

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

**April 28, 2023**

**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 8:02 a.m.

**ROLL CALL**

Members Present: Janet Thomas, Stephanie Umlor, Jeff Fortenbacher, Tamara Madison, Thomas Hardy, Janice Hilleary, Charles Nash, Kassandra Kitchen, Cheryl Natte, Remington Sprague, MD

Members Absent: Marcia Hovey-Wright

Others Present: Holly Brink, Amber Berndt, Shannon Morgan, Tasha Percy, Brandy Carlson, Cyndi Blair, Phil McPherson, Linda Wagoner, Mike Kimble, Malina Barrett, Gordon Peterman, Matt Plaska, Linda Closz, Brandon Baskin, Samantha Cummings, Beau VanSolkema, Shawna Curran, Christy LaDronka, Pam Kimble, Justine Tufts, Devan Peterson, Michael Pyne, Staphanie Baskin, Kelly Betts, Amie Bakos, Kara Jaekel, Heather Wiegand, Jennifer Stewart, Ann Judson, Mickey Wallace, DeAngelo Williams, Justine Belvitch, Stephanie Williams, Matt Borushko, Suzanne Beckeman, Ryan Westerhouse

Guests Present: Matt Farrar, Mark Eisenbarth, Kristen Wade

**MINUTES**

HWB 102-B - It was moved by Commissioner Nash, seconded by Mr. Fortenbacher, to approve the minutes of the March 24, 2023 Full Board meeting as written.

**MOTION CARRIED.**

**COMMITTEE REPORTS**

***Program Personnel Committee***

HWB 90-P - It was moved by Ms. Kitchen, seconded by Ms. Hilleary, to approve the minutes of the March, 2023, meeting as written.

**MOTION CARRIED.**

HWB 91-P - It was moved by Ms. Umlor, seconded by Mr. Hardy, to authorize the position changes as outlined in the motions above and on the attached Position Change Spreadsheet for FY 2023 County Budget, effective March 27, 2023, or as otherwise noted in the written motions.

It was moved by Mr. Hardy, second by Ms. Umlor, to amend the motion delaying the reclassification to Quality Assurance, Provider Network Management, Individual Placement and Support (IPS), and Care Coordination Team.

**MOTION CARRIED**

***Recipient Rights Committee***

HWB 92-R - It was moved by Dr. Sprague, seconded by Mr. Fortenbacher, to approve the minutes of the December 2, 2022, meeting as written.

**MOTION CARRIED.**

HWB 93-R - It was moved by Dr. Sprague, seconded by Mr. Fortenbacher, to approve the Recipient Rights Reports for the months of December 2022 / January 2023.

**MOTION CARRIED.**

HWB 94-R - It was moved by Dr. Sprague, seconded by Mr. Fortenbacher, to approve the Recipient Rights Reports for the months of February 2023 / March 2023.

**MOTION CARRIED.**

***Finance Committee***

HWB 95-F - It was moved by Commissioner Nash, seconded by Mr. Hardy, to approve the minutes of the March 17, 2023, meeting as written.

**MOTION CARRIED.**

HWB 96-F - It was moved by Commissioner Nash, seconded by Mr. Hardy, to approve expenditures for the month ending March 31, 2023, in the total amount of \$5,95,578.16.

**MOTION CARRIED.**

HWB 97-F - It was moved by Commissioner Nash, seconded by Mr. Hardy, to approve the increase in the projected expenditure as stated above for Community Healing Centers with a total not to exceed \$195,000.00 effective January 1, 2023 through September 30, 2023.

**MOTION CARRIED.**

HWB 98-F - It was moved by Commissioner Nash, seconded by Mr. Hardy, to approve the increase in projected expenditures for West Shore Medical and Core Solutions with a total not to exceed \$287,000.00, effective October 1, 2022 through September 30, 2023.

**MOTION CARRIED.**

***Nominating Committee***

HWB 99-N - It was moved by Ms. Natte, seconded Mr. Fortenbacher, to authorize the HealthWest Board Chair to make the officer appointments, effective April 28, 2023.

**MOTION CARRIED.**

HWB 100-N - It was moved by Ms. Natte, seconded Mr. Fortenbacher, to authorize the HealthWest Board Chair to make the committee appointments, effective April 28, 2023.

**MOTION CARRIED.**

**ITEMS FOR CONSIDERATION**

HWB 101-B - It was moved by Mr. Hardy, seconded by Ms. Hilleary, to authorize the position changes as outlined in the motions above and on the attached Position Change Spreadsheet for FY 2023 County Budget, effective May 1, 2023.

**MOTION MOVED.**

**OLD BUSINESS**

There was no old business.

**NEW BUSINESS**

There was no new business.

**COMMUNICATION**

Annual Report was presented for FY22.

**DIRECTOR'S COMMENTS**

There was no Director's comment.

**AUDIENCE PARTICIPATION**

There was no audience participation.

**ADJOURNMENT**

There being no further business to come before the board, the meeting adjourned at 9:33 a.m.

Respectfully,



Janet Thomas  
Board Chair  
/hb



**TO:** HealthWest Board Members

**FROM:** Janet Thomas, Board Chair, via Executive Team

**SUBJECT:** Full Board Meeting  
April 28, 2023  
376 E. Apple Ave., Muskegon, MI 49442  
<https://healthwest.zoom.us/j/92247046543?pwd=ZXY0QnFPVGc5UVZENIRwcExTTmdvdz09>  
One tap mobile: (929) 205-6099, 92247046543#

## AGENDA

- |     |  |             |
|-----|--|-------------|
| 1)  | Call to Order  | Action      |
| 2)  | Approval of Agenda   | Action      |
| 3)  | Approval of the Full Board Minutes of March 24, 2023<br>(Attachment #1 – pg. 1-4)        | Action      |
| 4)  | Public Comment (on an agenda item)   |             |
| 5)  | Committee Reports  |             |
|     | A) Program Personnel Committee<br>(Attachment #2 – pg. 5-7)                              | Action      |
|     | B) Recipient Rights Committee<br>(Attachment #3 – pg. 8-11)                              | Action      |
|     | C) Finance Committee<br>(Attachment #4 – pg. 12-15)                                      | Action      |
|     | D) Nominating Committee<br>(Attachment #5 – pg. 16)                                      | Action      |
| 6)  | Items for Consideration  |             |
|     | A) Authorization to approve the HealthWest Position Changes<br>(Attachment #6 pg. 17-19) | Action      |
| 7)  | Old Business   |             |
| 8)  | New Business   |             |
| 9)  | Communication  |             |
|     | A) Fiscal Year 2022 Annual Report Out<br>(Attachment #7 – pg. 20-41)                     | Information |
|     | B) Consumer Advisory Council Update  | Information |
| 10) | Audience Participation   |             |
| 11) | Adjournment  | Action      |

/hb

Main Office

376 E. Apple Ave. | Muskegon, MI 49442 | P (231) 724-1111 | F (231) 724-3659

[HealthWest.net](http://HealthWest.net)

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

**March 24, 2023**

**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 8:00 a.m.

**ROLL CALL**

Members Present: Janet Thomas, Stephanie Umlor, Jeff Fortenbacher, Tamara Madison, Thomas Hardy, Janice Hilleary, Marcia Hovey-Wright, Charles Nash, Cassandra Kitchen, Cheryl Natte, Marci Hovey-Wright

Members Absent: Remington Sprague, MD

Others Present: Holly Brink, Amber Berndt, Shannon Morgan, Tasha Percy, Brandy Carlson, Cyndi Blair, Phil McPherson, Linda Wagoner, Mike Kimble, Malina Barrett, Gordon Peterman, Chelsea Kirskey, Cece Riley, Matt Plaska, Linda Closz, Brandon Baskin, Brian Speer, Jason Bates, Samantha Cummings, Beau VanSolkema

Guests Present: Matt Farrar, Mark Eisenbarth, Angie Gasiewski, Kristen Wade

**MINUTES**

HWB 87-B - It was moved by Commissioner Nash, seconded by Mr. Hardy, to approve the minutes of the February 24, 2023 Full Board meeting as written.

**MOTION CARRIED.**

**COMMITTEE REPORTS**

***Program Personnel Committee***

HWB 71-P - It was moved by Mr. Hardy, seconded by Ms. Umlor, to approve the minutes of the January 13, 2023, meeting as written.

**MOTION CARRIED.**

HWB 72-P - It was moved by Ms. Umlor, seconded by Mr. Hardy, to authorize the position changes as outlined in the motions above and on the attached Position Change Spreadsheet for FY 2023 County Budget, effective March 27, 2023, or as otherwise noted in the written motions.

**MOTION CARRIED.**

***Finance Committee***

HWB 73-F - It was moved by Ms. Umlor, seconded by Commissioner Hovey-Wright, to approve the minutes of the February 17, 2023, meeting as written.

**MOTION CARRIED.**

HWB 74-F - It was moved by Mr. Hardy, seconded by Commissioner Nash, to approve expenditures for the month ending February 28, 2023, in the total amount of \$5,854,472.25.

**MOTION CARRIED.**

HWB 75-F - It was moved by Mr. Hardy, seconded by Ms. Umlor, to approve the increase in the projected expenditure as stated above for Hinman Lake, LLC totaling \$115,000.00, effective March 1, 2023 through September 30, 2023.

**MOTION CARRIED.**

HWB 78-F - It was moved by Mr. Hardy, seconded by Ms. Umlor, to approve a rate increase to Cherry Street Services, CRC Recovery, and Eastside Outpatient Services Substance Use Services, effective October 1, 2022, at the cost not-to-exceed \$375,000.00 for FY23.

**MOTION CARRIED.**

HWB 79-F - It was moved by Ms. Umlor, seconded Commissioner Hovey-Wright, to accept the adult inpatient rates negotiated by Lakeshore Regional Entity with Mercy Health Partners, effective March 1, 2023 through September 30, 2024.

**MOTION CARRIED.**

HWB 80-F - It was moved by Commissioner Nash, seconded Mr. Hardy, to authorize renewal of the Microsoft Enterprise Agreement with CDW Government, LLC at a cost not to exceed \$245,423.48 annually (Total of \$736,270.44 over the 36-month term).

**MOTION CARRIED.**

HWB 81-F – It was moved by Mr. Hardy, seconded Ms. Umlor, to authorize Covid Provider Relief Funds an amount not to exceed \$97,764.44 to providers listed on Attachment A, through funding provided by the LRE.

**MOTION CARRIED.**

HWB 82-F – It was moved by Mr. Hardy, seconded Ms. Umlor, to authorize HealthWest Board of Directors to approve contracts for new direct care service providers. They include the Wrzesinski Family Home, Beacon Harbor Homes, Lenora AFC, Anikare’s Home, ProCare Unlimited Services, Heartland Center for Autism, and The Arc of Calhoun County. The total for FY23 shall not exceed \$395,000.00 for the time period effective October 1, 2022 through September 30, 2023.

**MOTION CARRIED.**

HWB 83-F – It was moved by Ms. Umlor, seconded Commissioner Hovey-Wright, to authorize HealthWest Interim Executive Director to sign the amendment to the 2023 contract with **Relias LLC** to purchase 25 additional Training Seats, increasing the total expenditure not to exceed \$61,035.03 effective March 1, 2023 through September 30, 2023.

**MOTION CARRIED.**

HWB 84-F – It was moved by Ms. Umlor, seconded Commissioner Hovey-Wright, to authorize HealthWest to approve quote# 23-1021 from Taylor Office Furniture at a cost not to exceed \$18,760.00.

**MOTION CARRIED.**

### **ITEMS FOR CONSIDERATION**

HWB 87-B - It was moved by Commissioner Hovey-Wright, seconded by Mr. Fortenbacher, to authorize the position changes as outlined in the motions above and on the attached Position Change Spreadsheet for FY 2023 County Budget, effective March 27, 2023.

**MOTION MOVED.**

HWB 88-B - It was moved by Commissioner Nash, seconded by Mr. Hardy, to approve the HealthWest Executive Director to sign an agreement with Kell and Associates, LLC, for contracted services at the rate of \$75.00 per hour, effective February 15, 2023, through June 30, 2023, for a total expenditure not to exceed \$7,500.00.

**MOTION MOVED.**

HWB 89-B - It was moved by Mr. Hardy, seconded by Ms. Umlor, to approve the position changes and related equipment costs as outlined in the motions above for FY 2023 County Budget, effective March 27, 2023, or as otherwise noted in the written motions.

**MOTION MOVED.**

HWB 90-B – It was moved by Commissioner Nash, seconded by Commissioner Hovey-Wright, to approve the County Procurement Office to provide bids for IT Security System services that identify, mitigate, and remediate network security risks.

**MOTION MOVED.**

HWB 91-B – It was moved by Commissioner Nash, seconded by Commissioner Hovey-Wright, to approve sending recognition letters on behalf of the BOD to those HealthWest staff who have received positive feedback from their efforts.

**MOTION MOVED.**

### **OLD BUSINESS**

There was no old business.

### **NEW BUSINESS**

There was no new business.

### **COMMUNICATION**

Mr. Plaska presented the HealthWest KPI Report Update. We have noticed lots of disparity across the races. There is lots of work to be done for aftercare.

Ms. Blair provided an update regarding the boiler at our Terrace Street location. We have lots of staff that are located there. After bids came through, it was determined that HealthWest would not have to

pay any of the cost. The boiler has been replaced and they are working on all the safety checks. I anticipate staff to be back in office by Monday.

We have been receiving praises to HealthWest staff and feel it is important to recognize them and share this experience with the Board and know that through all the changes, the work is still being done and done well.

### **DIRECTOR'S COMMENTS**

Ms. Blair shared that leadership has really taken the time to look at the organization and the issues. We are looking at what we need to do differently. With large caseloads, the amount of work is overwhelming and tolling. We have our emergency staff putting in roughly 600 hours of overtime, due to our staff filling in for those master's level clinicians that the hospital does not have. We absolutely appreciate the excellence our staff provides, and we are doing a lot of collaboration trying to get our Crisis Stabilization Unit up and running. However, we are having trouble finding the staff to work it, and we are continuing to look for the space to house this project. We are ultimately looking for the best location that we can staff and staff well.

### **INFORMATION**

The process for selecting a new Executive Director was discussed. We had 41 candidates, and of those 11 met the qualifications for the Mental Health Code requirements. The applicants will be shared with the Board of Directors as well as the County. Ms. Brink and Ms. Cooper will collaborate to create a survey helping narrow down the top 3 candidates.

### **AUDIENCE PARTICIPATION**

There was no audience participation.

### **ADJOURNMENT**

There being no further business to come before the board, the meeting adjourned at 8:46 a.m.

Respectfully,

Janet Thomas  
Board Chair  
/hb

***PRELIMINARY MINUTES***  
***To be adopted and approved at the Full Board Meeting of April 28, 2023***



**HEALTHWEST**

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

**via Cheryl Natte, Committee Chair**

1. The Program Personnel Committee met on March April 14, 2023
- \* 2. It was recommended, and I move, to approve the minutes of the March 10, 2023, meeting as written.
- \* 3. It was recommended, and I move, to approve the position changes and related equipment costs as outlined in the motions above and on the attached Position Change Spreadsheet for FY 2023 County Budget, effective May 1, 2023.

/hb

**HEALTHWEST**  
**PROGRAM/PERSONNEL MEETING MINUTES**

**April 14, 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 Chair Natte at 8:01 a.m.

**ROLL CALL**

Members Present: Thomas Hardy, Steph Umlor, Cheryl Natte, Janet Thomas, Janice Hilleary, Tamara Madison

HealthWest Staff Present: Holly Brink, Tasha Percy, Shannon Morgan, Cyndi Blair, Amber Berndt, Matt Plaska, Phil McPherson, Gary Ridley, Melina Barrett, Gordon Peterman, Linda Wagner, Justine Tufts, Justine Belvitch

Guests Present: Kristen Wade

**MINUTES**

It was moved by Ms. Thomas, seconded by Ms. Hilleary, to approve the minutes of the March 10, 2023 meeting as written.

**MOTION CARRIED.**

**PUBLIC COMMENT (ON AN AGENDA ITEM)**

There was no public comment.

**ITEMS FOR CONSIDERATION**

It was moved by Mr. Hardy, seconded by Ms. Umlor, to authorize the position changes as outlined in the motions above and on the attached Position Change Spreadsheet for FY 2023 County Budget, effective May 1, 2023, or as otherwise noted in the written motions.

