



PROGRAM AND PERSONNEL COMMITTEE
Friday, July 17, 2020
8:00 a.m.

Zoom: <https://healthwest.zoom.us/j/93619721618>

By Phone: (312) 626-6799, 93619721618#

Program and Personnel Committee Chair: Cheryl Natte
Program and Personnel Committee Vice-Chair: John Schrier

AGENDA

	<u>Disposition</u>
1) Call to Order	Quorum
2) Approval of Minutes of June 12, 2020 meeting as written. (Previously Forwarded)	Action
3) Items for Consideration	
A. Authorization to Approve the Position Changes as Outlined on the Position Changes Spreadsheet (Attachment #1)	Action
4) Old Business	
5) New Business	
6) Communication	Information
7) Director's Comments	Information
8) Audience Participation	
9) Adjournment	Action

REQUEST FOR HEALTHWEST BOARD CONSIDERATION AND AUTHORIZATION

COMMITTEE Program/Personnel Committee	BUDGETED X	NON BUDGETED	PARTIALLY BUDGETED
REQUESTING DIVISION Clinical Services	REQUEST DATE July 17, 2020	REQUESTOR SIGNATURE Julia Rupp, Executive Director	
<p>SUMMARY OF REQUEST (GENERAL DESCRIPTION, FINANCING, OTHER OPERATIONAL IMPACT, POSSIBLE ALTERNATIVES) HealthWest Board authorization is requested to approve the position changes listed in the attached position change spreadsheet. The following is an explanation of those changes:</p> <p>Adult Crisis Residential Brinks Crisis Residential has been temporarily closed due to COVID-19 as well as a continued low census, causing increased daily rates that we needed to address. We will reopen and license a six (6) bed Crisis Residential Program with detox licensure. This will allow us to conduct analysis to determine if more beds are needed and also what the crisis residential needs of our surrounding counties might be. The addition of a detox license will allow us to treat Muskegon County residents while keeping them in county for residential detox needs. Treating them in county will allow us to maintain integrated coordination of care while in residential treatment, as well as after discharge. The new program description for Crisis Residential is attached to this motion.</p> <p>Staffing for the Crisis Residential Facility will be enhanced by moving to a medical model to address an integrated medical, behavioral and substance use health issues 24 hours a day. This is a critical change with the addition of detox services and to address the crisis needs of individuals to maintain the individual in the facility versus returning to the emergency department or an inpatient admission. Staffing changes will include Mental Health Workers becoming certified Medical Assistants and Resident Care Supervisors being licensed LPN's. Our intention is to reclassify the current positions as listed on the attached Position Change spreadsheet to meet the medical model of staffing. This plan includes leaving all of the reclassified positions on the org chart, but only filling vacancies as needed for the licensed bed capacity. A six (6) bed staffing pattern would include:</p> <ul style="list-style-type: none"> • 2 Clinical Services Managers/RN's • 2 LPN's • 4 Medical Assistants, Full-Time • 2 Medical Assistants, Hourly • 1 Master's Level Clinician <p>This staffing pattern will result in the following changes for the employees who currently work in the crisis residential program:</p> <ul style="list-style-type: none"> • 5 staff will remain in their crisis residential positions (two RN Managers, two LPN's and one Master's Level Clinician) • 3 staff will be re-deployed to other vacant positions within HealthWest • 7 staff will be permanently laid off <p>The seven employees we are requesting to permanently layoff are in positions specific to the crisis residential program that is now closed. Their positions are not available in any other HealthWest program, so re-deployment is not an option for them. Rather than leaving them furloughed indefinitely, we would like to lay them off. These employees would be eligible to apply for any posted position for which they are qualified.</p>			

Reclassify Accountant position to a Contracts Specialist

HealthWest is requesting to reclassify an Account I position, X01603, Wage Grade HX-00157 (\$19.768 – \$24.883) to a Contracts Specialist position, Wage Grade HX-00250 (\$23.592 – \$29.759). The position incumbent has been training and doing the work of a Contracts Specialist for approximately three months and we would like to reclassify the position so the employee has the correct title and wage grade for the work performed.

