surveyors recognized the input and involvement of the staff and the culture of continuous quality improvement. The survey team was highly complementary with a long list of strengths. The official CARF report will be sent to us in around 4 weeks, at which time we will share our strengths as well as areas identified for improvement. Thanks to Dr. Sprague for taking the time to come to the exit conference.

HealthWest Community Response

Over the last few weeks we as an organization and a community have experienced several tragic events. One of the key roles of a Community Mental Health Center is its role as a community safety net including supporting those most impacted by these tragedies.

We are going to continue to put a lot of effort and energy into building a trauma informed community and joining with others in building Resilience. The recent few weeks have pointed to the need to build our capacity for this work. These activities include facilitating prevention trainings such as QPR, conducting one-on-one Psychological First Aid (PFA), and specifically reaching out to those that may need formal service beyond PFA. This response is in line with best practice to provide interventions as soon as possible when individuals are in crisis or experiencing trauma as opposed to waiting until their conditions are severe. We will continue to work on expanding prevention and early intervention resources.

Electronic Health Record (EHR) Launch moved to August 1

We've put additional pressure on our EHR vendor (CORE Solutions) to get the new record up and running by August 1. At our request they have hired TBD solutions to provide additional project management support and launch this in this time frame. This means that the implementation teams at HW are having 3-7 meetings each week in order to fast track the implementation. This is imperative to make sure we can meet the reporting requirements of the Health Plans and be ready to implement the pilot.

Space Planning

The dental clinic is on track to be finished on time (end of May). At that time we will be co-locating all psychiatric clinic services in the Integrated Health Clinic. We are also doing some planning around space for expansion of outpatient services and the Mobile Response/Access teams. We are evaluating the space at MCEC (which may not be available next year) and MCA, which is overcrowded and not ideal for groups. Dave McElfish is working on this plan and will collaborate with the county in identifying the best plan utilizing county buildings when possible. We are currently using Brookhaven which is for sale and therefore, we may need to relocate the programs in that space (Brinks crisis programs, utilization management and ACT). We are also going to need space for a crisis residential program for youth.

We are also looking to add space in the north part of the county in order to improve access. We are looking at space at the White Lake Community Center (the former Whitehall High School). We're going to look at this space the first week of June and see how we can best use it.

Finance Update

Last month we were projecting a \$4 million deficit for fiscal year 2018. With the work of our UM team and the implementation of CANS/ANSA, we included the projected savings in our financial statement this month and are now projecting a 2.8 million dollar deficit. We continue to work with the region in addressing the revenue problem. We must continue to provide all medically necessary services and cannot cut service to reduce the deficit. Other areas to reduce expenditures have already been implemented and maximized including reducing HealthWest administration and holding rates firm with providers. However this is not a long-term solution as the providers are experiencing difficulties including needing to use their own reserves to cover costs and not being able to hire and retain staff. Without a revenue fix, we will further destabilize the provider network and this could impact services to consumers. One provider had to give us a 30 day notice and will no longer be able to provide CLS services and while not in our county, they had to close two group homes as well. In addition to working with the state to consider rate adjustments and meeting with legislatures where our strategies include ensuring we are not "over" serving persons served and maximizing all other revenue sources, our other efforts include:

Credentialing

- We are fully credentialed with Priority Health, Meridian, Molina, Humana, Medicare and all Medicare products and the Blues.
- We are working on completing credentialing with Optum, Access Health, United HealthCare, Tricare and Aetna.
- We currently have over 40 commercial insurance contracts.

CHAMPS

- All SED Waiver and Children's Waiver billing is up to date. We have brought in \$192,000.00 this year.
- We are in the process of credentialing all providers with CHAMPS.

Staffing

- Accounts receivable has been lagging, with the addition of billing staff we can get this back on track.
- We have one full time staff devoted to billing authorization which has already seen a positive effect of \$21,000 to date.
- Currently in active recruitment to fill the Comptroller position and we have an Administrative Analyst beginning next week part time. Both of these positions are high level finance staff and will allow for more projections, analytics and problem-solving ability.

Update on the Pilot

As we do the work together (MDCH, Health Plans and Pilot sites) the complexity of this change is becoming clearer. As a result it is also clear that fully implementing by Oct 1 is going to be very difficult and it may be delayed. The pilot sites are using TBD to help us manage the project and to ensure we have a strong voice in the process. All four CMHs are highly aligned with our practice model and the areas that could cause us to step away from this project. Two critical areas for us is that we will not return to a fee for service environment and we must continue our role as network manager of the specialty behavioral health services. One priority where the health plans and the CMHs are fully aligned is that we need to ensure there is enough money in the system. As the state must now move to establishing rates for a per member per enrolled and establishing a separate rate for the unenrolled population we are urging the state to fast track these efforts. We cannot move to discuss what the contract looks like between the health plans and the CMHs

until this is complete. Under the proposed model the Health Plans will be at full risk as oppose to shared risk with the state.