It was moved by Mr. Hardy, seconded by Ms. Umlor, to amend the motion delaying the reclassification to Quality Assurance, Provider Network Management, Individual Placement and Support (IPS), and Care Coordination Team.

**MOTION AMENDED.**

**OLD BUSINESS**

There was no old business.

**NEW BUSINESS**

There was no new business.

**COMMUNICATION**

There was no communication.

**DIRECTOR'S COMMENTS**

Ms. Blair, Interim Director, informed the board that they have really been looking at the massive numbers of consumers coming through the front doors. HealthWest has been covering the 3<sup>rd</sup> shift at the hospital, as they have no master's level clinicians to cover this, and it is our responsibility. The caseloads are significantly up, and we are really looking at what ancillary teams we can create to help support those caseloads. We are looking at different ways to meet the needs of those coming through the doors for the next 30 days.

**AUDIENCE PARTICIPATION**

There was no audience participation.

**ADJOURNMENT**

There being no further business to come before the board, the meeting adjourned at 8:13 a.m.

Respectfully,

Cheryl Natte  
Program/Personnel Committee Chair

CN/hb

***PRELIMINARY MINUTES  
To be approved at the Program/Personnel Committee Meeting on  
May 5, 2023***

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

**via Steph Umlor, Committee Chair**

1. The Recipient Rights Advisory Committee met on April 14, 2023.
- \* 2. It was recommended, and I move, to approve the minutes of the December 02, 2022 meeting as written.
- \* 3. It was recommended, and I move, to accept the Recipient Rights report for the months of December 2022 and January 2023.
- \* 4. It was recommended, and I move, to accept the Recipient Rights report for the months of February 2023 and March 2023.

/hb

**HEALTHWEST**

**RECIPIENT RIGHTS ADVISORY COMMITTEE MEETING MINUTES**

**Friday, April 14, 2023  
8:00 a.m.  
376 E. Apple Ave., Muskegon, MI 49442**

**CALL TO ORDER**

The regular meeting of the Recipient Rights Advisory Committee was called to order by Chair Umlor at 8:13 a.m.

**ROLL CALL**

Members Present: Janice Hilleary, Stephanie Umlor, Thomas Hardy, Janet Thomas, Tamara Madison, Cheryl Natte

HealthWest Staff Present: Holly Brink, Tasha Percy, Shannon Morgan, Cyndi Blair, Amber Berndt, Matt Plaska, Phil McPherson, Gary Ridley, Melina Barrett, Gordon Peterman, Linda Wagner, Justine Tufts, Justine Belvitch

Guest Present: Kristen Wade

**APPROVAL OF MINUTES**

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

**MOTION CARRIED.**

**ITEMS FOR CONSIDERATION**

***A. Motion to Accept Recipient Rights Reports for December 2022 / January 2023***

It was moved by Ms. Natte, seconded by Mr. Hardy, to approve the Recipient Rights Reports for December 2022 / January 2023.

**MOTION CARRIED.**

For the months of December 2022 / January 2023, there were 66 HealthWest and 9 provider employees trained:

Rights Updates HealthWest	43
Rights Updates Provider	0
New Employee Training HealthWest/Contracted	23
New Employee Training Provider	9
SUD Recipient Rights Orientation Provider	1

For the months of December 2022 / January 2023 there were 685 incident reports and 11 rights allegations.

Statistical data showing type and code was provided in the enclosed report.

There were a total of 5 deaths reported in December 2022 / January 2023.

**B. Motion to Accept Recipient Rights Reports for February 2023 / March 2023**

It was moved by Mr. Hardy, seconded by Ms. Hilleary, to approve the Recipient Rights Reports for February 2023 / March 2023.

**MOTION CARRIED.**

For the months of February 2023 / March 2023, there were 59 HealthWest and 32 provider employees trained:

Rights Updates HealthWest	27
Rights Updates Provider	0
New Employee Training HealthWest/Contracted	8
New Employee Training Provider	11
SUD Recipient Rights Orientation Provider	1

For the months of February 2023 / March 2023 there were 697 incident reports and 22 rights allegations.

Statistical data showing type and code was provided in the enclosed report.

There were a total of 12 deaths reported in February 2023 / March 2023.

**OLD BUSINESS**

There was no old business.

**NEW BUSINESS**

There was no new business.

**COMMUNICATIONS**

There was no communication.

**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 8:29 a.m.

Respectfully,

Stephanie Umlor  
HealthWest Rights Advisory Committee Chair

SU/hb

***PRELIMINARY MINUTES***  
***To be approved at the Rights Advisory Committee Meeting of***  
***June 9, 2023***

**HEALTHWEST**

**FINANCE COMMITTEE REPORT TO THE BOARD**

**via Jeff Fortenbacher, Committee Vice Chair**

1. The Finance Committee met on April 21, 2023
- \* 2. It was recommended, and I move, to approve the minutes of the March 17, 2023, meeting as written.
- \* 3. It was recommended, and I move, to approve expenditures for the month ending March 31, in the total amount of \$5,951,578.16.
- \* 4. It was recommended, and I move, to approve the increase in projected expenditures for Community Healing Centers with a total not to exceed \$195,000.00 effective January 1, 2023 through September 30, 2023.
- \* 5. It was recommended, and I move, to approve the increase in projected expenditures for West Shore Medical and Core Solutions with a total not to exceed \$287,000.00, effective October 1, 2022 through September 30, 2023.
- \* 6. It was recommended, and I move, to approve the contract with Help of Home Inc., effective May 1, 2023 through September 30, 2023, to provide CLS and Respite services to eligible HealthWest consumers, at a cost not to exceed \$25,000.00 for FY2023.

/hb



**HEALTHWEST**

**FINANCE COMMITTEE MEETING MINUTES**

**Friday, April 21, 2023**

**8:00 a.m.**

**CALL TO ORDER**

The regular meeting of the Finance Committee was called to order by Chair Thomas at 8:00 a.m.

**ROLL CALL**

Committee Members Present: Jeff Fortenbacher, Janet Thomas, Remington Sprague, M.D., Thomas Hardy

Committee Members Absent: Charles Nash, Stephanie Umlor, Marcia Hovey-Wright

Also Present: Holly Brink, Kim Huey, Justing Belvitch, Jennifer Stewart, Chelsea Kirksey, Linda Wagner, Becky Burkholder, Jackie Farrar, Brian Speer, Linda Closz, Jason Bates, Gordon Peterman, Christy LaDronka, Amie Bakos, Cyndi Blair, Gary Ridley, Kelly Betts, Matt Plaska, Phil McPherson, Mickey Wallace, Suzanne Beckeman

Guests: Angie Gasiewski, Matt Farrar, Mark Eisenbarth, Derek Miller, Christina Schaub

**MINUTES**

It was moved by Dr. Sprague, seconded by Mr. Hardy, to approve the minutes of the March 17, 2023, meeting as written.

**MOTION CARRIED.**

**ITEMS FOR CONSIDERATION**

A. Approval of Expenditures for March 2023

It was moved by Mr. Hardy, seconded by Mr. Fortenbacher, to approve expenditures for the month ending March 31, 2023, in the total amount of \$5,951, 578.16.

**MOTION CARRIED**

B. Monthly Report from the Chief Financial Officer

The March report was distributed for board member review, noting an overall cash balance of (\$6,292,133). Also presented were the month-end projection trends for board member review.

**MOTION CARRIED.**

C. Program Budget Report

The HealthWest Expenditures Financial Statement was distributed for March 2023, which shows that expenditures to date are under budget by \$1,807,081.18.

**D. Financial Status Report**

Report distributed to the Finance Committee to review.

**E. FY 22 Year End Report**

Report distributed to the Finance Committee to review.

**F. FY 22 Year End Actual**

Report distributed to the Finance Committee to review.

**G. FY 22 Year End Budget Variance Analysis**

Report distributed to the Finance Committee to review.

**H. FY 22 Year End Revenue Projection - Final**

Report distributed to the Finance Committee to review.

**I. FY 22 Year End Program Budget Report**

Report distributed to the Finance Committee to review.

**J. FY 22 Year End Actual and Projected Expenditures**

Report distributed to the Finance Committee to review.

**K. FY 22 Year End Balance Sheets**

Report distributed to the Finance Committee to review.

**L. HealthWest Audit Presentation**

Mr. Miller, with Roslund, Prestage & Company, P.C., presented the HealthWest Year End 2022 Compliance Audit. The audit report was distributed for the Finance Committee to review.

**M. Authorization to Approve Contract Increase with Community Healing Centers**

It was moved by Mr. Hardy, seconded Mr. Fortenbacher, to authorize HealthWest to approve the increase in projected expenditures for Community Healing Centers with a total not to exceed \$195,000.00 effective January 1, 2023 through September 30, 2023.

**MOTION CARRIED**

**N. Authorization to Approve Contract Increase with West Shore Medical and Core Solutions**

It was moved by Mr. Hardy, seconded Dr. Sprague, to authorize HealthWest to approve the increase in projected expenditures for West Shore Medical and Core Solutions with a total not to exceed \$287,000.00, effective October 1, 2022 through September 30, 2023.

**MOTION CARRIED**

O. Authorization to Approve Contracting with Helping at Home

It was moved by Mr. Hardy, seconded Dr. Sprague, to authorize HealthWest to contract with Help of Home Inc., effective May 1, 2023 through September 30, 2023, to provide CLS and Respite services to eligible HealthWest consumers, at a cost not to exceed \$25,000.00 for FY2023.

**MOTION CARRIED.**

**OLD BUSINESS**

There was no old business.

**NEW BUSINESS**

There was no new business.

**COMMUNICATIONS**

There was no communication.

**DIRECTOR'S COMMENTS**

Ms. Blair, Interim Director, updated the Board on the Covid-19 protocols. Hospitals have lifted their masking mandates. However, our IHC (Integrated Health Care) still has not lifted masking due to being a part of Hackley Community Care. We are still encouraged to practice what we have learned and the importance of hand hygiene. Regarding the Medicaid update, letters were to come in March, but have been delayed. We are being as proactive as we can. This will be determined by the application date. This will be a positive for consumers receiving our services as well as the financial side here at HealthWest. There have been some issues for those who receive Medicaid as well as the Good Scripts Program. This is shown as duplicate insurance and creating denials.

**AUDIENCE PARTICIPATION**

There was no audience participation.

**ADJOURNMENT**

There being no further business to come before the committee, the meeting adjourned at 8:28 a.m.

Respectfully,

Jeff Fortenbacher  
Committee Vice Chair

JF/hb

**PRELIMINARY MINUTES  
To be approved at the Finance Meeting on  
May 12, 2023**

**HEALTHWEST**  
**NOMINATING COMMITTEE REPORT TO BOARD**  
**via Janet Thomas, Chair**

1. The Nominating Committee met on April 28, 2023.
- \* 2. It was recommended, and I move, to nominate Janet Thomas as Chair of the HealthWest Board.
- \* 3. It was recommended, and I move, to nominate Cheryl Natte as Vice-Chair of the HealthWest Board.
- \* 4. It was recommended, and I move, to nominate Jeff Fortenbacher as Treasurer of the HealthWest Board.
- \* 5. It was recommended, and I move, to nominate Stephanie Umlor as Secretary of the HealthWest Board.
- \* 6. It was recommended, and I move, to re-appoint Ms. Natte as Chair of the Program Personnel Committee
- \* 7. It was recommended, and I move, to re-appoint Ms. Hilleary as Vice-Chair of the Program/Personnel Committee.
- \* 8. It was recommended, and I move, to re-appoint Ms. Umlor as Chair of the Recipient Rights Committee.
- \* 9. It was recommended, and I move, to re-appoint Mr. Hardy as Vice-Chair of the Recipient Rights Committee.
- \* 10. It was recommended, and I move, to appoint Mr. Fortenbacher as Chair of the Finance Committee.
- \* 11. It was recommended, and I move, to appoint Ms. Thomas as Vice-Chair of the Finance Committee.

/hb

## REQUEST FOR HEALTHWEST BOARD CONSIDERATION AND AUTHORIZATION

COMMITTEE Program Personnel	BUDGETED X	NON BUDGETED	PARTIALLY BUDGETED
REQUESTING DIVISION All	REQUEST DATE April 14, 2023	REQUESTOR SIGNATURE Cyndi Blair	

**SUMMARY OF REQUEST (GENERAL DESCRIPTION, FINANCING, OTHER OPERATIONAL IMPACT, POSSIBLE ALTERNATIVES)****Quality Assurance**

- Reclass Executive Assistant, Position X34501, Wage Grade HX 00210 (\$22.954 - \$28.893) to Credentialing Specialist, Wage Grade HX 00275 (\$26.084 - \$33.20), and place incumbent employee E93032813 at Step 4 (\$30.165), effective April 1, 2022. The employee who is currently doing the job as been doing it since April 2022. Her role is to become an expert in credentialing and coordinate the credentialing process for the agency. In addition, the role is responsible for providing credentialing information to reviewers from regulatory and accrediting bodies during site visits and audits. This will increase cost by \$3,704. This position will be funded by Medicaid funding, Account 7000, and is within our personnel budget as we are under budget due to the number of vacancies.
- Reclass Clinical Quality Credentialing and Privileging Coordinator, Position X26101, Wage Grade HX-00210 (\$22.954 - \$28.893) to an Evaluation & Innovation Specialist, Wage Grade HX-00275 (\$26.084 - \$33.20) and appoint Employee E93033569 to the position and place at Step 2 (\$27.478), effective April 1, 2022. The employee currently doing the job has been in place since April 2022. The position is responsible for collecting and recording Incident Reports, identifying quality improvement opportunities, and leading quality assurance projects. This will increase cost by \$12,712. This position will be funded by Medicaid funding, Account 7000, and is within our personnel budget as we are under budget due to the number of vacancies.

**Provider Network Management**

Add a Manager of Procurement & Provider Network, Wage Grade HX 00390 (\$36.621 - \$46.565). We plan to fill this position internally and will not backfill the position in which the selected candidate is currently in. The net increase in cost will be \$12,833. The Provider Network Management and Procurement team is responsible for managing all network contracted providers and also the RFP process for the agency. The team needs a supervisor to coordinator and manage the functions of the team and provide direction. This position will be funded by Medicaid funding, Account 7000, and is within our personnel budget as we are under budget due to the number of vacancies.

**Individual Placement & Support (IPS)**

Reclass Individual Placement & Support Worker (IPS), Position N39908, Wage Grade HO 00208 (\$19.026 - \$23.996) to Lead Individual Placement & Support Worker, Wage Grade HO 00240 (\$20.933 - \$26.356). This reclass is in preparation for the retirement of the employee who currently manages the fidelity of the IPS program. When that employee retires, we will not backfill the Manager position. We plan for the lead IPS Worker to take on reporting and tracking fidelity for the team. This will ultimately be a decrease in costs. The temporary increase of costs will be \$3,151, but over time, will save over \$100,000 in salary & benefit costs. This position will be funded by Medicaid funding, Account 7000, and is within our personnel budget as we are under budget due to the number of vacancies.

**Care Coordination Team**

Reclass Clinical Services Supervisor, X23131, Wage Grade HX 00320 (\$31.743 - \$40.147), to Clinical Services Manager, Wage Grade HX 00410 (\$38.420 - \$48.863). This position will be responsible for a new program called Community Care Coordination, which is responsible for ancillary services such as Veteran's navigation, Community Health, Housing, and many others. This team will lighten the workload for case managers, which has been an ongoing employee retention issue. This position will be funded by Medicaid funding, Account 7000, and is within our personnel budget as we are under budget due to the number of vacancies.

**Medication Clinic**

Reclass Client Support Supervisor, Position X23203, to a Clinical Services Supervisor for the Medication Clinic. The Medication Clinic is a result of restructuring and expanding the services provided by the Injection Clinic. The Medical Clinic will administer injections, but also any type of medications needed by clients. These are billable services, which will enhance revenue. There is no increase in costs as the two positions are in the same pay grade. The current position is vacant, so the reclassified position will be posted and filled. This position will be funded by Medicaid funding, Account 7000, and is within our personnel budget as we are under budget due to the number of vacancies.

