



**TO:** HealthWest Board Members

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

**SUBJECT:** Full Board Meeting  
January 27, 2023  
376 E. Apple Ave., Muskegon, MI 49442  
<https://healthwest.zoom.us/j/92247046543?pwd=ZXY0QnFPVGc5UVZENIRwcExTTmdvdz09>  
One tap mobile: (929) 205-6099, 92247046543#

- 1) Call to Order Action
    - A) Welcome New Board Members Tamara Madison & Cassandra Kitchen
  - 2) Approval of the Full Board Minutes of December 16, 2022 Action  
(Attachment #1 – pg. 1-4)
  - 3) Committee Reports
    - A) Program/Personnel Committee Action  
(Attachment #2 – pg. 5-7)
    - B) Finance Committee Action  
(Attachment #3 – pg. 8-11)
  - 4) Items for Consideration
  - 5) Old Business
  - 6) New Business
  - 7) Communication
    - A) Director's Report Action  
(Attachment #4 – pg. 12 - 24)
  - 8) Information
  - 9) Audience Participation
  - 10) Adjournment Action
- /hb
- c: County Administration

**HEALTHWEST**  
**FULL BOARD MINUTES**

**December 16, 2022**

**8:00 a.m.**

**376 E. Apple Ave.  
Muskegon, MI 49442**

**CALL TO ORDER**

The meeting of the Full Board was called to order by Chair Thomas at 8:05 a.m.

**ROLL CALL**

Members Present: Janet Thomas, Stephanie Umlor, Jeff Fortenbacher, Remington Sprague, M.D.,  
Thomas Hardy, Cheryl Natte, Janice Hilleary, Marcia Hovey-Wright, Charles  
Nash

Members Absent: John Snider

Others Present: Julia Rupp, Amber Berndt, Shannon Morgan, Tasha Percy, Brandy Carlson, Phil  
McPherson, Kelly France, Kelly Betts, Cece Riley, Chelsea Kirksey, Cyndi Blair,  
Gary Ridley, Mickey Wallace, Melina Barrett

Guests Present: Matt Farrar

**MINUTES**

HWB 47-B - It was moved by Ms. Natte, seconded by Mr. Hardy, to approve the minutes of the  
November 18, 2022 Full Board meeting as written.

**MOTION CARRIED.**

**COMMITTEE REPORTS**

***Program/Personnel Committee***

HWB 29-P - It was moved by Ms. Hilleary, seconded by Mr. Hardy, to approve the minutes of the  
December 2, 2022 meeting as written.

HWB 30-P - It was moved by Ms. Hilleary, seconded by Mr. Hardy, to authorize the position changes  
as outlined above and on the attached spreadsheet for FY 2023 County Budget, effective December  
19, 2022.

**MOTION CARRIED.**

***Recipient Rights Committee***

HWB 31-R – It was moved by Ms. Umlor, seconded by Dr. Sprague, to approve the minutes of the  
November 4, 2022 meeting as written.

**MOTION CARRIED**

HWB 32-R – It was moved by Ms. Umlor, seconded by Dr. Sprague, to approve the Recipient Rights Reports for the months of October 1, 2022 through November 30, 2022.

**MOTION CARRIED**

***Finance Committee***

HWB 33-F It was moved by Ms. Thomas, seconded by Dr. Sprague, to approve the minutes of the November 10, 2022, meeting as written.

**MOTION CARRIED.**

HWB 34-F - It was moved by Ms. Thomas, seconded by Dr. Sprague, to approve expenditures for the month ending November 30, 2022, in the total amount of \$7,033,916.05.

**MOTION CARRIED.**

HWB 35-F - It was moved by Ms. Thomas, seconded by Dr. Sprague, to approve a 3% rate increase to SUD Outpatient Providers who provide Substance Use Services, effective January 1, 2023, at the cost not-to-exceed \$125,257.50 for FY23.

**MOTION CARRIED.**

HWB 36-F - It was moved by Ms. Thomas, seconded by Dr. Sprague, to approve the HealthWest Executive Director to sign the Purchase Agreement between the Lakeshore Regional Entity and HealthWest a Certified Community Behavioral Health Clinic (CCBHC), effective October 1, 2021 through September 30, 2022

**MOTION CARRIED.**

HWB 37-F - It was moved by Ms. Thomas, seconded by Dr. Sprague, to approve the HealthWest Executive Director to sign Amendment #1 of the Smoking Cessation for Peers Grant, effective October 1, 2020 through September 30, 2022.

**MOTION CARRIED.**

HWB 38-F - It was moved by Ms. Thomas, seconded by Dr. Sprague, to approve HealthWest Board to continue contracting with Peter Chang Enterprises, Inc. (PCE), for FY23 to provide Electronic Health Records (EHR) services to HealthWest, at a cost not to exceed \$360,000.00 for FY2023.