We recently held a meeting for providers to come ask questions and hear more about the 298. 70 providers were in the room, coming from as far as Detroit. We will continue to have stakeholder meetings to ensure we answer all questions and solicit input from all concerned, most importantly our consumers.

Update with the Lakeshore Regional Entity

During the April LRE Board Meeting it came up that as a region, last year we served 10% more people with 10% less money. This year the region's projected deficit is \$7 - \$10 million. Last year it was \$22 million. The lower deficit is primarily coming from utilization management. We are an outlier in the state as our rates are higher than other areas. This really comes down to encounter data. When the rates get above the statewide average, there is a cap on the funding, which is what hurt us. The LRE is appealing the corrective action decision from the state, while still implementing the corrective action plan. Al Jansen has been appointed as the interim CEO and along with Jeff Labun, is working well with the members to implement strategies and negotiate with the Department. The CMHs and LRE are advocating on the same page around the fact that there is a revenue problem. Six entities responded to the RFP that the LRE recently put out to take over operations. Two Managed Care Organizations: Optimum Healthcare and Beacon Health Options both applied. The other applications were PIHPs from other parts of the state.

Wage and Salary Study update

Susan Plotts, HealthWest HR Director has met with the HW Board subcommittee to review final recommendations. HealthWest is not in a financial position to fully implement all the recommendations from the study and therefore will be recommending phasing in salary recommendations. Priority areas will be to implement new classification system which will dramatically reduce the number and simplify our system; reclassify positions identified as being in the wrong class due to changes in job duties; and simplify our on call system.



NOMINATING COMMITTEE

Janet Thomas – Chair
John Schrier
Jeff Fortenbacher
Cheryl Natte

April 27, 2018
9:00 AM
Mental Health Center
Board Room B

AGENDA

Disposition

- | | | |
|----|--------------------------------------|--------|
| 1) | Call to Order | Quorum |
| 2) | Nomination of Officers | |
| | A) Chairman of HealthWest Board | Action |
| | B) Vice-Chairman of HealthWest Board | Action |
| | C) Treasurer of HealthWest Board | Action |
| | D) Secretary of HealthWest Board | Action |
| 3) | Adjournment | |

2017/18 Board Officers:

Chair
Vice-Chair
Treasurer
Secretary

Janet Thomas
Cheryl Natte
I. John Snider
Vacant

/ab

Main Office

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HEALTHWEST

NOMINATING COMMITTEE MINUTES

Friday, April 27, 2018

9:00 a.m.

Mental Health Center

CALL TO ORDER

A special meeting of the Nominating Committee was called to order by Janet Thomas at 8:41 a.m.

ROLL CALL

Members Present: John Schrier, Janet Thomas, Jeff Fortenbacher, Cheryl Natte

Member Excused: None

Also Present: Jason Coleman, Stephanie Umlor, I. John Snider, Amber Berndt

Guests: None

ELECTION OF OFFICERS

Ms. Thomas stated the purpose of this meeting is for the election of HealthWest Board officers for the year 2018. Current officers are: Janet Thomas, Chair; Cheryl Natte, Vice-Chair; I. John Snider, Treasurer, and the Secretary position is currently vacant.

It was moved by Mr. Schrier, supported by Ms. Natte, to re-nominate Janet Thomas as Chairperson of the HealthWest Board. Ms. Thomas accepted the nomination.

MOTION CARRIED.

It was moved by Mr. Schrier, supported by Ms. Natte, to re-nominate Cheryl Natte as Vice-Chairman of the HealthWest Board. Ms. Natte accepted the nomination.

MOTION CARRIED.

It was moved by Mr. Schrier, supported by Ms. Natte, to re-nominate I. John Snider as Treasurer of the HealthWest Board. Mr. Snider accepted the nomination.

MOTION CARRIED.

It was moved by Mr. Schrier, supported by Ms. Natte, to nominate Mr. Fortenbacher as Secretary of the HealthWest Board. Mr. Fortenbacher accepted the nomination.

MOTION CARRIED.

ADJOURNMENT

There being no further business to come before the Committee, the meeting adjourned at 8:44 a.m.

Respectfully,

Janet Thomas, Chairperson

/ab

Preliminary Minutes

To Be Approved at the Full Board Meeting of May 25, 2018