**Equipment**

In addition, we are requesting approval to purchase the equipment necessary for approved new position(s), which includes computers, monitors, keyboards, and cell phones and will cost \$2,500 for each new position. Equipment will be funded through the same funding sources as the new position(s).

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

I move to authorize the position changes and related equipment costs as outlined in the motions above and on the attached Position Change Spreadsheet for FY 2023 County Budget, effective as indicated in the motion or May 1, 2023.

<b>COMMITTEE DATE</b> 4/13/2023	<b>COMMITTEE APPROVAL</b> _____ Yes    _____ No    _____ Other
<b>BOARD DATE</b> 04/28/2023	<b>BOARD APPROVAL</b> _____ Yes    _____ No    _____ Other

HWB 101-B

**New Positions**

Motion Item #	Effective Date	New Position Title	Budget Org	%	Wage Grade	Team/Program
	5/1/2023	Manager of Procurement & Provider Network	7000	100	HX 00390	Provider Network Management & Procurement/Contracts

**Reclassifications**

Motion Item #	Effective Date	Current position Title	Current Position #	Current Wage Grade	Incumbent Employee	Current Budget Org	%	New Position Title	New Budget Org	%	New Wage Grade
	4/22/2023	Executive Assistant	X34501	HX 00210	Amber Berndt	7000	100	Credentialing Specialist	No Change	No Change	HX 00275
	4/22/2023	Clinical Quality Credentialing & Privileging Coordinator	X26101	HX 00210	Vacant (we are appointing Shawna Curan to this position)	7000	100	Evaluation & Innovation Specialist	No Change	No Change	HX 00275
	5/1/2023	Individual Placement & Support Worker	N39908	HO 00208	Vacant	7000	100	Lead Individual Placement & Support Worker	No Change	No Change	HO 00240
	5/1/2023	Clinical Services Supervisor	X23131	HX 00320	Vacant	7000	100	Clinical Services Manager	No Change	No Change	HX 00410
	5/1/1023	Client Support Supervisor	X23203	HX 00320	Vacant	7000	100	Clinical services Supervisor	7000	7000	no change



# ANNUAL REPORT

Fiscal Year 2022







# Message from the Director



**Cyndi Blair**  
HealthWest Interim Executive Director

## Trends to Watch

### STAFF SHORTAGES

A lack of qualified workers has increased demands on staff and reliance on out-of-county service providers.

### INCREASED DEMAND

Our front door, warm line and mobile crisis services faced increased demand and served more people.

### PROGRAM EXPANSION

HealthWest is continuing to take the steps needed to ensure everyone in our community has access to care.

As we move into the next phase of the pandemic, the mental health system is experiencing the long-lasting effects of the trauma experienced as a result of COVID-19. Demand for services has increased, and despite the ongoing struggle to find qualified workers, HealthWest continues to rise to the challenge of serving those in need across Muskegon County.

As one of the state's initial Certified Community Behavioral Health Clinics, HealthWest partnered with its first Designated Collaborating Organization, Sevices of Hope, and increased access to our mental health warmline to meet the needs of Muskegon County residents 24 hours a day, seven days a week.

We have taken innovative and collaborative approaches to quality care through our work to recruit new behavioral health professionals, our Crisis Intervention Team partnership with local law enforcement and community organizations, and our System of Care for individuals with intellectual and developmental disabilities.

We have also worked to increase our access to quality data to drive data-informed decision-making. With the implementation of our new electronic health record and technology upgrades, we can more easily access real-time data to help us strive for continued excellence.

As we continue moving through the pandemic, we are rebuilding



in-person services, enhancing opportunities for consumer voice and advocacy, and supporting a strained workforce and provider network. We have additionally restructured our own multi-disciplinary teams by adding more peers and recovery coaches as well and finding creative ways to expand our pool of qualified workers.

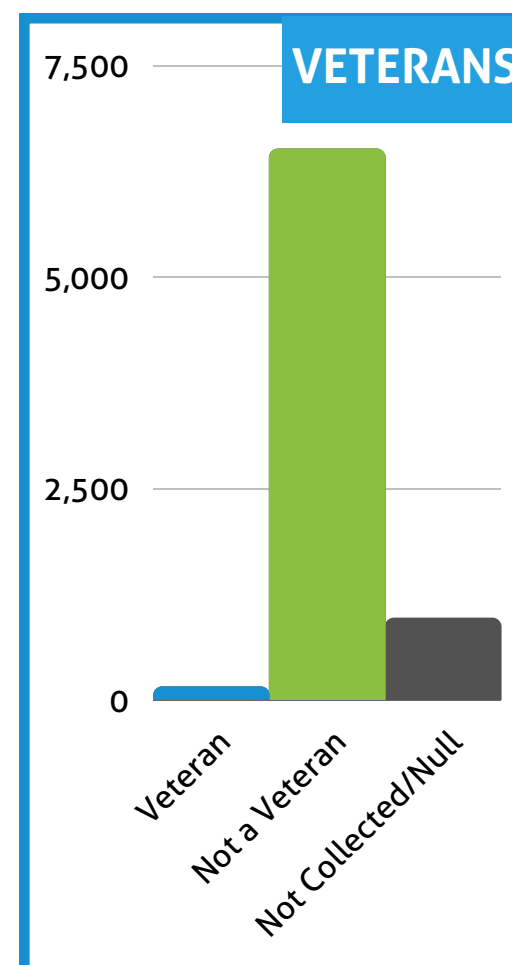
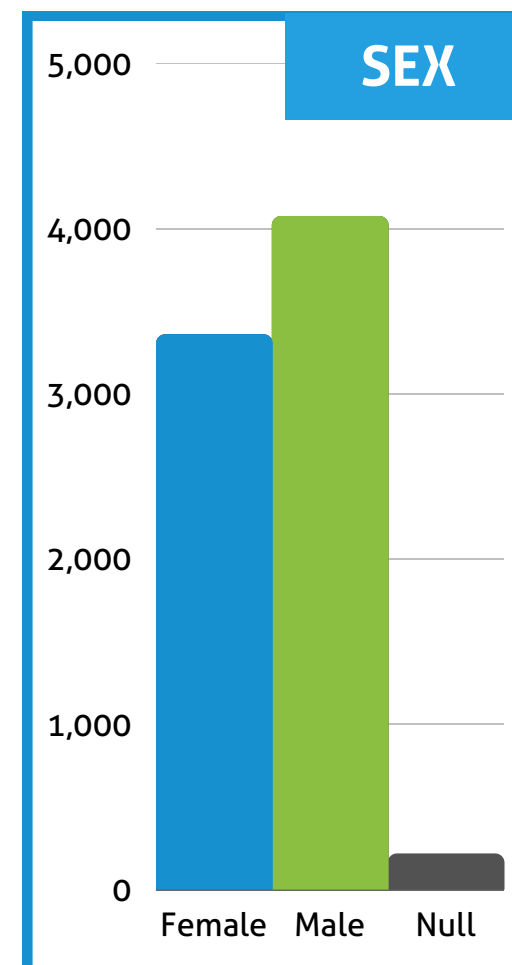
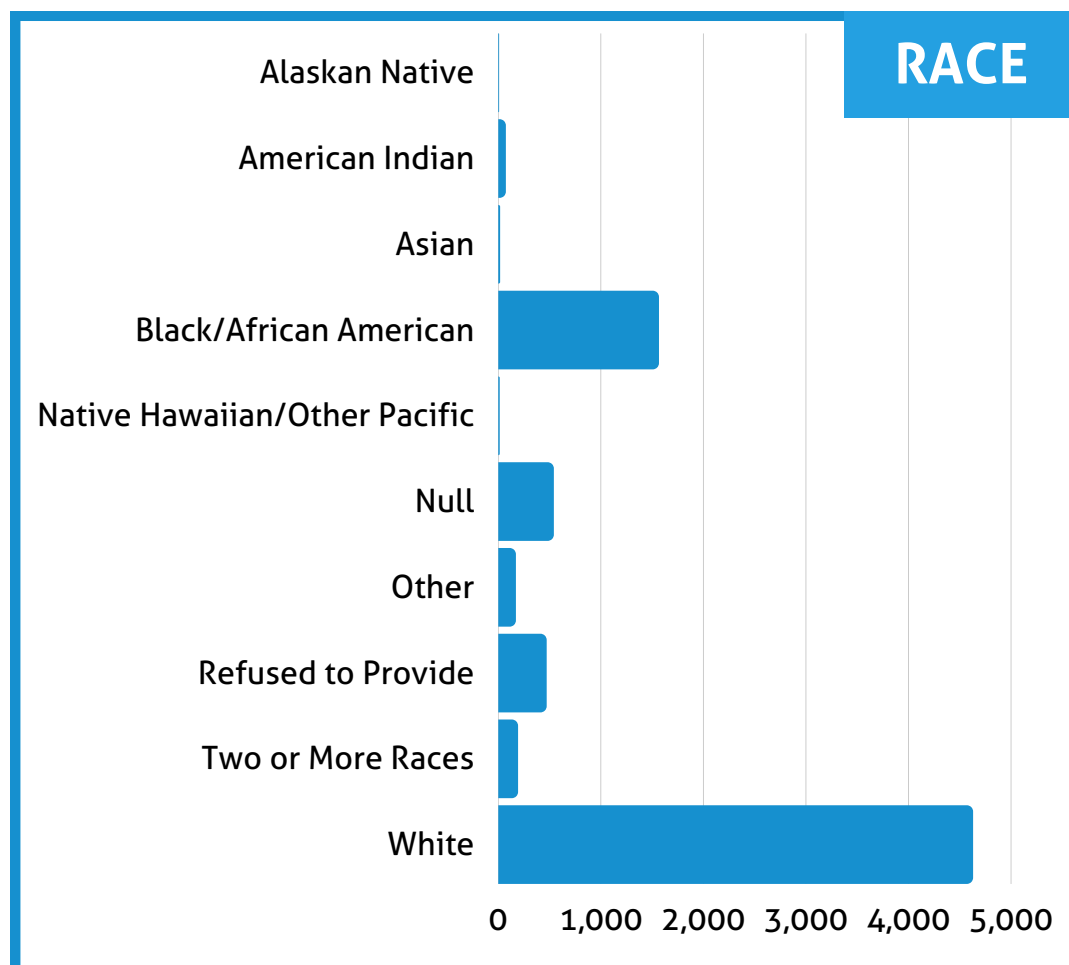
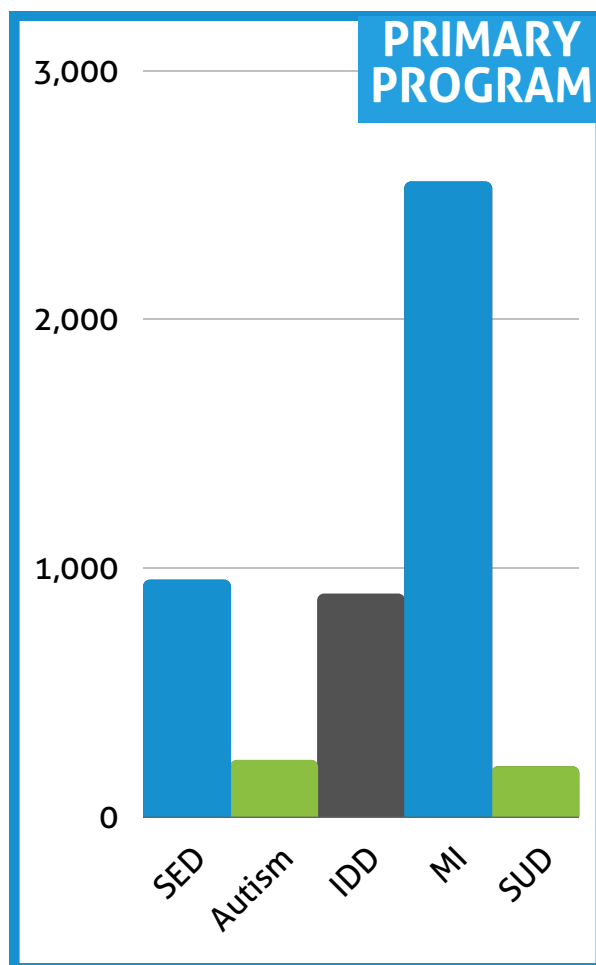
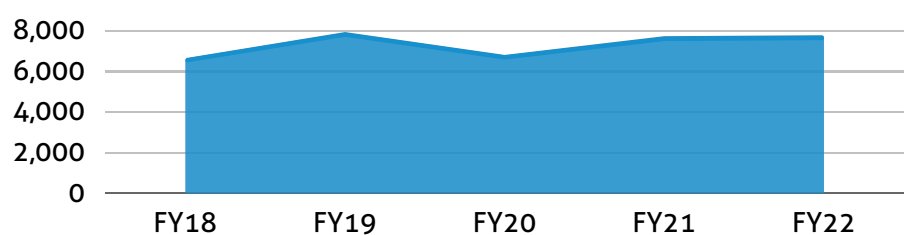
While workforce challenges and continued threats to the public mental health system remain, the CCBHC model for integrated quality care provides a pathway to a truly bright future for expanded access to behavioral health services. We are proud to be pioneering this effort and strengthening our role as behavioral healthcare leaders in Michigan.



# Who We Serve

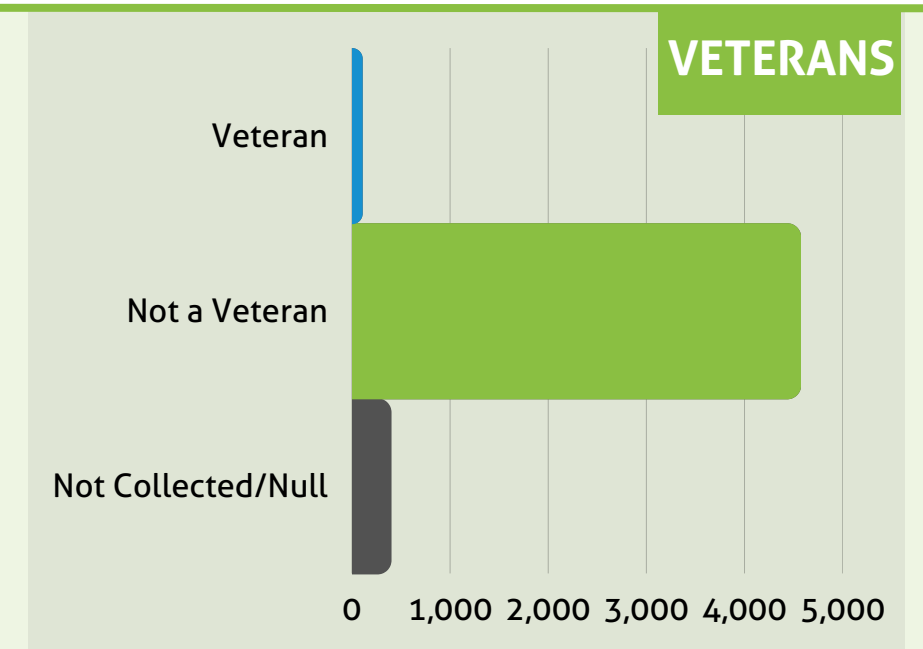
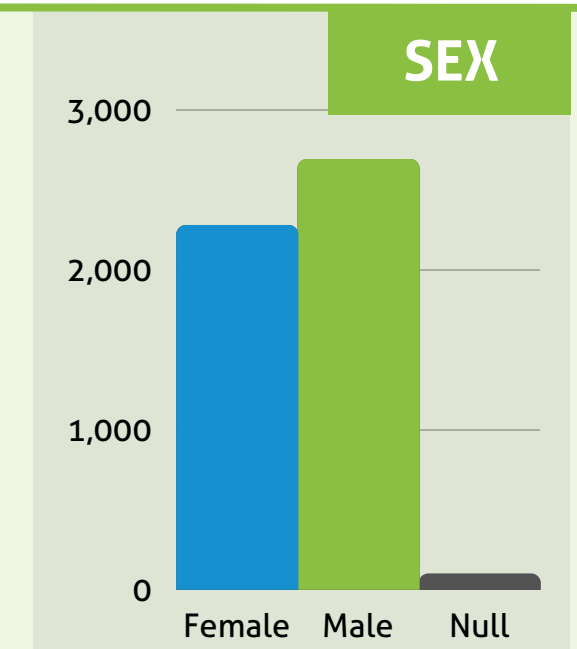
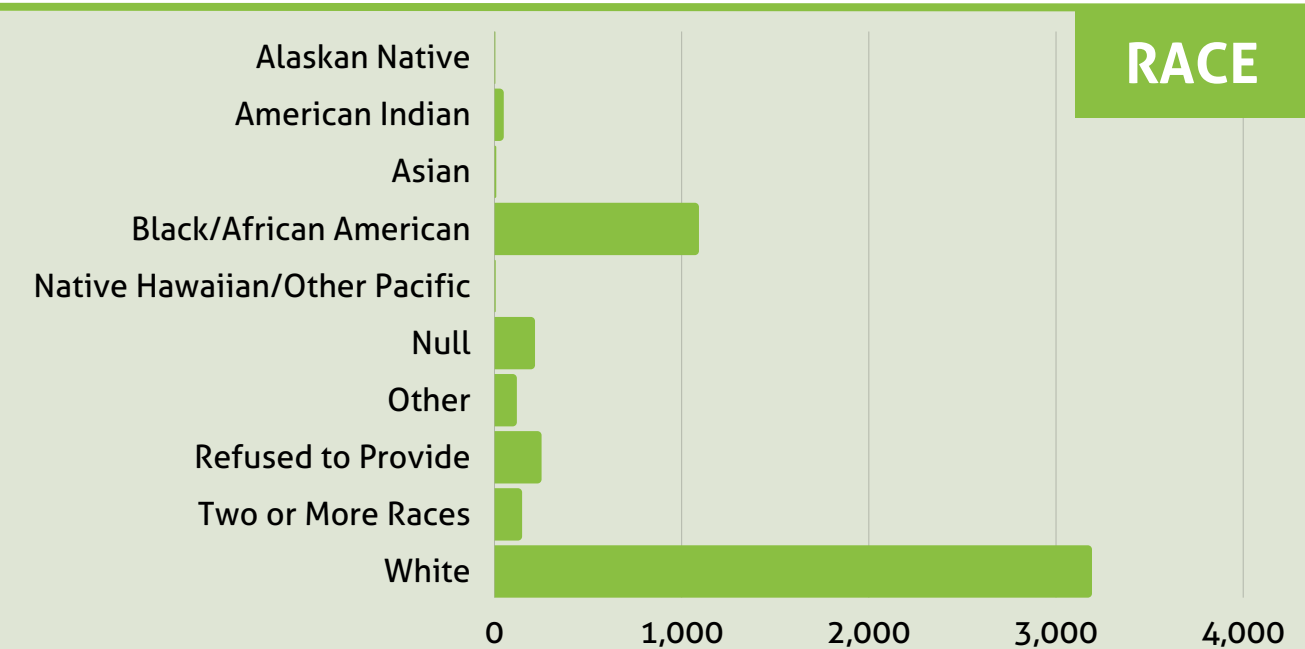