**MOTION CARRIED.**

HWB 39-F - It was moved by Ms. Thomas, seconded by Dr. Sprague, to approve HealthWest Board of Directors to approve the increase in projected expenditure as stated above for Recovery Road, LLC totaling \$50,000.00, effective October 1, 2022 through September 30, 2023.

**MOTION CARRIED.**

HWB 40-F - It was moved by Ms. Thomas, seconded by Dr. Sprague, to approve a COVID-19 Supplemental FY23 Block Grant to the Outpatient Substance Use Disorder Providers, effective October 1, 2022 through September 30, 2023, for a total grant amount of \$243,136.00.

**MOTION CARRIED.**

HWB 41-F - It was moved by Ms. Thomas, seconded by Dr. Sprague, to approve HealthWest Board of Directors to authorize payment to the Education Development Center not to exceed \$9,500 to provide required training manuals and certificates for HealthWest staff attending Assessing and Managing Suicide Risk (AMSR).

**MOTION CARRIED.**

HWB 42-F - It was moved by Ms. Thomas, seconded by Dr. Sprague, to approve HealthWest Board of Directors to contract with Motivity for Electronic Data Collection of Autism Services at an expense not to exceed \$19,000 through September 30, 2023.

**MOTION CARRIED.**

HWB 43-F - It was moved by Ms. Thomas, seconded by Dr. Sprague, to approve the HealthWest Board of Directors to sign the lease agreements with Moka Corporation, 715 Terrace Street, Muskegon, MI. The effective dates of the leases are December 1, 2022, through November 30, 2025 and December 1, 2022 through November 30, 2023 at a total cost not to exceed of \$108,181.26 for the life of both leases.

**MOTION CARRIED**

HWB 44-F- It was moved by Ms. Thomas, seconded by Dr. Sprague, to authorize the increase in projected expenditures for Pioneer Resources with a total not to exceed \$60,492.16, effective October 1, 2021, through September 30, 2022.

**MOTION CARRIED**

HWB 45-F- It was moved by Ms. Thomas, seconded by Dr. Sprague, to approve Covid Provider Relief Funds an amount not to exceed \$100,785.86 to providers through funding provided by the LRE.

**MOTION CARRIED**

HWB 46-F- It was moved by Ms. Thomas, seconded by Dr. Sprague, to approve a 3% rate, increase to the Mental Health Network Providers, effective January 1, 2023, at a cost not to exceed \$1,243,000.00 for FY23.

**MOTION CARRIED**

**ITEMS FOR CONSIDERATION**

There were no items for consideration.

**OLD BUSINESS**

There was no old business.

**NEW BUSINESS**

Ms. Thomas spoke on Mr. Snider's resignation from the LRE board which took place yesterday. We will need a representative to fill his seat. It is anticipated that he will also be resigning from this board as well.

**COMMUNICATION**

In addition to the Director's Report that was provided for review, Ms. Rupp spoke briefly on HealthWest's efforts to partner with Trinity to open a Crisis Stabilization Unit. They are currently looking for space. Also discussed was the declaratory action and the status.

**AUDIENCE PARTICIPATION**

There was no audience participation.

**ADJOURNMENT**

There being no further business to come before the board, the meeting adjourned at 8:37 a.m.

Respectfully,

Janet Thomas  
Board Chair  
/hb

***PRELIMINARY MINUTES***  
***To be adopted and approved at the Full Board Meeting of January 27, 2023***

**HEALTHWEST**

**PROGRAM AND PERSONNEL COMMITTEE REPORT TO THE BOARD**

**via Janice Hilleary, Committee Vice Chair**

1. The Program and Personnel Committee met on January 13, 2023.
- \* 2. It was recommended, and I move, to approve the minutes of the December 2, 2022, meeting as written.
- \* 3. It was recommended, and I move, to approve the policy and procedural changes as described above and attached, effective January 27, 2023.
- \* 4. It was recommended, and I move, to approve the HealthWest Consumer Advisory Committee members, effective January 27, 2023.
- \* 5. It was recommended, and I move, to authorize the position changes and equipment costs outlined above and on the attached spreadsheet for FY 2023, effective January 27, 2023.

/hb

**HEALTHWEST**

**PROGRAM/PERSONNEL MEETING MINUTES**

**January 13, 2023  
8:00 a.m.**

**376 E. Apple Ave.  
Muskegon, MI 49442**

**CALL TO ORDER**

The regular meeting of the Program/Personnel Committee was called to order by Vice Chair Hilleary at 8:01 a.m.