Reclassify Case Manager position to a Master’s Level Clinician

HealthWest is requesting to reclassify a Case Manager position, X11129, Wage Grade HX-00160 (\$19.631 – \$24.727) to a Master’s Level Clinician, Wage Grade HX-00250, (\$23.592 – \$29.759). The employee in this position recently finished her Master’s Degree and received her license. It will benefit HealthWest and the persons served to reclassify this and expand our pool of Master’s Level Clinicians for providing services, providing mobile crisis on-call, and manning our crisis phone line.

Reclassify three hourly Outpatient Therapist positions to full-time Master’s Level Clinicians

HealthWest is requesting to reclassify three hourly Outpatient Therapist positions; X59808, X59809, X59810, Wage Grade HX-00500 (\$61.200 – \$81.600) to full-time Master’s Level Clinicians, Wage Grade HX-00250 (\$23.592 – \$29.759).

SUGGESTED MOTION (STATE EXACTLY AS IT SHOULD APPEAR IN THE MINUTES)

I move to authorize the position changes as outlined on the attached Position Changes for FY 2020 County Budget, effective July 27, 2020.

COMMITTEE DATE	COMMITTEE APPROVAL _____ Yes _____ No _____ Other
BOARD DATE	BOARD APPROVAL _____ Yes _____ No _____ Other

Changed Positions

Current position Title	Position #	Current Wage Grade	Incumbent Employee	Current Budget Org	%	New Position Title	New Budget Org	%	New Wage Grade
Crisis Residential Program Asst	N23901	HO-00210	VanderLee	7341	100	Administratiave Assistant	No change		No change
Mental Health Worker - Hourly	M07509	HM-00030	Bracey Jr	7341	100	Reclass to MA - Hourly	No change		HO-00160
Mental Health Worker - Hourly	M07520	HM-00030	Vacant	7341	100	Reclass to MA - Hourly	No change		HO-00160
Mental Health Worker - Hourly	M07518	HM-00030	Vacant	7341	100	Reclass to MA - Hourly	No change		HO-00160
Mental Health Worker - Hourly	M07501	HM-00030	Vacant	7341	100	Reclass to MA - Hourly	No change		HO-00160
Mental Health Worker - Hourly	M07519	HM-00030	Vacant	7341	100	Reclass to MA - Hourly	No change		HO-00160
Mental Health Worker - Hourly	M07513	HM-00030	Vacant	7341	100	Reclass to MA - Hourly	No change		HO-00160
Mental Health Worker - Hourly	M07512	HM-00030	Vacant	7341	100	Reclass to MA - Hourly	No change		HO-00160
Mental Health Worker - Hourly	M07510	HM-00030	Vacant	7341	100	Reclass to MA - Hourly	No change		HO-00160
Mental Health Worker - Hourly	M07511	HM-00030	Vacant	7341	100	Reclass to MA - Hourly	No change		HO-00160
Mental Health Worker - Hourly	M07508	HM-00030	Vacant	7341	100	Reclass to MA - Hourly	No change		HO-00160
Mental Health Worker Full Time	M07505	MN-00030	Johnson	7341	100	Reclass to MA - FT	No change		HO-00160
Mental Health Worker Full Time	M07516	MN-00030	Nearanz	7341	100	Reclass to MA - FT	No change		HO-00160
Mental Health Worker Full Time	M07503	MN-00030	Vacant	7341	100	Reclass to MA - FT	No change		HO-00160
Mental Health Worker Full Time	M07506	MN-00030	Vacant	7341	100	Reclass to MA - FT	No change		HO-00160
Resident Care Supr/LPN	N68903	HO-00210	Ackerberg	7341	100	Reclass to LPN - FT	No change		No change
Resident Care Supr/LPN	N68906	HO-00210	Cooper	7341	100	Reclass to LPN - FT	No change		No change
Resident Care Supr/LPN	N68901	HO-00210	Davis	7341	100	Reclass to LPN - FT	No change		No change
Resident Care Supr/LPN	N68902	HO-00210	Decker Sr	7341	100	Reclass to LPN - FT	No change		No change
Resident Care Supr/LPN	N68907	HO-00210	Friend Jr	7341	100	Reclass to LPN - hourly	No change		No change
Resident Care Supr/LPN	N68904	HO-00210	Langston	7341	100	Reclass to LPN - hourly	No change		No change
Accountant	X01603	HX-00157	Speer	7706	100	Contracts Specialist	7702	100	HX-00250
Case Manager/MI	X11129	HX-00160	Zaverl	7146	100	Master's Level Clinician	No Change		HX-00250
Outpatient Therapist-Hourly	X59808	HX-00500	Vacant	7320	100	Master's Level Clinician	No change		HX-00250
Outpatient Therapist-Hourly	X59809	HX-00500	Vacant	7320	100	Master's Level Clinician	No change		HX-00250
Outpatient Therapist-Hourly	X59810	HX-00500	Vacant	7320	100	Master's Level Clinician	No change		HX-00250