# 7,643 PEOPLE SERVED



## CCBHC At A Glance

# 5,064 PEOPLE SERVED





# The HealthWest Team

HealthWest continued to experience high staff turnover in FY22. Our 27.6% turnover rate was slightly higher than the 27.15% rate experienced in FY21 but was still nearly 4 percentage points lower than recently published national averages. HealthWest continued to experience an influx of new staff, with 97 HealthWest team members ending FY21 with less than 1 year of seniority.

**408**

HealthWest staff members at the end of FY22



The average staff seniority was slightly less than 5 years - a roughly 7 month decrease from FY21.



Nearly 24% of staff were with the agency for less than 1 year - a 6 percentage point drop from FY21.



Roughly 7% of staff have been with the agency for 20 or more years - a rate similar to FY21.



## Staff Turnover

TOTAL SEPARATIONS

**116**

NEW HIRES

**117**

HEALTHWEST TURNOVER RATE

**27.6%**

NATIONAL TURNOVER AVG.\*

**31.3%**

\*According to research by Hospital & Healthcare Compensation Service (HCS) reported by OPEN MINDS.



# Hiring & Recruitment

HealthWest continued to address turnover and difficulty finding qualified candidates, particularly masters-level clinicians and case managers, to fill open positions. HealthWest implemented several new initiatives to address staff retention and recruitment, including increasing partnerships with local universities, staff incentives, hosting a hiring fair and more.

## Finding & Recruiting New Talent

HealthWest hosted its first hiring fair on Sept. 28, 2022. The event focused on recruiting direct service professionals and case managers. In total, 106 applicants were interviewed and 44 people were hired.

HealthWest also strengthened its relationship with colleges and universities across the state, leading to increased university job fair attendance and a 250% increase in interns placed at HealthWest.



## Retaining & Developing Talent

HealthWest implemented a new staff retention and development program to prevent staff losses. HealthWest spent more than \$845,000 on this program, including:

- All-Staff 6-Month \$1,000 Retention Bonus (\$353,000)
- Home-Based/Access Teams \$1,000 Masters-Level Clinician Retention Stipend (\$53,000)
- Employee Referral \$400 Bonus (\$17,800)
- \$1,000 Credential Stipend (\$138,000)
- \$300 On-Call Quarterly Stipend (\$145,800)
- \$1,000 Committee Chair/Co-Chair Stipend (\$41,000)
- Up to \$300 Personal Development Stipend (\$26,880)
- Up to \$5,000 Education Assistance Reimbursement (\$44,174)
- Tri-Share Child Care Assistance (\$4,368)

## Difficult to Fill Positions

HealthWest has struggled to find and retain staff to fill critical positions such as master-level clinicians and case managers/ supports coordinators.

**45**  
MASTERS-LEVEL  
CLINICIANS  
EMPLOYED IN FY22

**20%**  
FEWER MASTERS-  
LEVEL CLINICIANS IN  
FY22 THAN FY21

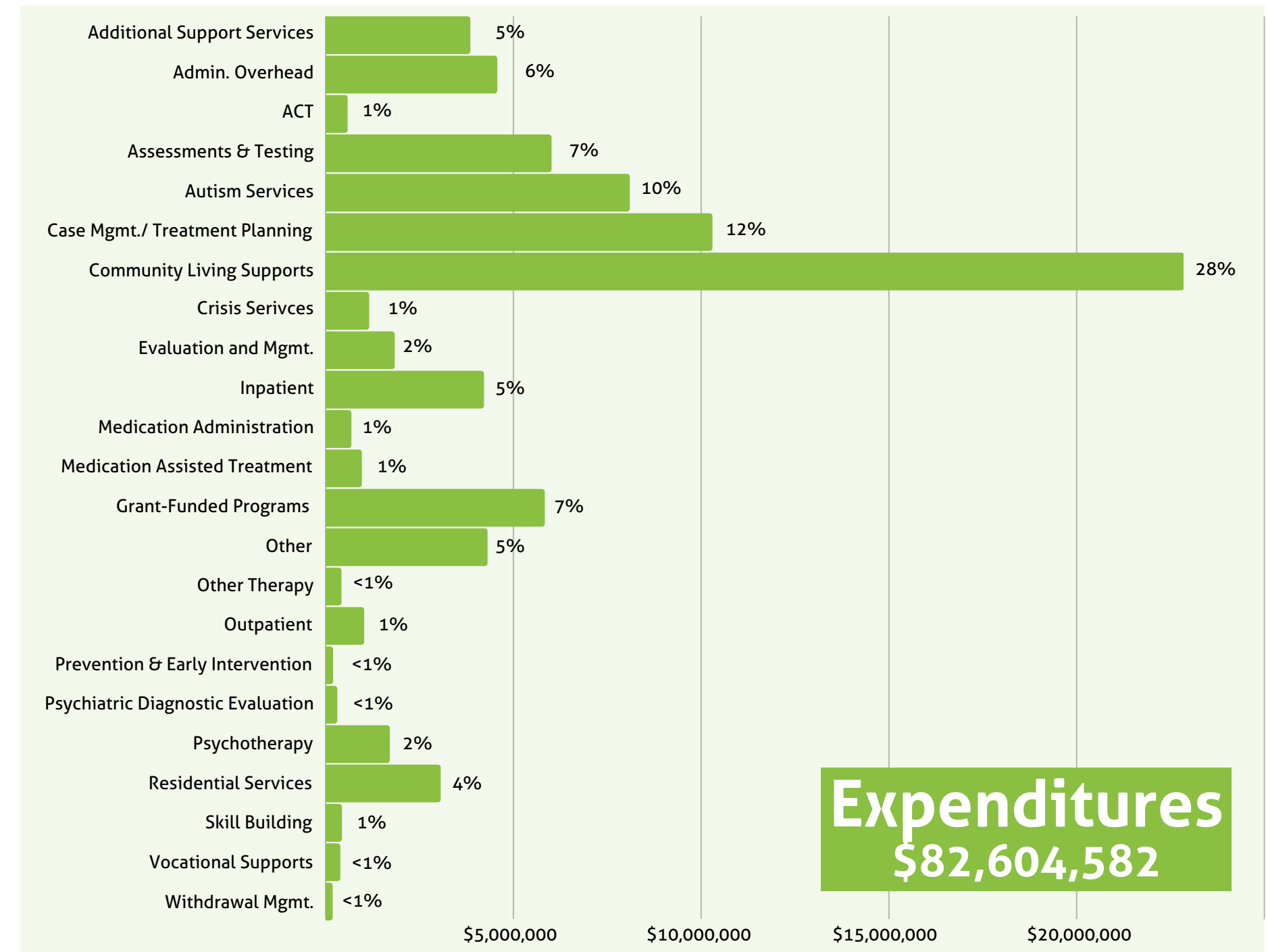
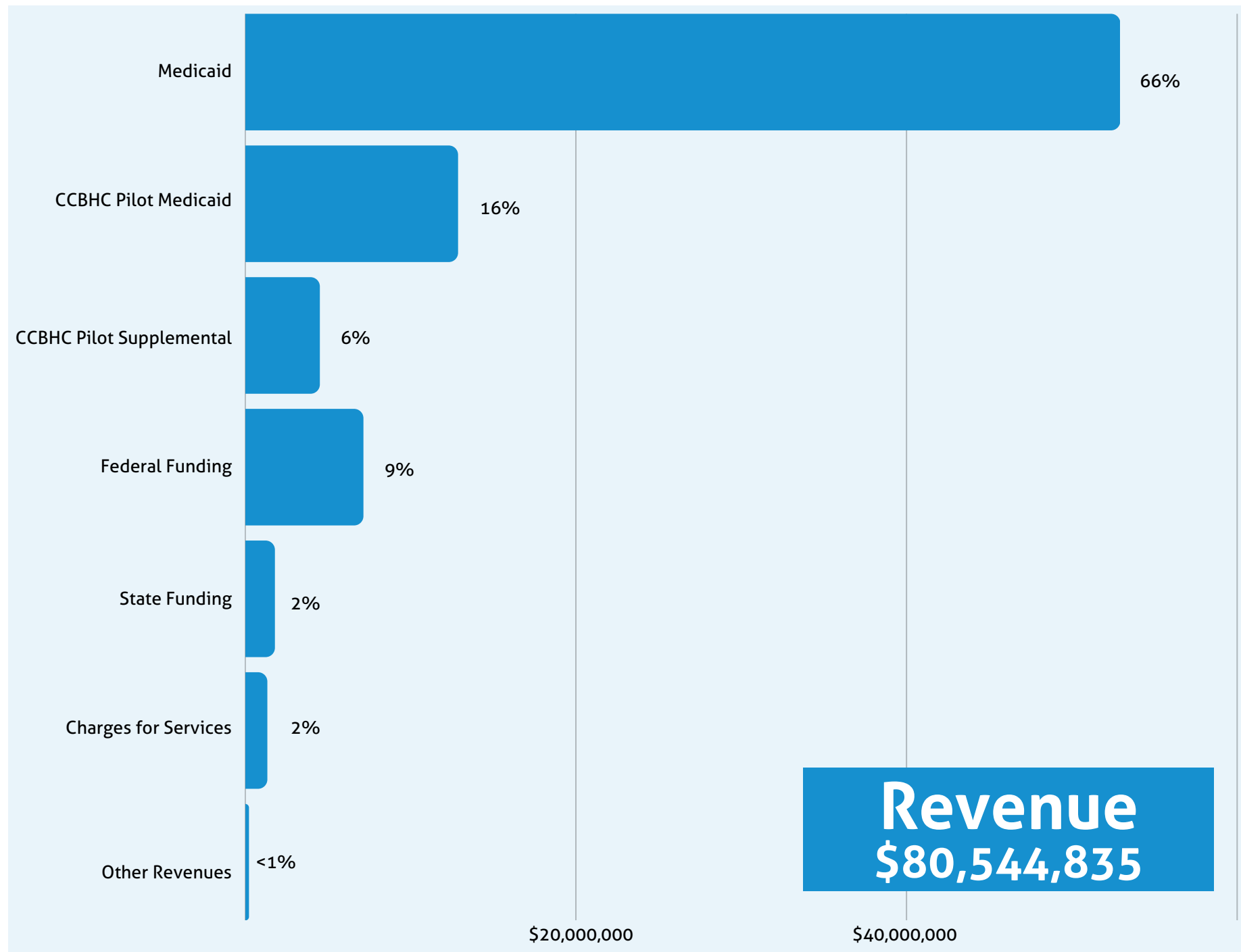
**66**  
CASE MANAGERS &  
SUPPORTS CORDS.  
EMPLOYED IN FY22

**10%**  
FEWER CASE MGRS. &  
SUPPORTS CORDS. IN  
FY22 THAN FY21



# Finance

HealthWest continued to strengthen its financial position and diversify its revenue stream. Revenues increased by more than 8% in FY22 to \$80,544,835. HealthWest received more than \$17.3 million in funding as part of the Certified Community Behavioral Health Clinic program and has deferred revenue from the Lakeshore Regional Entity totaling \$8,156,942 remaining due for FY22.





## Strengthening our provider network

HealthWest worked to support our network of service providers by providing more than \$500,000 to these organizations in FY22 in response to their struggles with staff shortages and the continued fallout from the COVID-19 pandemic. Payments covered costs related to ongoing COVID-19 restrictions, COVID-19-positive staff and funding for air purifiers to ensure providers could continue providing care to those in services.