**ROLL CALL**

Members Present: Janet Thomas, Thomas Hardy, Steph Umlor, Janice Hilleary

Members Excused: Cheryl Natte

HealthWest Staff Present: Holly Brink, Shannon Morgan, Tasha Percy, Julia Rupp, Brandy Carlson, Cyndi Blair, Amber Berndt, Phil McPherson, Malina Barrett, Kelly Betts, Randi Bennett, Matt Plaska, Gary Ridley, Kelly France, Rachel Overkamp, Cece Riley, Chelsea Kirskey

**MINUTES**

It was moved by Ms. Thomas, seconded by Ms. Umlor, to approve the minutes of the December 2, 2022 meeting as written.

**MOTION CARRIED.**

**ITEMS FOR CONSIDERATION**

It was moved by Ms. Thomas, seconded by Ms. Umlor, to authorize the policy and procedural changes as described above and attached, effective January 27, 2023.

**MOTION CARRIED.**

It was moved by Ms. Thomas, seconded by Ms. Umlor, to authorize the HealthWest Consumer Advisory Committee members, effective January 27, 2023.

**MOTION CARRIED, WITH THOMAS HARDY ABSTAINING**

It was moved by Ms. Thomas, seconded by Mr. Hardy, to authorize the position changes and equipment costs outlined above and on the attached spreadsheet for FY 2023, effective January 27, 2023.

**MOTION CARRIED.**

**OLD BUSINESS**

There was no old business.

**NEW BUSINESS**

There was no new business.

**COMMUNICATION**

There was no communication.

**DIRECTOR'S COMMENTS**

Ms. Rupp thanked the Board members for their attendance today and ensuring that we had a quorum. We expect that the County Commission will be appointing new members to our vacancies soon. Several CMH Directors that are part of the CCBHC demonstration will be going to Washington D.C. for the Legislative Conference and to meet with Senator Stabenow and other key legislators to garner support for the expansion of the demonstration in Michigan. Senator Stabenow has been the primary champion for CCBHC and has now announced her retirement. There are two primary concerns, aligning the federal definition of a CCBHC with the Mental Health Code and getting an extension of the federal enhanced Medicaid rate for CCBHC.

**AUDIENCE PARTICIPATION**

There was no audience participation.

**ADJOURNMENT**

There being no further business to come before the board, the meeting adjourned at 8:18 a.m.

Respectfully,

Janice Hilleary  
Program/Personnel Committee Vice-Chair

JH/hb

***PRELIMINARY MINUTES  
To be approved at the Program/Personnel Committee Meeting on  
February 10, 2023***



**HEALTHWEST**

**FINANCE COMMITTEE REPORT TO THE BOARD**

**via Janet Thomas, Committee Chair**

1. The Finance Committee met on January 20, 2023
- \* 2. It was recommended, and I move, to approve the minutes of the December 9, 2022, meeting as written.
- \* 3. It was recommended, and I move, to approve expenditures for the month ending December 31, in the total amount of \$7,189,072.22.
- \* 4. It was recommended, and I move, to approve to payment to landlords for lease payments in the HUD program
- \* 5. It was recommended, and I move, to authorize the HealthWest Executive Director to sign contract with Quinn Consulting Services, LLC, for the period of October 1, 2022 through September 30, 2023, to provide training and support to the development of the Director of Diversity, Equity, and Inclusion position at HealthWest, not to exceed \$21,000.00
- \* 6. It was recommended, and I move, to approve HealthWest Board to a 3% rate increase to Servicious De Esperanza, LLC (Services of Hope) effective January 1, 2023, at a cost not-to-exceed \$51,125.00 for FY23
- \* 7. It was recommended, and I move, to approve HealthWest Board of Directors to sign the Reimbursement Agreement for Lakeshore Training System, effective October 1, 2022 through September 30, 2023 at a cost not to exceed \$38,757.55

/hb

**HEALTHWEST**

FINANCE COMMITTEE MEETING MINUTES

**Friday, January 20, 2023**

**8:00 a.m.**

**CALL TO ORDER**

The regular meeting of the Finance Committee was called to order by Chair Thomas at 8:02 a.m.

**ROLL CALL**

- Committee Members Present: Janet Thomas, Charles Nash, Steph Umlor, Thomas Hardy, Remington Sprague, M.D., Marcia Hovey-Wright, Jeff Fortenbacher
- Also Present: Brandy Carlson, Amber Berndt, Holly Brink, Shannon Morgan, Tasha Percy, Melina Barrett, Jackie Farrar, Cece Riley, Gordon Peterman, Justine Belvitch, Jennifer Stewart, Natalie Walther
- Guests: Angie Gasiewski, Matt Farrar

**MINUTES**

It was moved by Dr. Sprague, seconded by Commissioner Nash, to approve the minutes of the December 9, 2022, meeting as written.

**MOTION CARRIED.**

**ITEMS FOR CONSIDERATION**

A. Approval of Expenditures for December 2022

It was moved by Dr. Sprague, seconded by Commissioner Nash, to approve expenditures for the month ending December 31, 2022, in the total amount of \$7,189,072.22.