PROGRAM DESCRIPTION

PROGRAM/TEAM NAME:

HealthWest Crisis Residential Facility

PROGRAM OVERVIEW (e.g. brief description that summarizes program and its defining characteristics):

HealthWest Crisis facility is a barrier-free 6-bed residential treatment program operated by CMHS of Muskegon County as a licensed specialized AFC home. HealthWest Crisis is located at 1364 Terrace St, Muskegon, Michigan. HealthWest facility serves male and female adults who are experiencing a mental health crisis or co-occurring mental health crisis and Substance Abuse. A multidisciplinary team of staff are available 24 hours each day to receive referrals and/or admissions to the program. Our Program philosophy is to intervene on behalf of residents who are experiencing a mental health crisis or co-occurring mental health crisis by providing them a temporary safe residence where they can receive the appropriate services of a competent staff in the least restrictive setting as possible.

TARGET POPULATION

- **ADMISSION CRITERIA:**

Adults (18 years or older) in need of specialized mental health assessment and treatment.

Individuals are diagnosed with a Severe and Persistent Mental Illness (Personality/Thought and/or Mood Disorder) and/or

Individuals are diagnosed with a Dual Diagnosis: Mental Illness (Personality/Thought and/or Mood disorder) and Developmental Disability within the Mild to Moderate range

Individuals are diagnosed with a Dual Diagnosis: Mental Illness and Substance Abuse

- **EXCLUSION CRITERIA:**

Must not require 24/7 continuous nursing care.

Must not require isolation or restraint as specified in the AFC licensing rules (R400.1308).

- **DISCHARGE AND TRANSITION CRITERIA:**

Resident met his or her goals and reaches a level of functioning not requiring the structure and supports of the current program.

Termination from HealthWest Crisis Facility may result when a resident's condition deteriorates beyond the capabilities of the program staff or the resident poses a significant danger to self or others, requiring a more secure setting.

The following criteria, based on licensing regulations, must also be met:

- A resident may be discharged before a 30 day notice when it has been determined and documented that any of the following exists:
 - a) Substantial risk to the resident due to the inability of the program to meet the resident's needs or assure the safety and well-being of other residents of the program.
 - b) Substantial risk or an occurrence of self-destructive behavior.
 - c) Substantial risk or an occurrence of serious physical assault.
 - d) Substantial risk or an occurrence of the destruction of property.

- The resident shall not be discharged until an appropriate setting that meets the immediate needs of the resident is located.

LENGTH OF TREATMENT: The average length of stay at HealthWest Crisis Residential is 3-5 days. The length of treatment varies based upon the overall needs of residents served as long as crisis level of care criteria are met (Medicaid standards of medical necessity).

SERVICES PROVIDED, BY CODE (include description of levels, such as frequency, duration, etc.):