### Who Received Assistance?

#### Specialized Residential Services:

- Beacon Specialized Residential: \$20,406
- HGA: \$36,860
- MOKA: \$71,538
- Samaritas: \$32,073
- Pioneer Resources: \$54,310
- Kelly's Kare AFC: \$5,239
- Fa Ho Lo: \$16,983
- Hope Network West Michigan: \$730
- Hope Network Behavioral: \$1,117

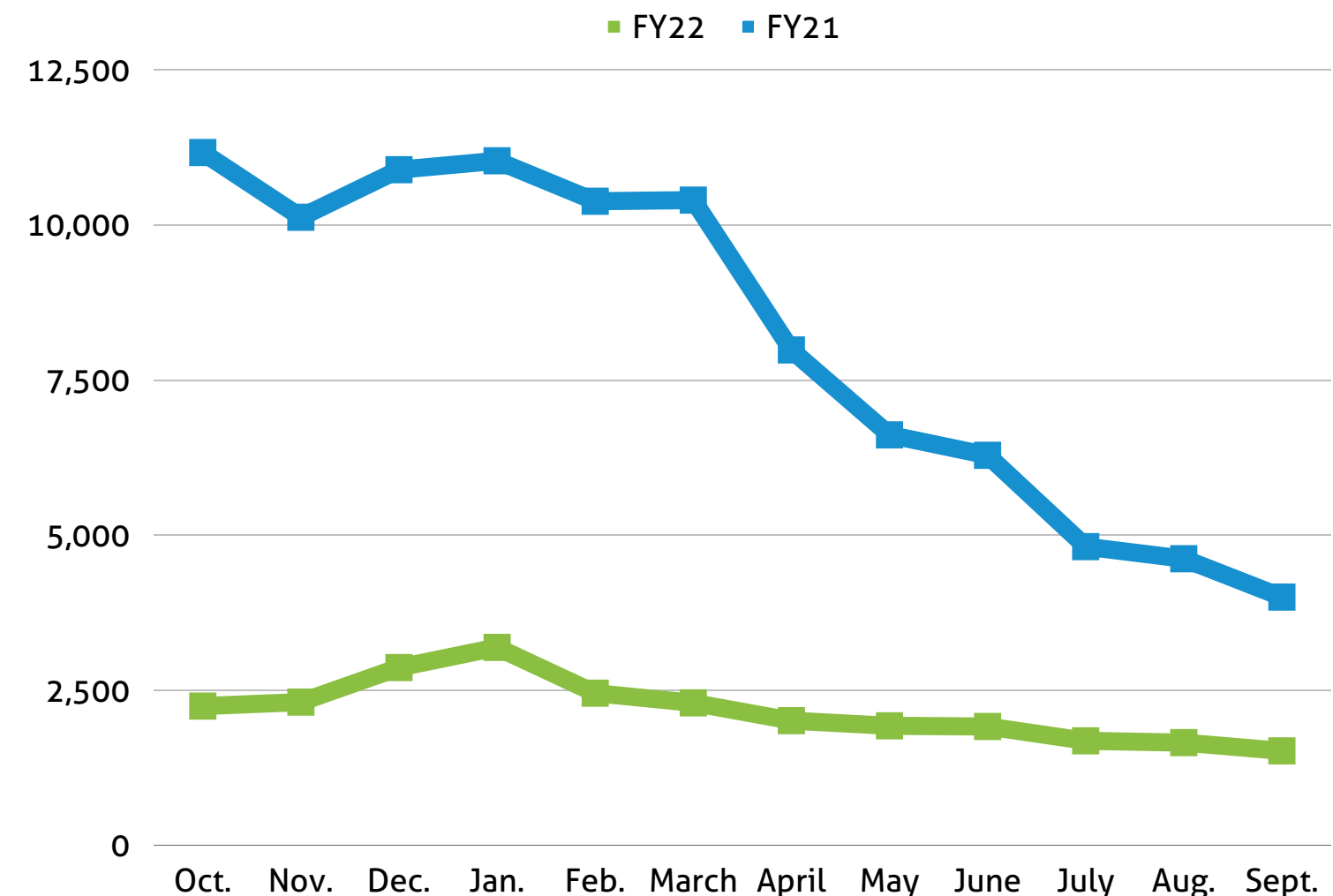
#### Transportation Services:

- Pioneer Resources Transportation: \$278,575
- SUD Programs:
- Wedgwood: \$629
- Day Programs:
- Kelly's Community Living Skills: \$154
- Daybreak: \$11,250
- Residential Detox:
- Salvation Army Turning Point: \$11,544

Three HealthWest providers were still forced to close in FY22 due to COVID-19-related issues, including Beacon Springs East, Beacon Oaks and Holy Cross Services. These closures affected 4 individuals in services who had to be placed in new facilities.

## Telehealth continues to serve as a major tool to accessing care

Telehealth usage dropped significantly in FY22. However, it continued to serve as a significant way our consumers could access HealthWest services. HealthWest recorded an average of 2,174 telehealth encounters per month in FY22, down roughly 73% from FY21's monthly average of 8,195 encounters.

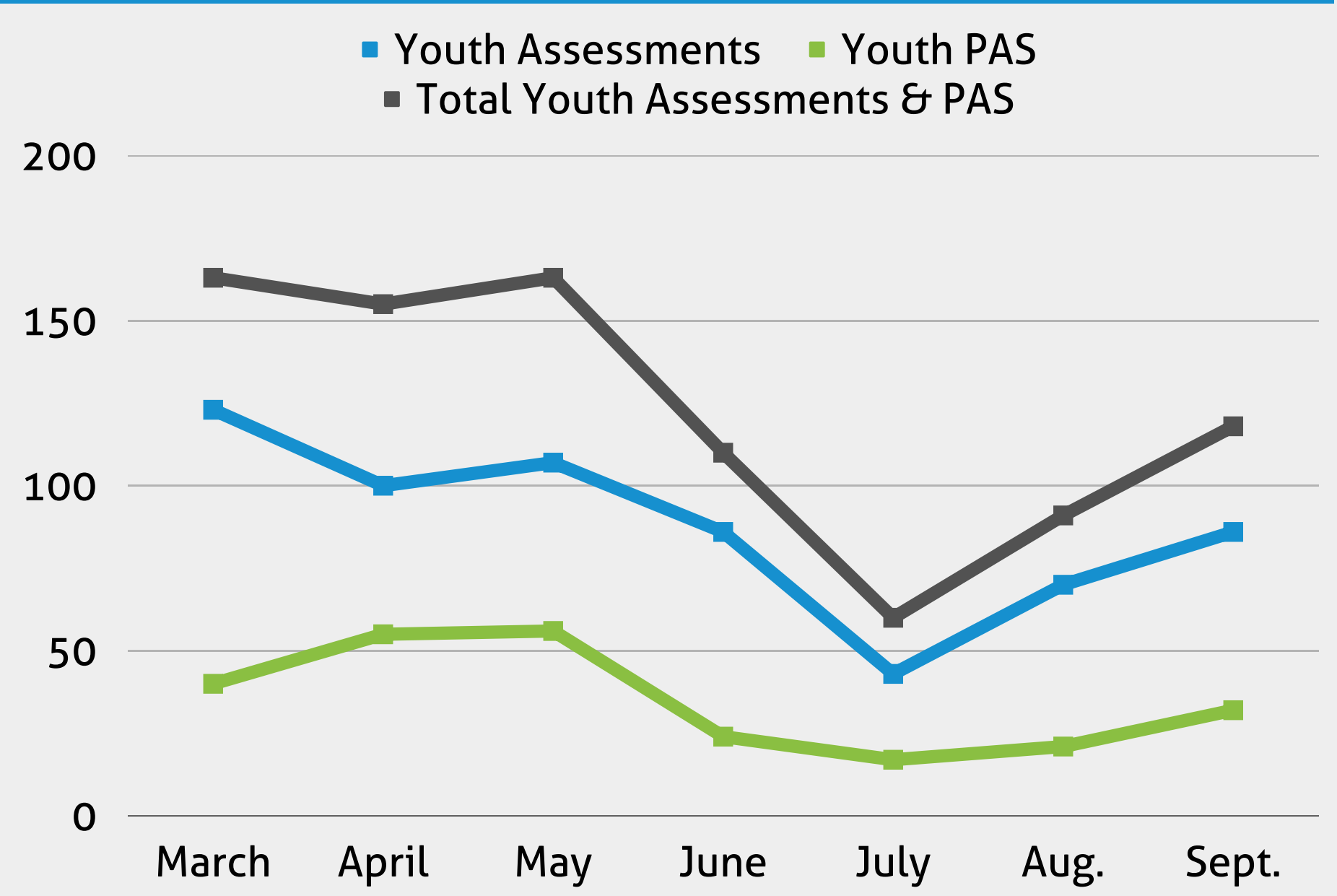
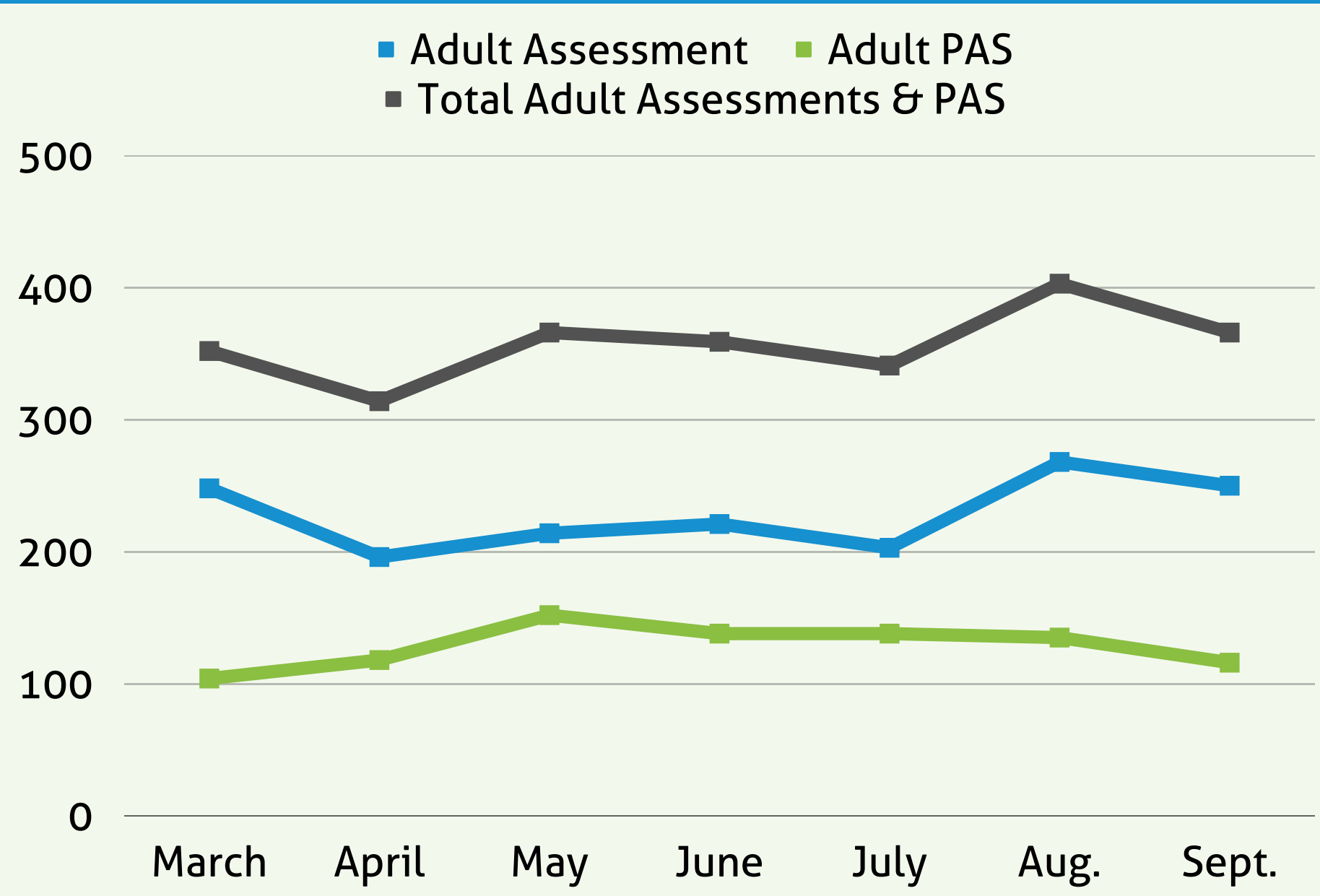




# Assessments and Pre-Admission Screenings

HealthWest continues to see large demands for assessments and pre-admission screenings (PAS). HealthWest averaged roughly 480 assessments and PAS from March-September 2022. Data for these services is limited as changes related to implementing our new electronic health record in February 2022 prevent us from making meaningful comparisons to prior months.

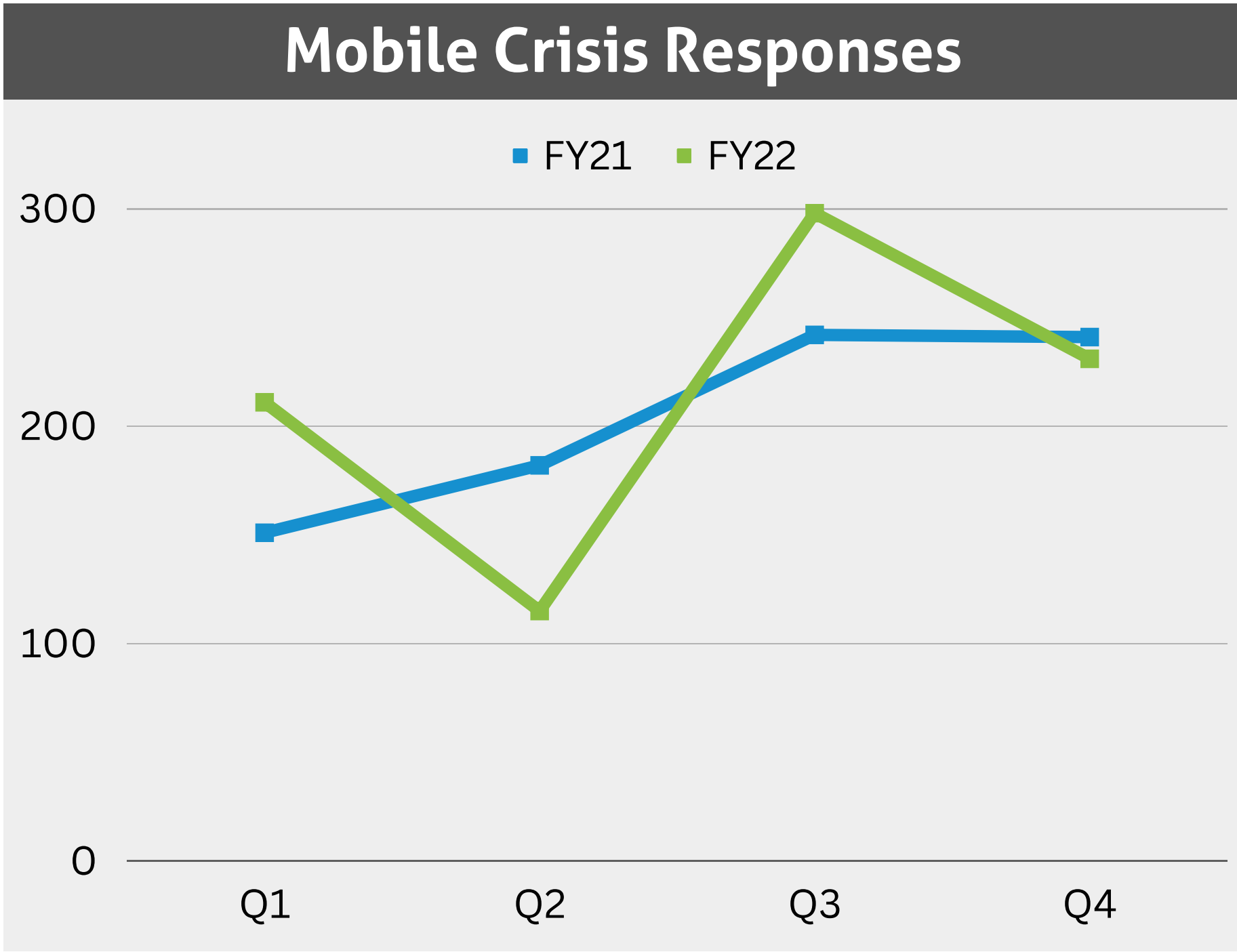
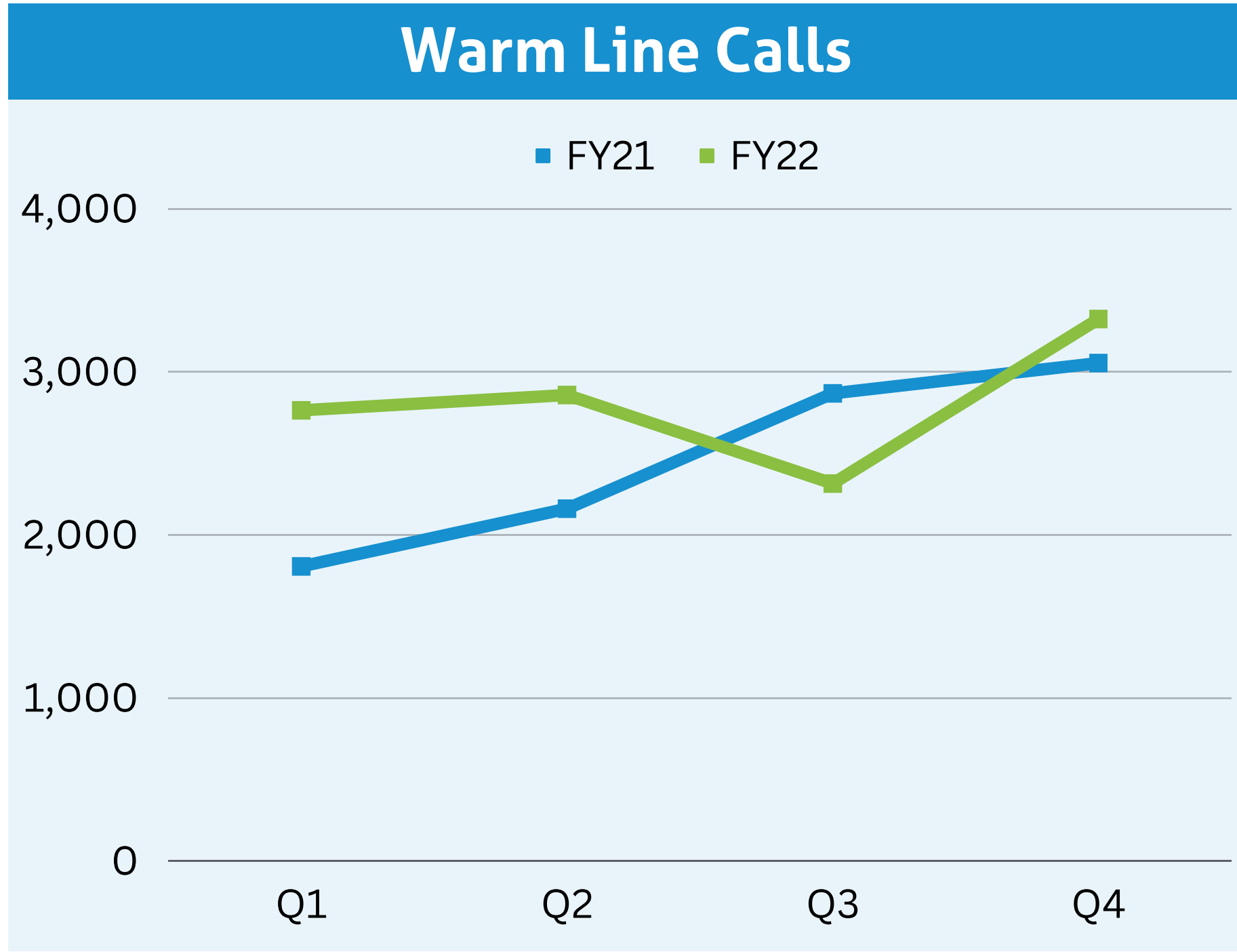
## Assessments & Pre-Admission Screenings





# Facing Increasing Demand

HealthWest's teams continued to respond to our community's increased behavioral health needs. In FY22, the average number of calls to our Mental Health Warm Line increased by 14% to 2,815 calls per quarter. This equates to a daily average of 31 calls to our Warm Line. Meanwhile, the demand for mobile mental health crisis responses increased by 5% to roughly 214 per quarter.