**MOTION CARRIED**

B. Monthly Report from the Chief Financial Officer

Ms. Carlson presented the December report for board member review, noting an overall cash balance of (\$6,743,852). Also presented were the month-end projection trends for board member review.

**MOTION CARRIED.**

C. Program Budget Report

Ms. Carlson presented the HealthWest Expenditures Financial Statement for December 2022 which shows that expenditures to date are under budget by \$9,130,950.36. In February, HealthWest will be moving to the accrual method of accounting and thus recognizing services provided in January but paid in February for the month of January.

**D. Fiscal Year 2023 Actual and Projected Expenditures**

The Mental Health Fee Report has now been replaced with the MDHHS/CMHSP Mental Health Supports and Services Contract Financial Status Report. For the month of December, HealthWest has a negative variance of \$93,764 in grant services. These dollars are always received the month after the services are provided. For the month of December, HealthWest has a negative variance in the amount of \$1.2 million in CCBHC services and a positive variance of \$5.2 million in all other Medicaid/Healthy MI services provided for a total variance of LRE funded services in the amount of \$3.9 million projected to be \$3.5 million positive variance for the year ending September 30, 2023. Please keep in mind that this only speaks to LRE funded services.

**E. Authorization to Approve payment to landlords for lease payments in the HUD Programs.**

It was moved by Commissioner Hovey-Wright, seconded by Dr. Sprague, to approve the above landlords for the HUD grant funding for Fiscal Year 2023, in order to assure payment in a timely manner and avoid any potential delays causing consumers to miss out on available housing opportunities.

**MOTION CARRIED.**

**F. Authorization to sign the contract with Quinn Consulting Services, LLC.**

It was moved by Mr. Hardy, seconded by Commissioner Nash, to authorize the HealthWest Executive Director to sign a contract with Quinn Consulting Services, LLC, for the period of October 1, 2022 through September 30, 2023, to provide training and support to the development of the Director of Diversity, Equity, and Inclusion position at HealthWest, not to exceed \$21,000.00.

**MOTION CARRIED.**

**G. Authorization to Approve a 3% rate increase to the contract DCO Provider Servicios De Esperanza, LLC (Services of Hope).**

It was moved by Commissioner Nash, seconded by Mr. Hardy, to authorize HealthWest Executive Director the approval of a 3% rate increase to Servicios De Esperanza, LLC (Services of Hope) effective January 1, 2023, at a cost not-to-exceed \$51,125.00 for FY23.

**MOTION CARRIED.**

**H. Authorization to Approve signing Reimbursement Agreement for Lakeshore Training System.**

It was moved by Commissioner Nash, seconded by Dr. Sprague, to authorize the HealthWest Executive Director to sign the Reimbursement Agreement for Lakeshore Training System, effective October 1, 2022 through September 30, 2023 at a cost not to exceed \$38,757.55.

**MOTION CARRIED.**

I. Authorization to Approve PA2 Grant funding to Substance Use Recovery Housing Provider Fresh Coast Alliance.

It was moved by Commissioner Nash, seconded by Ms. Umlor, to authorize the HealthWest Board of Directors to approve PA2 grant funding to Fresh Coast Alliance effective January 1, 2023 through September 30, 2023, at a total cost not to exceed \$25,500.00

**MOTION CARRIED.**

J. Authorization to Approve the contract with Rubix Technology.

It was moved by Commissioner Nash, seconded by Commissioner Hovey-Wright, to authorize the approval the HealthWest Executive Director to sign a contract with Rubix Technology, effective October 1, 2022 through September 30, 2023 to provide software development and data migration services for the new HealthWest electronic health record, not to exceed a total of \$19,000.00 for FY2023.

**MOTION CARRIED.**

**OLD BUSINESS**

There was no old business.

**NEW BUSINESS**

There was no new business.

**COMMUNICATIONS**

- A. Roslund, Prestage & Company Letter re: Communication with those Charged with Governance during Planning.

**DIRECTOR'S COMMENTS**

There was no comment from the Director.

**AUDIENCE PARTICIPATION**

There was no audience participation.