- Individual and Group Therapy – A Master’s level clinician will provide individual therapy utilizing Evidenced Based Practices to include CBT, DBT, motivational interviewing techniques, Brief solution, Psych education , etc. as primary treatment modalities
- Community-Supported Groups –HealthWest Crisis Residential interventions will also make every effort to utilize community agencies that are capable of providing the needed support that residents may need. The purpose of community-supported groups is to assist with the integration of the residents within the community, both during the stay at HealthWest Crisis Residential and upon transition back to the community.
- Crisis Clinician - the Crisis Clinician is a licensed Master’s level professional (LMSW or LLP) that helps coordinate goals and community services listed on the IPOS. The Crisis Clinician also insures that residents have input into all treatment areas, including discharge planning. Residents at HealthWest Crisis Residential will interact on a daily basis with their primary clinician. The Crisis clinical staff will work closely with any other CMH staff that is currently providing mental health services.
- Supports Coordinator – The Supports Coordinator provides and/or arranges comprehensive community services inclusive of assessment, treatment planning, coordinating, monitoring, review and advocacy. The Coordinator also provides supportive services, crisis intervention and mental health related education for residents, families and significant others. HealthWest Crisis Residential will utilize the Supports Coordinator assigned as the resident’s multidisciplinary team.
- Medical Direct Care Staff – Direct care staff will provide residents with 24-hour support and supervision in a safe and professional manner. The staff/resident ratio at HealthWest Crisis Residential will be sufficient to adequately and safely meet resident needs.
- Nursing- HealthWest Crisis Residential Registered Nurses coordinate medical care in conjunction with the personal plan of service. The HealthWest Crisis Residential Nurses also provide training for residents and staff on various health topics such as medications, universal precautions, and disease prevention.
- Program Administrator - The Program Administrator coordinates the overall administration of services to residents and ensures that optimum licensing standards and regulations are followed.
- Program Operations Supervisor - The Operations Supervisor of HealthWest Crisis Residential provides day-to day management of the staffing and other operational aspects of the program.
- Crisis Stabilization Supervisor - The Stabilization Supervisor of HealthWest Crisis Residential provides day to day management of the medical care aspect of the program.
- Crisis Residential Therapist - The Crisis therapist is a licensed Master’s level professional (LMSW or LLP) that helps coordinate goals and community services listed on the IPOS. The Crisis therapist also insures that residents have input into all treatment areas, including discharge planning. The Crisis Therapist will address co-occurring substance use disorders and treatment options.
- Psychiatrist - HealthWest Crisis Residential provides psychiatric services at the program a minimum of three days each week. HealthWest Crisis Residential has 24-hour on call coverage for psychiatric, nursing, staffing, operations, and administrative concerns.
- A daily minimum of four hours of residential treatment programming is provided.
- HealthWest Crisis Residential provides a supportive and consistent treatment atmosphere.
- HealthWest Crisis Residential provides residents with spiritual opportunities by connecting with local churches.
- Discharge planning is initiated at intake on each resident that includes transition services with follow-up as needed.

- Education and training are provided to residents for the on-going utilization of community resources as appropriate.
- HealthWest Crisis Residential follows licensing and dietary guidelines to ensure appropriate menu planning and meal preparation are taking place.
- Staff is available to assist in transportation to external appointments and community activities as appropriate.
- Town Hall meetings are conducted at HealthWest Crisis Residential on a regular basis for residents to discuss any concerns they may have and to give input about activities, meals and choices offered in the program.

SPECIFIC INTERVENTIONS OR MODALITIES USED (including location of services, evidence-based models, etc.):

The interventions utilized at HealthWest Crisis Residential include any of the following modalities based upon resident need and assessment (ANSA):

- A) CBT (cognitive behavioral therapy)
- B) DBT (dialectical behavioral therapy-skills only)
- C) Group and individual therapy (Skill based supports based on population served)
- D) Trauma informed care/support
- E) Suicide assessment and support
- F) Gentle teaching
- G) WRAP group
- H) MANDT
- I) Crisis support planning (where requested)
- J) Community resource supports (Medicaid, housing, etc.)
- K) Psychoeducation
- L) SUD assessment and support
- M) Health appraisals and linking
- N) Psychiatry
- O) IMR

RESOURCES/STAFF STRUCTURE:

A multidisciplinary team consists of:

1. Crisis operations supervisor
2. Masters level clinician
3. Psychiatrist
4. Crisis stabilization supervisor
5. Crisis residential activity specialist
6. Nurse (RN and LPN)
7. Medical Assistant

OUTCOMES:

The goal of HealthWest Crisis Residential is to safely and quickly wrap the necessary services around a resident that has the highest probability of resulting in a life of independence and recovery.

Keeping the goal of recovery in focus, HealthWest Crisis Residential strives to stand alongside resident as they achieve the following objectives:

1. To provide the needed supports that resident's feel safe (trauma informed).
2. Placement in the least restrictive setting that meets resident's needs.
3. Programming that is person centered and strength based.
4. Work closely with the resident's primary care physician.
5. To assist in regularly bringing together both natural and paid supports.