## Serving kids at the Juvenile Detention Center

HealthWest has worked to ensure children lodged at the Juvenile Detention Center have access to quality behavioral healthcare.

In FY 2022, HealthWest provided 1,956 services to 59 youth lodged at the JDC.

Services for newly-lodged youth are prioritized. On average, 21 youths receive a combined total of 163 services per month at the JDC.

## Improving supports for kids and parents

HealthWest has continued to provide leadership and guidance for organizations supporting families in Muskegon County. HealthWest partnered with our local Department of Health and Human Services (DHHS) to begin developing a specialized training program for participants of the Transitional Placement Program (TPP). TPP is a DHHS program that helps place undomiciled youth with behaviors or histories that make them difficult to place.

HealthWest continued to offer multiple sessions of Parenting Through Change, a 10-week group for parents of children experiencing severe behavior problems, as well as ongoing training and education on Fetal Alcohol Spectrum Disorders to better equip staff with identifying and supporting affected youth and families.

## HealthWest adds first DCO: Services of Hope

HealthWest added Services of Hope as its first Designated Collaborating Organization (DCO). A DCO is a special type of formal collaborative relationship between a CCBHC and another entity to provide services the CCBHC itself does not directly provide. This partnership has allowed us to expand our offerings to the mild-to-moderate population.

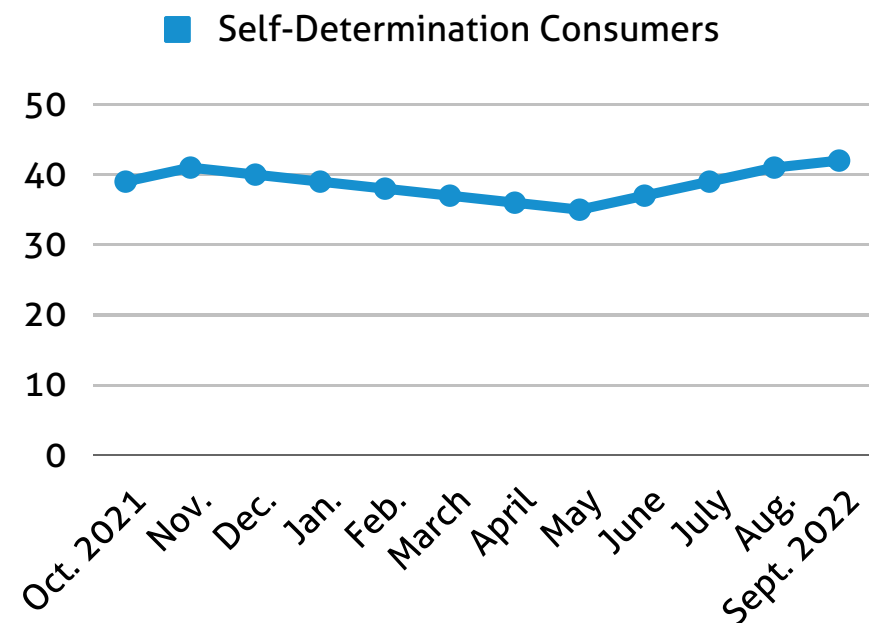
## HealthWest partners with Pathfinders to support mental health needs of Muskegon County families

HealthWest entered into a collaborative partnership with Pathfinders of Muskegon, an organization that strives to connect youth who deal with trauma, educational hurdles, and sensory challenges with the tools to help them navigate stress so they can become resilient, thriving members of our community. Weekly meetings were held for eight months to support the Pathfinders respite program for underserved youth in Muskegon County. We successfully implemented a screening process to support mental health awareness in all the youth who are served in their program and were able to streamline the screening process to allow greater access to the HealthWest assessment team for Pathfinders participants. In FY22 we screened 83 youth, and 25% of those screened identified as interested in HealthWest services.



## Increasing Self-Determination & Independence

Self-Determination allows individuals to have more control over their budget and those who provide their care. It allows individuals to choose who provides the services and supports identified in their person-centered plan. HealthWest worked to streamline its self-determination process, hosted regular meetings to educate teams and families, and created an easier-to-use application for case managers to help encourage individuals to explore self-determination possibilities.

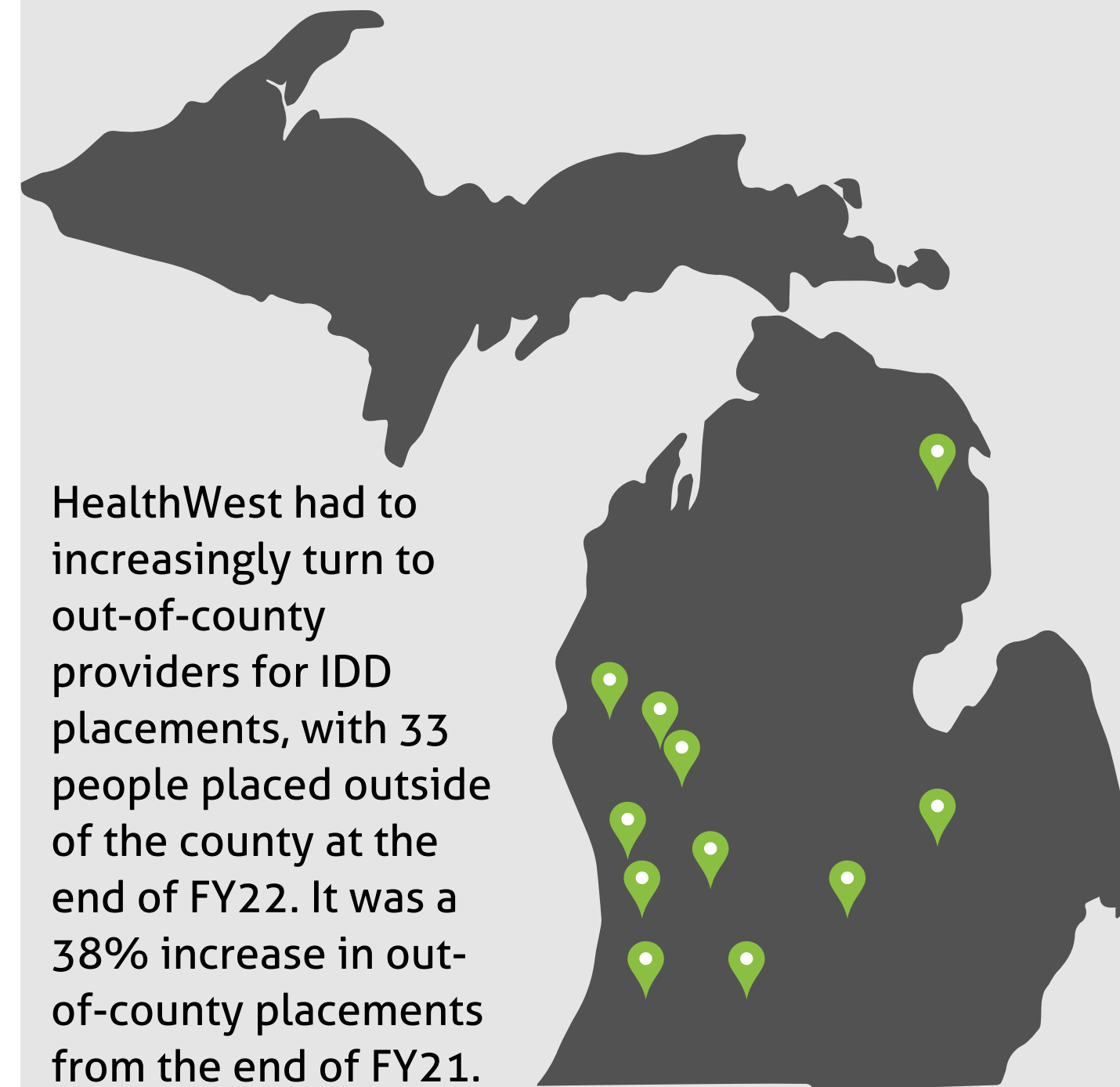


## "Unless you lived it, you don't know it." Peer supports help make meaningful change

HealthWest added a new client support specialist and recovery coach to its IDD services. These staff members are peers who have lived experience and help connect with individuals in services. Jake Schaafsma has worked with consumers to develop self-advocacy skills, which provides consumers with vital tools to advocate for their own needs and live more independently. Jake also started the Healthy Relationships group, which teaches consumers about their own personal autonomy, how to develop safe relationships and reduce the likelihood of victimization.

Lori Shepard joined as a recovery coach, using her own personal lived experience to connect with consumers looking to overcome their own addictive behaviors, including substance use issues. This is the first time substance use services have been embedded directly into HealthWest IDD services.

## Finding Care Elsewhere

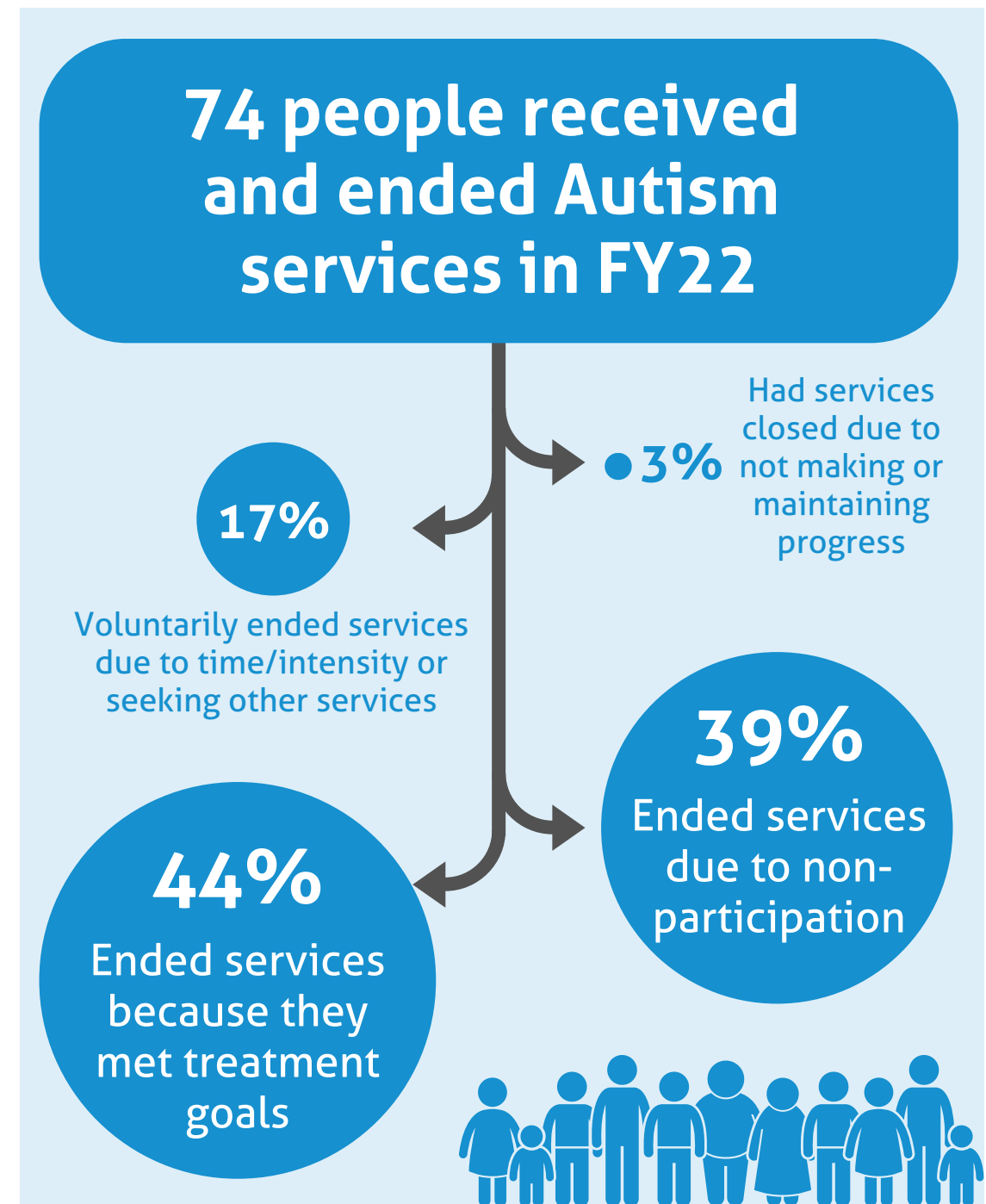
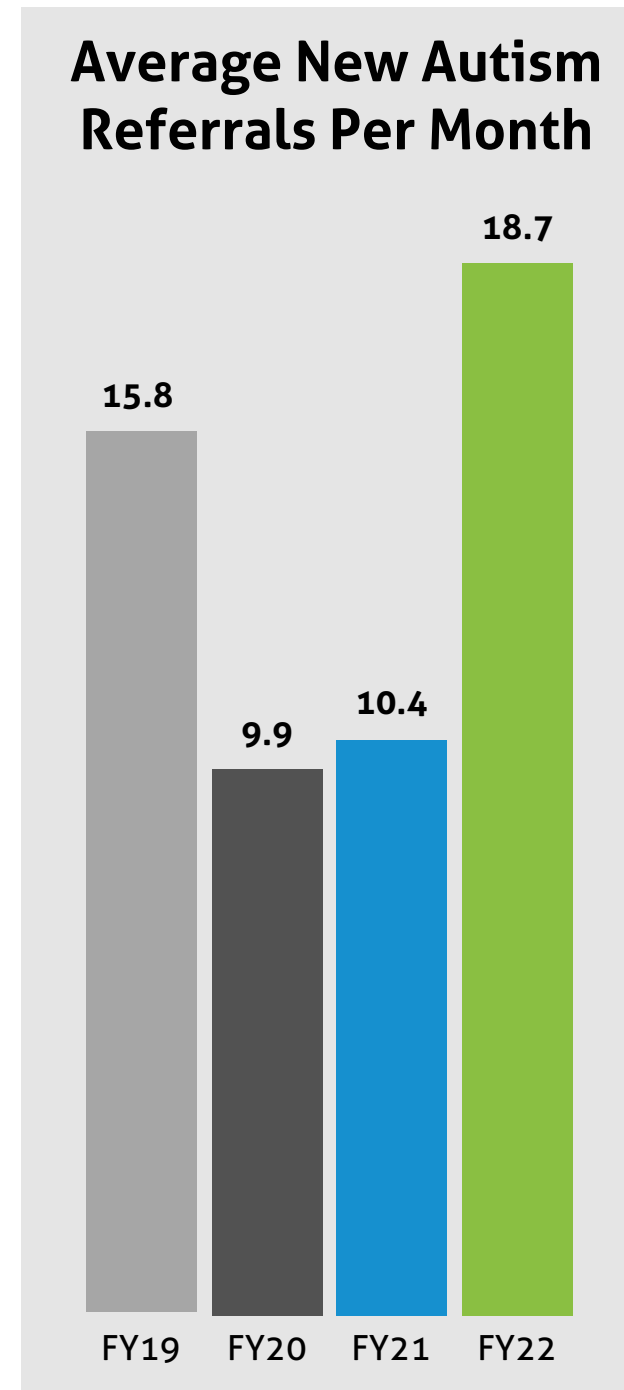
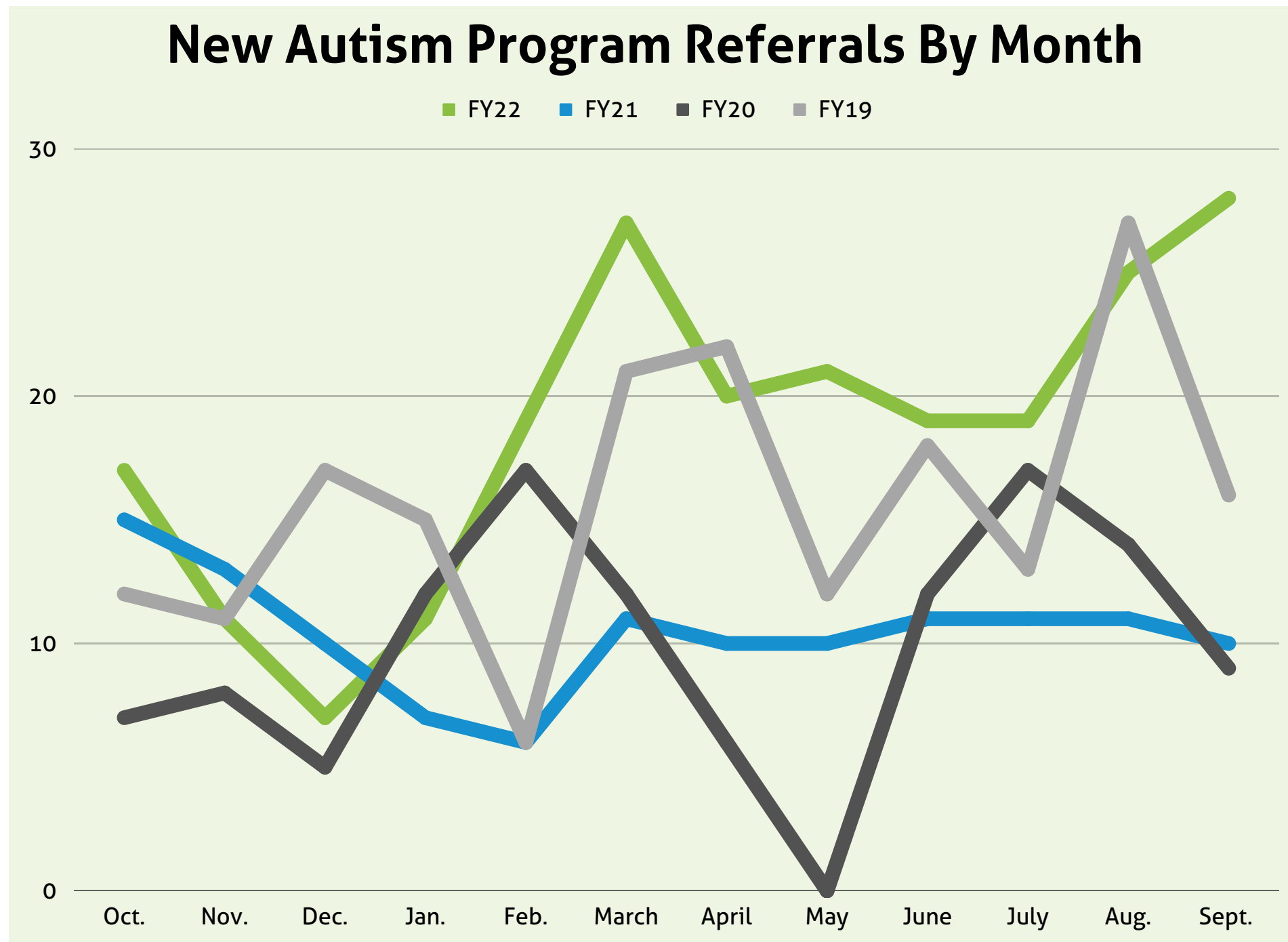