**ADJOURNMENT**

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

Respectfully,

Janet Thomas  
Board Chair

JT/hb

**PRELIMINARY MINUTES  
To be approved at the Finance Meeting on  
February 17, 2023**



# FY22 STRATEGIC PLAN REPORT

*Compiled for the HealthWest Board of Directors*

## Key Accomplishments

- Developed a streamlined data reporting system to track local, state and federal requirements.
- Formed a Consumer Advisory Board to inform HealthWest's efforts at the system, practice and service levels.
- Rolled out a new employee intranet and email standards to improve internal communications.
- Piloted a Leadership Cohort for supervisors to foster learning, mentoring and coaching.
- Achieved certification as a Certified Community Behavioral Health Clinic (CCBHC).
- Worked to increase staff connectedness and recognition through eight new engagement opportunities, three new Fund Committee fundraisers, one new staff recognition effort and adopted a highway, created Zen rooms, provided free books and food to staff and persons served, and more.
- Created Leadership Operations Decision Groups to clarify decision structure and gain further traction on the work of the Strategic Plan.
- Enhanced cultural competency training via team discussion topics and via training 357 staff in a Cultural Intelligence Workshop and 174 staff in an Unconscious Bias Workshop. A three-year plan has been drafted for ongoing and expanded cultural competency training and progressive Cultural Intelligence (CQ) curriculum.
- Promoted four BIPOC staff into leadership roles.
- Implemented a new training grid and strategy for staff development and learning.
- Submitted a Request for Proposal (RFP) to the state of Michigan to develop an adult Crisis Stabilization Unit (CSU).
- Obtained additional office space for the increasing workforce.
- Trained and deployed staff from various departments to assist with Community Outreach, carrying out 44 outreach booths, and engaging nearly 5,400 individuals.
- Held Muskegon's largest health resource fair (HWR) and supported the Black Business Expo, Muskegon Pride Festival, United Way Day of Caring, Latino Festival and others.
- Conducted 39 presentations for various community organizations and groups, interacting with nearly 3,000 community members, and trained 625 individuals during our 41 regularly scheduled community prevention courses.

## Monitoring Dashboard for FY '23:

- Turnover rate each month
- Number of overdue Performance Evaluations per month
- Health Disparities: Follow-Up to Hospitalization for Mental Health
- Number of client complaints per month
- Number of encounters per month
- Penetration rate
- Medicaid eligibility numbers
- Hospital recidivism
- Demand for emergent or intensive services
- Number of positions in active recruitment

MORE DETAILED REPORTING WILL BE AVAILABLE IN THE FY22 ANNUAL REPORT

**HealthWest 2021 & 2022 Turnover Data Comparison**

Year	# of staff at beginning of year	Separations	New Hires	Number of Staff at end of year	Turnover Rate
2021	362	96	161	427	24.56%
2022	427	122	126	431	29.06%
2022 excluding Jail Medical Staff					25.73%

2022 Excluding Jail Medical Staff

**Recruitment 2021 & 2022 Comparison**

Recruitment Year	Number of Positions Approved to Fill/Posted	# Number of positions filled	New Hires	Internal Transfers	Rate filled
2021	344	214	161	53	62%
2022	283	180	126	54	64%

<b>HealthWest Calendar Year 2022 Turnover</b>	<b>Jan</b>	<b>Feb</b>	<b>March</b>	<b>April</b>	<b>May</b>	<b>June</b>	<b>July</b>	<b>August</b>	<b>Sept</b>	<b>Oct</b>	<b>Nov</b>	<b>Dec</b>	<b>YTD Total or Number at End of Year</b>
# of staff at beginning of month	427	423	421	422	424	425	422	413	409	404	412	427	427
Involuntary Separations	3	1	2	2	2	0	1	0	0	2	0	4	17
Voluntary Separations	22	13	9	6	7	7	9	8	12	4	5	3	105
<b>Total Separations</b>	<b>25</b>	<b>14</b>	<b>11</b>	<b>8</b>	<b>9</b>	<b>7</b>	<b>10</b>	<b>8</b>	<b>12</b>	<b>6</b>	<b>5</b>	<b>7</b>	<b>122</b>
New Hires	21	12	12	10	10	4	1	4	7	14	20	11	126
# of staff at end of month/year	423	421	422	424	425	422	413	409	404	412	427	431	431
Average # of Staff for month	425	422	421.5	423	424.5	423.5	417.5	411	406.5	408	419.5	429	
Turnover Rate	5.88%	3.32%	2.61%	1.89%	2.12%	1.65%	2.40%	1.95%	2.95%	1.47%	1.19%	1.63%	29.06%
<b>Excluding Jail Medical in January</b>													
2.55%													25.73%
<b>Internal Transfers</b>	<b>Jan</b>	<b>Feb</b>	<b>March</b>	<b>April</b>	<b>May</b>	<b>June</b>	<b>July</b>	<b>August</b>	<b>Sept</b>	<b>Oct</b>	<b>Nov</b>	<b>Dec</b>	<b>Total</b>
Internal transfers	5	3	5	5	5	2	3	5	7	7	4	3	54