HealthWest had to increasingly turn to out-of-county providers for IDD placements, with 33 people placed outside of the county at the end of FY22. It was a 38% increase in out-of-county placements from the end of FY21.



# Autism Services

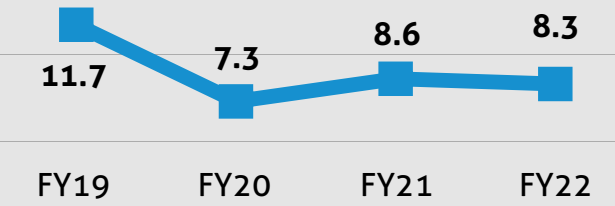
HealthWest's Autism team experienced a surge of referrals in FY22 with an average of 18.7 new referrals each month, surpassing pre-COVID levels from FY19. Despite the surge, the team was able to improve the time from referral to evaluation and evaluation to therapy thanks to the addition of more external providers and internal hiring.



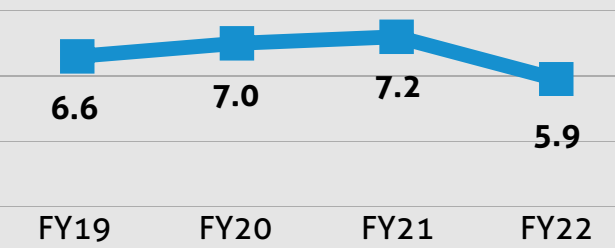


# Substance Use Services

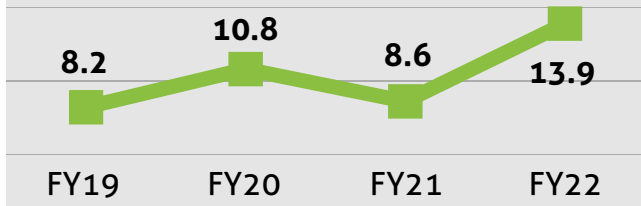
**Avg. Days Between Res. Discharge & Admission to Next Level of Care**



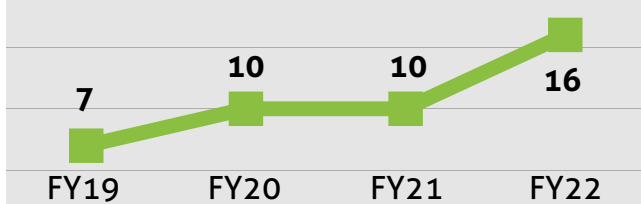
**Avg. Days for Outpatient Services**



**% of Clients With Co-Occurring Disorders Receiving Integrated Care**



**% of Discharges w/ Support Group Attendance in Past 30 Days**



## Connecting the community with Narcan

HealthWest partnered with the Center for Behavioral Health and Justice at Wayne State University to install a new Narcan vending machine in our Mental Health Center Lobby. This machine provides community members access to FREE Narcan, an opioid reversal agent that can stop overdoses and save lives.

This addition received extensive local (and even national) media coverage, reinforcing our role as a healthcare leader.



## FINDING CARE FURTHER AWAY

A lack of local providers means individuals receiving substance use services have to increasingly rely on providers outside of Muskegon County, some as far as 160 miles away.

Roughly 17% of individuals receiving SUD services rely on providers located outside of Muskegon County, a nearly 23% increase from FY21

16% of people receiving SUD services go to providers located more than 30 miles away from HealthWest's Mental Health Center, a 23% increase from FY21.

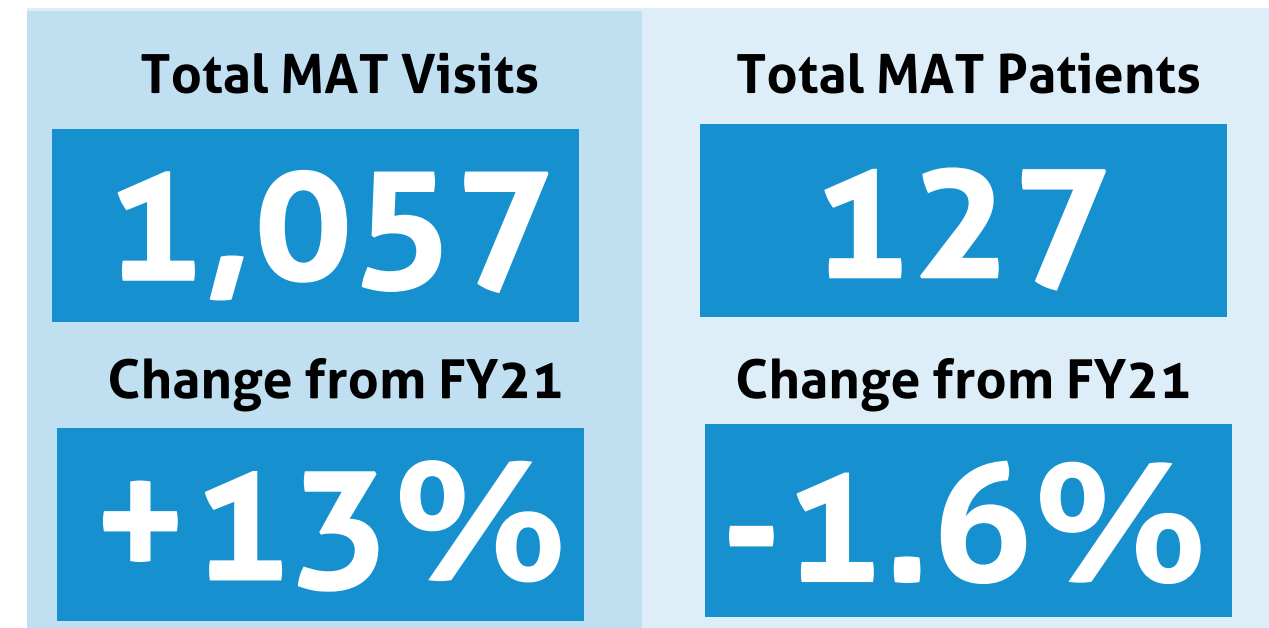
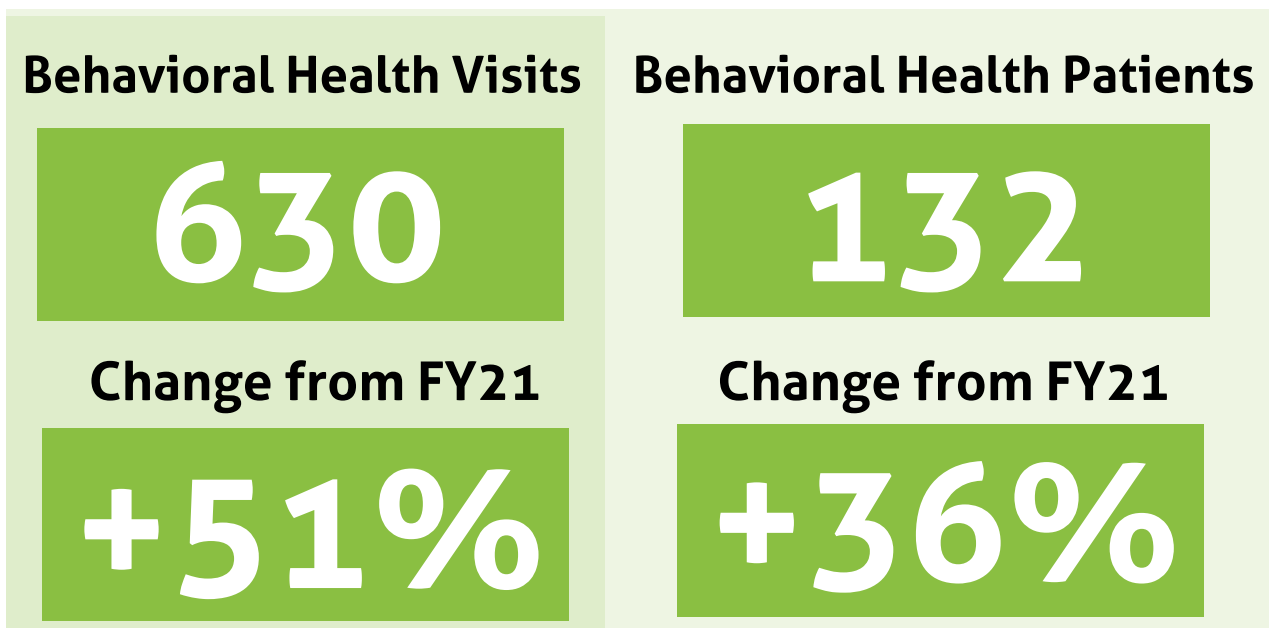
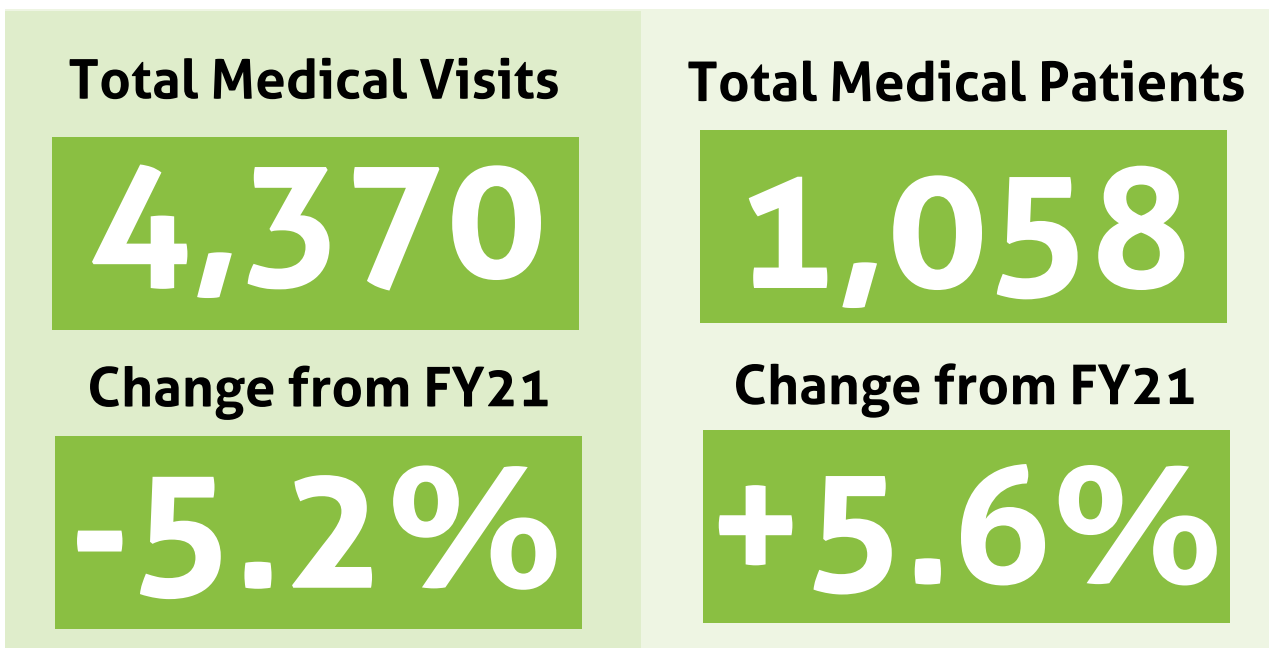
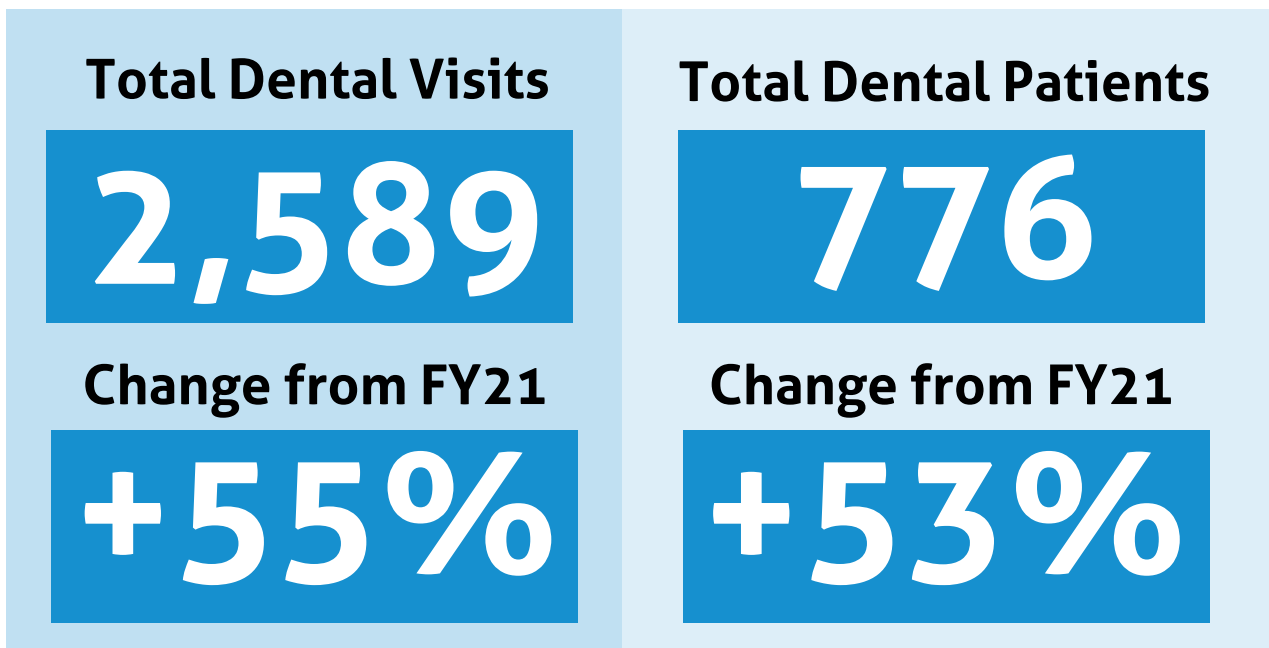
27 people received SUD services from providers located more than 75 miles away from HealthWest's Mental Health Center, a 69% increase from FY21.