With Jail Medical Included

Without Jail Medical included

Total Positions approved to fill in 2022: 283

Positions filled in 2022: 180

54 Internal Transfers

126 New Hires

**Turnover Calendar Year 2021**

<b>FY 2021 Turnover</b>	<b>Jan</b>	<b>Feb</b>	<b>Mar</b>	<b>Apr</b>	<b>May</b>	<b>June</b>	<b>July</b>	<b>Aug</b>	<b>Sept</b>	<b>Oct</b>	<b>Nov</b>	<b>Dec</b>	<b>Year EndTotal</b>
# of staff at beginning of month	362	361	362	387	389	389	394	397	406	403	415	426	348
Involuntary Separations	3	3	1	2	4	0	2	0	0	0	0	2	17
Voluntary Separations	7	4	4	11	2	7	10	9	15	3	3	4	79
<b>Total Separations</b>	<b>10</b>	<b>7</b>	<b>5</b>	<b>13</b>	<b>6</b>	<b>7</b>	<b>12</b>	<b>9</b>	<b>15</b>	<b>3</b>	<b>3</b>	<b>6</b>	<b>96</b>
New Hires	9	8	30	15	6	12	15	18	12	15	14	7	161
# of staff at end of month	361	362	387	389	389	394	397	406	403	415	426	427	427
Average # of Staff for month	361.5	361.5	374.5	388	389	391.5	395.5	401.5	404.5	409	420.5	426.5	
<b>Turnover Rate for month</b>	<b>2.77%</b>	<b>1.94%</b>	<b>1.34%</b>	<b>3.35%</b>	<b>1.54%</b>	<b>1.79%</b>	<b>3.03%</b>	<b>2.24%</b>	<b>3.71%</b>	<b>0.73%</b>	<b>0.71%</b>	<b>1.41%</b>	<b>24.56%</b>



<b>Goal 1: Implement a comprehensive approach to increasing inclusion, DIVERSITY and equity at HealthWest</b>		
<b>Objective 1:</b> Implement a health disparities reduction plan to reduce targeted health disparities as identified by HealthWest and the LRE contract by 15%		
<b>Strategy + Purpose</b>	<b>Associated Plan</b>	<b>Responsible</b>
Utilize data to develop a targeted plan and monitoring dashboard to reduce disparities in service delivery and outcomes <ul style="list-style-type: none"> <li>• HEDIS measure for Follow-Up to Hospitalization for Mental Health</li> <li>• Health disparities in MMBPIS performance indicator data</li> </ul>	Health Disparities Reduction Plan; Performance Improvement Committee Action plan	Performance Improvement Committee
<b>Objective 2:</b> Implement a recruitment plan to increase diversity in supervisory roles		
<b>Strategy + Purpose</b>	<b>Associated Plan</b>	<b>Responsible</b>
Implement a plan to ensure diversity in formal leadership/ supervisory roles at HealthWest	Recruitment Plan	HR Operations Group
<b>Objective 3:</b> Fulfill 50% of the primary strategies outlined in the TIDE charter		
<b>Strategy + Purpose</b>	<b>Associated Plan</b>	<b>Responsible</b>
Empower a diverse team to create a plan based on national best practices to foster inclusion, equity and diversity within HealthWest, which will result in a more supportive, better functioning organization with higher quality services. Key Strategies include: <ul style="list-style-type: none"> <li>• Incorporate Cultural Intelligence (CQ) language into all TIDE productions</li> <li>• Diversify representation in committee and leadership participation</li> </ul>	TIDE Action Plan SAGA Committee Action Plan	TIDE Committee SAGA Committee

<ul style="list-style-type: none"> <li>• Increase opportunities for staff involvement in community-based DEI initiatives</li> <li>• Increase internal opportunities for staff learning and development</li> </ul>		
<b>Objective 4:</b> Implement plans to improve staff retention, reducing turnover by 10%		
<b>Strategy + Purpose</b>	<b>Associated Plans</b>	<b>Responsible</b>
Implement survey and monitoring processes to inform the development and continuous quality improvement of support plans to increase employee engagement and reduce turnover. Strategies include: <ul style="list-style-type: none"> <li>• Staff recognition</li> <li>• Community connectedness and wellness</li> <li>• 3<sup>rd</sup> party morale monitoring</li> <li>• Social and charitable events</li> <li>• CQ Framework as “agency standard” for intrapersonal conflicts and team building</li> <li>• Psychological First Aid supports</li> </ul>	Retention Plan	HR Operations Group Staff Support Committee
<b>Goal 2: Position HealthWest for EXCELLENCE by maintaining status as a Certified Community Behavioral Health Clinic (CCBHC)</b>		
<b>Objective 1:</b> Increase service array by adding additional Designated Collaborative Organizations (DCOs)		
<b>Strategy + Purpose</b>	<b>Associated Plan</b>	<b>Responsible</b>
Identify and equip additional organizations as DCOs in order to increase capacity to serve the community’s needs and to increase choice for persons served	DCO Plan	Network Adequacy Operations Group
<b>Objective 2:</b> Maintain a comprehensive plan, procedure, and process for reporting, analyzing and responding to 100% of federal, state and local quality standards		
<b>Strategy + Purpose</b>	<b>Associated Plan</b>	<b>Responsible</b>

In order to remain in operation as a CCBHC and ensure continuous quality improvement, HealthWest must create a system for data collection and timely reporting	<b>Data Plan</b>	Data Analytics Team
<b>Objective 3:</b> Improve outcomes for children’s services at the system, practice and service levels via the MYalliance System of Care		
<b>Strategy + Purpose</b>	<b>Associated Plan</b>	<b>Responsible</b>
Collaborate with partners to implement a children’s System of Care in order to ensure quality services, family and youth engagement and infrastructure development to support systems change in youth serving systems	MYalliance 10 Year Plan MYalliance Evaluation Framework School Based Evaluation Framework	MYalliance Governance Team + subcommittees
<b>Objective 4:</b> Enhance and strengthen community based partnerships		
<b>Strategy + Purpose</b>	<b>Associated Plan</b>	<b>Responsible</b>
Implement a plan based on best practices to further develop community based partnerships to more effectively support wellness and equity in our community	HealthWest Partnerships Plan	Community Relations Department
<b>Objective 5:</b> Increase outreach and engagement of priority populations		
<b>Strategy + Purpose</b>	<b>Associated Plan</b>	<b>Responsible</b>
Create a comprehensive outreach and engagement plan with targeted strategies for engagement of priority populations in order to engage and learn from diverse populations to ensure more culturally responsive and accessible services	Outreach and Engagement Plan	Outreach Committee Community Relations Department
<b>Objective 6:</b> Implement programs and services to address identified gaps in the service array		
<b>Strategy + Purpose</b>	<b>Associated Plan</b>	<b>Responsible</b>

Redesign services to meet the demands and align with best clinical practice models, including: <ul style="list-style-type: none"> <li>• Crisis Stabilization Units</li> <li>• Detox</li> <li>• Children’s Services</li> <li>• Independent living/residential and community support alternatives</li> </ul>	Network Adequacy Plan	Clinical Operations Decision Group Network Adequacy Decision Group
<b>Objective 7: Implement and sustain 100% of required CCBHC evidence-based practices</b>		
<b>Strategy + Purpose</b>	<b>Associated Plan</b>	<b>Responsible</b>
Create a plan to implement and sustain Evidence Based Practices in order to provide the best quality of care for individuals served, with a focus on: <ul style="list-style-type: none"> <li>• Dialectical Behavior Therapy (DBT)</li> <li>• Motivational Interviewing (MI)</li> <li>• Zero Suicide Approach</li> </ul>	EBP Plan Zero Suicide Plan Motivational Interviewing Plan	Clinical Operations Zero Suicide Team Motivational Interviewing Committee
<b>Objective 8: Improve integration and coordination of care for persons served</b>		
<b>Strategy + Purpose</b>	<b>Associated Plan</b>	<b>Responsible</b>
Integrated and holistic care is the best practice for supporting recovery of individuals with behavioral health concerns; HealthWest will ensure staff are accurately integrating and coordinating care, including documentation of care	Integration of Care Plan	Integrated Care Committee
<b>Objective 9: Improve the experience of care of persons served</b>		
<b>Strategy + Purpose</b>	<b>Associated Plan</b>	<b>Responsible</b>

Implement a plan to improve customer experience and remediate concerns of persons served in order to provide the best care possible	Consumer Satisfaction Plan	Consumer Satisfaction Decision Group
<b>Objective 10:</b> Reduce the administrative burden and paperwork for direct services staff		
<b>Strategy + Purpose</b>	<b>Associated Plan</b>	<b>Responsible</b>
Review and revise administrative processes and paperwork requirements in order to improve clinical workflows, create more time for direct services, and improve quality of care	Clinical Operations Plan	Clinical Operations Group
<b>Goal 3: Develop sustainable and responsive systems for ongoing DEVELOPMENT, learning and growth.</b>		
<b>Objective 1:</b> Increase staff competencies and create additional opportunities and avenues for staff development		
<b>Strategy + Purpose</b>	<b>Associated Plan</b>	<b>Responsible</b>
Development is one of our core values and we believe staff should have the option of participating in development plans that support their ongoing learning and growth in order to build a cadre of diverse employees who are supported in their career goals. Strategies include: <ul style="list-style-type: none"> <li>• Up to date performance evaluations</li> <li>• Increased development plans</li> <li>• Updated training plan with “learning bundles”</li> <li>• Flexible use of “development dollars” to support individualized learning goals</li> </ul>	Staff Development Vision + Plan Training Plan Individualized Development Plan Training Grid	Leadership Development Decision Group Training Department Human Resources Department TIDE Committee every voice consulting

<ul style="list-style-type: none"> <li>• CQ Framework (Action Plan) used in staff supervisions for development</li> </ul>		
<b>Objective 2:</b> Implement a leadership development plan for supervisors		
<b>Strategy + Purpose</b>	<b>Associated Plan</b>	<b>Responsible</b>
Implement a comprehensive menu of supports to equip formal leaders in management and adaptive leadership skills, including: <ul style="list-style-type: none"> <li>• Succession planning</li> <li>• Training and support plan</li> <li>• Supervision Consultation</li> <li>• Leadership Cohorts</li> </ul>	Leadership Development Plan	Leadership Development Decision Group
<b>Objective 2:</b> Increase number of persons trained on community-based behavioral health topics by 10% each year		
<b>Strategy + Purpose</b>	<b>Associated Plan</b>	<b>Responsible</b>
In order to build an increasingly trauma informed community which supports the needs of individuals with behavioral health concerns, HealthWest will continue to increase public education offerings related to trauma and mental health	Community Training Plan	Training Department Communications Team MYalliance Admin Team
<b>Objective 3:</b> Offer new opportunities for consumer input and engagement for persons served, engaging at least 30 consumers in development opportunities annually		
<b>Strategy + Purpose</b>	<b>Associated Plan</b>	<b>Responsible</b>
Consumer engagement should be present at service, practice and system levels to improve the quality of our services and to aid in the	Consumer Development Plan Family Consultant Program Plan	Consumer Advisory Council Family Consultant Program

learning, growth and development of people we serve. Strategies include: <ul style="list-style-type: none"> <li>• Individual development</li> <li>• Participation in committees</li> <li>• Consumer Advisory Panel</li> <li>• Family Consultant Program</li> </ul>		
<b>Goal 4: Demonstrate high INTEGRITY in all business operations.</b>		
<b>Objective 1: Adapt organizational structure to align with changing public behavioral health landscape</b>		
<b>Strategy + Purpose</b>	<b>Associated Plan</b>	<b>Responsible</b>
Align staffing and systems to meet requirements of federal, state and local funding sources, including: <ul style="list-style-type: none"> <li>• Standard cost allocation</li> <li>• Fixed asset system</li> <li>• Allocation system to track staff time</li> <li>• Key financial reports</li> <li>• CCBHC Financing</li> </ul>	Business Operations Plan	Business Operations Decision Group
<b>Objective 2: Build out Quality Assurance Department to meet the needs of HealthWest</b>		
<b>Strategy + Purpose</b>	<b>Associated Plan</b>	<b>Responsible</b>
Build capacity and organizational structure of QA to support quality of clinical services, including: <ul style="list-style-type: none"> <li>• QUAPIP and compliance</li> <li>• Credentialing</li> <li>• Privileging</li> <li>• Critical Incident Reporting</li> <li>• Provider Relations</li> <li>• Grants Management</li> <li>• TCOM</li> </ul>	Quality Assurance Plan	Quality Assurance Department

<ul style="list-style-type: none"> <li>• Telemedicine</li> </ul>		
<b>Objective 3:</b> Streamline internal and external communications and modernize operations		
<b>Strategy + Purpose</b>	<b>Associated Plan</b>	<b>Responsible</b>
<ul style="list-style-type: none"> <li>• Maximize capabilities of Office 365</li> <li>• Create and implement HealthWest operating model based on EOS and TCOM models</li> <li>• New website</li> <li>• Increased social media presence</li> <li>• CQ Communications Plan and road map showing CQ/UB processes for new hires and existing staff</li> </ul>	Internal Communications Plan EOS Plan TCOM Plan	Alignment and Integration Decision Group Community Relations Department IT Department
<b>Objective 4:</b> Complete 100% necessary obligations required by Federal, State, & local government to obtain and sustain authority status		
<b>Strategy + Purpose</b>	<b>Associated Plan</b>	<b>Responsible</b>
Proactively complete requirements to obtain and sustain authority status in order to be flexible to move seamlessly to this status without disrupting business operations, quality service delivery and our staff's employment experience	Authority Plan	Board of Directors Leadership Team
<b>Objective 5:</b> Create a plan for building space locations for 100% of HealthWest operations		
<b>Strategy + Purpose</b>	<b>Associated Plan</b>	<b>Responsible</b>



Obtain professional and appropriate space to accommodate expansion of HealthWest services for the community	Space Plan	Leadership Team County Officials
<b>Objective 6:</b> Prepare organization for anticipated changes to the public mental health system		
<b>Strategy + Purpose</b>	<b>Associated Plan</b>	<b>Responsible</b>
Monitor and adapt to political and healthcare environment, continuously assessing pros and cons of potential organizational structures	HealthWest Strategic Plan	Leadership Team