# Integrated Health Clinic

HealthWest's Integrated Health Clinic, a partnership with Hackley Community Care, continued to experience growth in FY22. This clinic provides a variety of physical and behavioral health services with a specialized focus on individuals living with a mental illness, developmental disability or substance use concern.





# Employment Partners

Employment Partners utilizes the Individual Placement and Support (IPS) Model to help adults living with behavioral health conditions work at jobs of their choosing. Benefits of employment include increased income, improved self-esteem, better control of symptoms, reduced substance use, learning new skills, increased daily/weekly structure and improved quality of life.



In FY22, consumers receiving IPS services made more than

# \$405k

in wages. This was a more than 12% increase from the \$361k earned in FY2021.



IPS participants earned an average hourly wage of

# \$13.95

This was a nearly 14% increase from the \$12.24 hourly wage earned in FY21.

## Did you know?

Fewer than 14% of individuals who received services from HealthWest reported being employed at the end of FY2022.

Only 8.2% reported having full-time jobs, while 5.6% reported working part-time.



## 29,107 Hours

Were worked in FY2022 by individuals receiving IPS services.



## 101 New Jobs

Were started in FY2022 by individuals receiving IPS services.



## 153 People

Receiving IPS services worked at some point in FY2022.





# Crisis Intervention Team

HealthWest, in partnership with the Muskegon County Diversion Council, has continued to serve in a leadership role in the development of Muskegon County's new Crisis Intervention Team. The Crisis Intervention Team is a cross-system partnership tasked with changing the culture and improving the crisis response system in Muskegon County.



## Changing Culture, Saving Lives

### Building a new approach

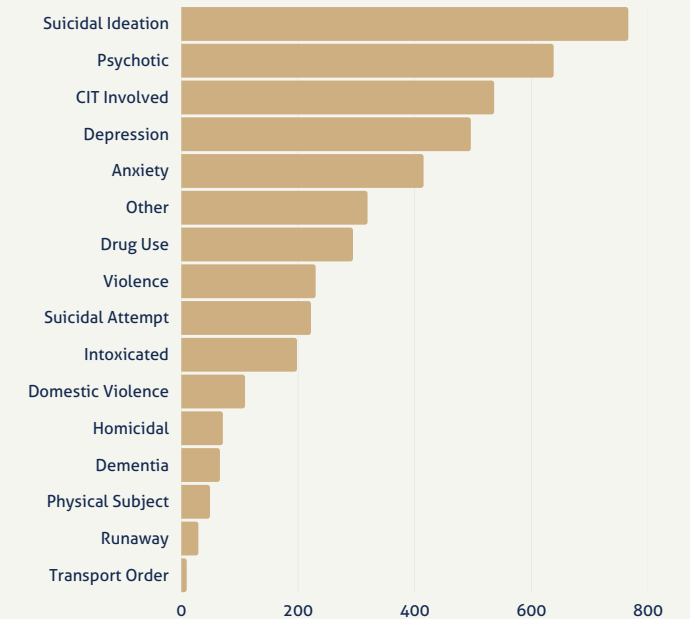
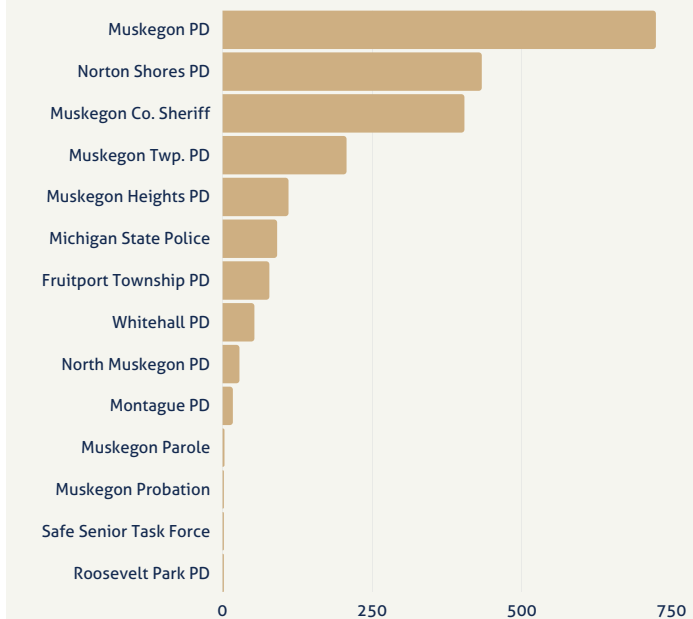
Numerous training opportunities have been developed, including a 40-hour Crisis Intervention Team training, a 20-hour Behavioral Health Partnership training, a 16-hour Cop Culture training, and various in-service sessions. Roughly 90% of Muskegon County law enforcement officers have completed the 40-hour specialized CIT training or other specialized behavioral health training, while more than 70 behavioral health workers and community partners have participated in Cop Culture training.

### Expanding access to care

HealthWest launched new communication technology within the Muskegon County Jail to identify inmates with mental health and/or substance use concerns and refer them to trained behavioral health personnel. More than 100 people received screenings as part of this addition. HealthWest also obtained a \$750,726 grant to expand our partnerships with law enforcement. This funding will help provide three full-time mental health professionals within the Muskegon, Muskegon Heights and Norton Shores police departments.

## MUSKEGON COUNTY CIT: By The Numbers

Behavioral health referrals made by law enforcement during FY22



### Most Referrals By Agency

### Most Common Reason For Contact





## Expanding Services

### Expanding Technology

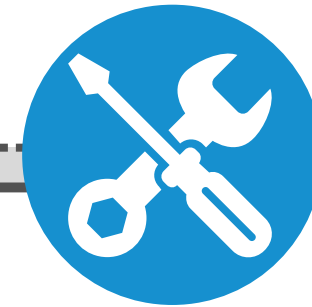
As our agency grows, so does the demand on our IT infrastructure. The HealthWest Information Technology team worked to address these demands while strengthening our agency's data and physical security, promoting staff & consumer connectedness and updating our current systems.



Several projects in FY22 sought to improve connectivity between HealthWest staff, those we serve and our community, including converting conference rooms into Zoom Rooms, creating an automated reporting calendar, and developing a new staff intranet.



Physical and data security was at the forefront of many IT projects in FY22, including replacing our security camera system, implementing a secondary cloud backup, conducting network penetration testing, and overhauling our agency's disaster recovery plan.



HealthWest continued to upgrade and maintain its IT infrastructure, including replacing 16 network switches, replacing all aging document scanners, upgrading our firewall and time reporting systems, and installing fiber optic internet service at Covenant Hall.





# Expanding Consumer Voice

HealthWest continued to empower individuals we serve to use their voices and advocate for their needs. These efforts include the creation of a Consumer Advisory Committee to provide input on our agency's operations, as well as supporting those in services who wished to participate in advocacy events.

## Consumer Advisory Committee uses lived experience to inform

HealthWest launched a new Consumer Advisory Committee to ensure primary and secondary consumers have a voice in the planning, implementation and evaluation of HealthWest services.

Members include Demario Phillips, Cherry Fouty, David Scholtens, Eric Johnson, Tamara Madison (chair), Emily Ratlidge (secretary), Angie Kartes (co-chair), Cindy Devries, and Thomas Hardy.



## HealthWest consumers encourage Mich. lawmakers to "Walk a Mile" in their shoes

In September, 40 HealthWest consumers and staff traveled to Lansing to participate in the annual "Walk a Mile in My Shoes" rally, which works to enhance awareness and educate lawmakers about why Mental Health Matters.



# Outreach and education

## Connecting the community through mental health

HealthWest connected Muskegon County residents with critical mental health information through 39 community presentations. Roughly 3,000 people participated in these presentations that covered various topics, including suicide prevention, Mental Health 101, LGBTQ issues and more. Typically, presentations were hosted by schools, local religious organizations and non-profit groups.



## Representing mental health during community events

HealthWest's outreach team made sure mental healthcare was presented at events throughout the community by participating in 45 outreach events during 2022. Events included the Muskegon Latino Festival, Sportsman for Youth, and school activities. In total, HealthWest reached nearly 5,400 people through our outreach activities.



## HealthWest provides vital education on mental health topics

HealthWest's training team plays an important role in ensuring staff and providers receive the training and education they need to provide safe, high-quality services to those in our care. New trainings in FY22 included Transformational Collaborative Outcomes Management, Cultural Competency and Grievance & Appeals.

The team also works to provide training to local groups and businesses looking to learn more about mental health. More than 40 community trainings were conducted in FY22, reaching more than 600 people. Training topics included suicide prevention, writing a self-care plan, compassion fatigue, social media and mental health, adverse childhood experiences and more.





# Psychological First Aid

HealthWest and our community partners have developed a Psychological First Aid network to respond to traumatic events in our county. PFA aims to reduce stress and assist in a healthy recovery following a traumatic event, natural disaster, public health emergency, or even a personal crisis.



**523**

Psychological First Aid responses were conducted in FY2022.

**813**

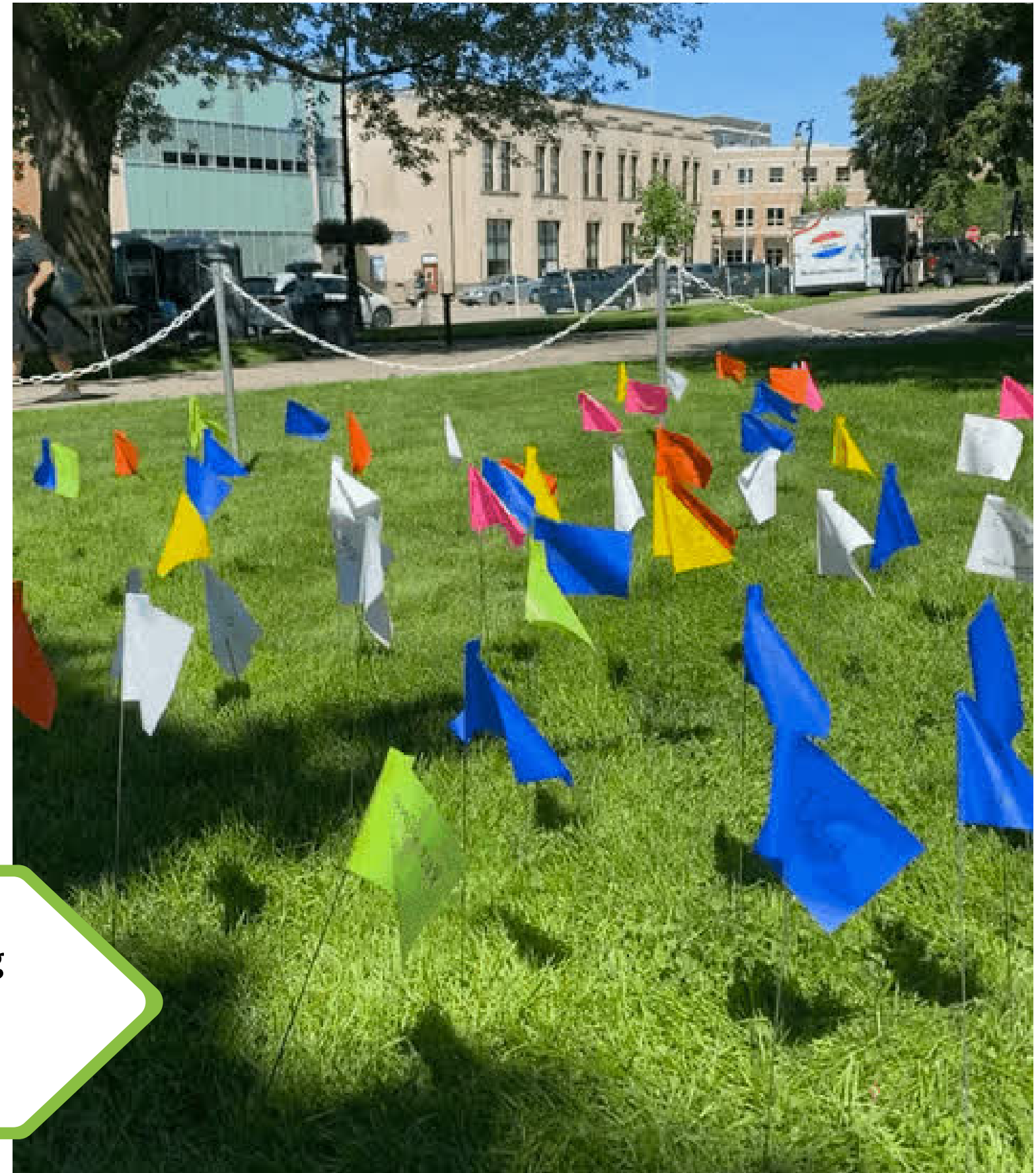
Individuals received help through the PFA response process.

**239**

Responses were made to community needs outside of HealthWest.

The PFA team received referrals from multiple sources in FY22, including police, schools, HealthWest staff and other community partners. Referrals were in response to a variety of different issues, including deaths, community violence, overdose, COVID-19, stress and anxiety.

During Health, Wellness, and Recovery Picnic 2022, the Psychological First Aid Team hosted the Celebration of Life Memorial. This project allowed participants to place a flag with the name of someone they recently lost to help celebrate their life and provide the opportunity to heal as a community. The color of each flag represents a different relationship between the person placing the flag and the individual being celebrated.

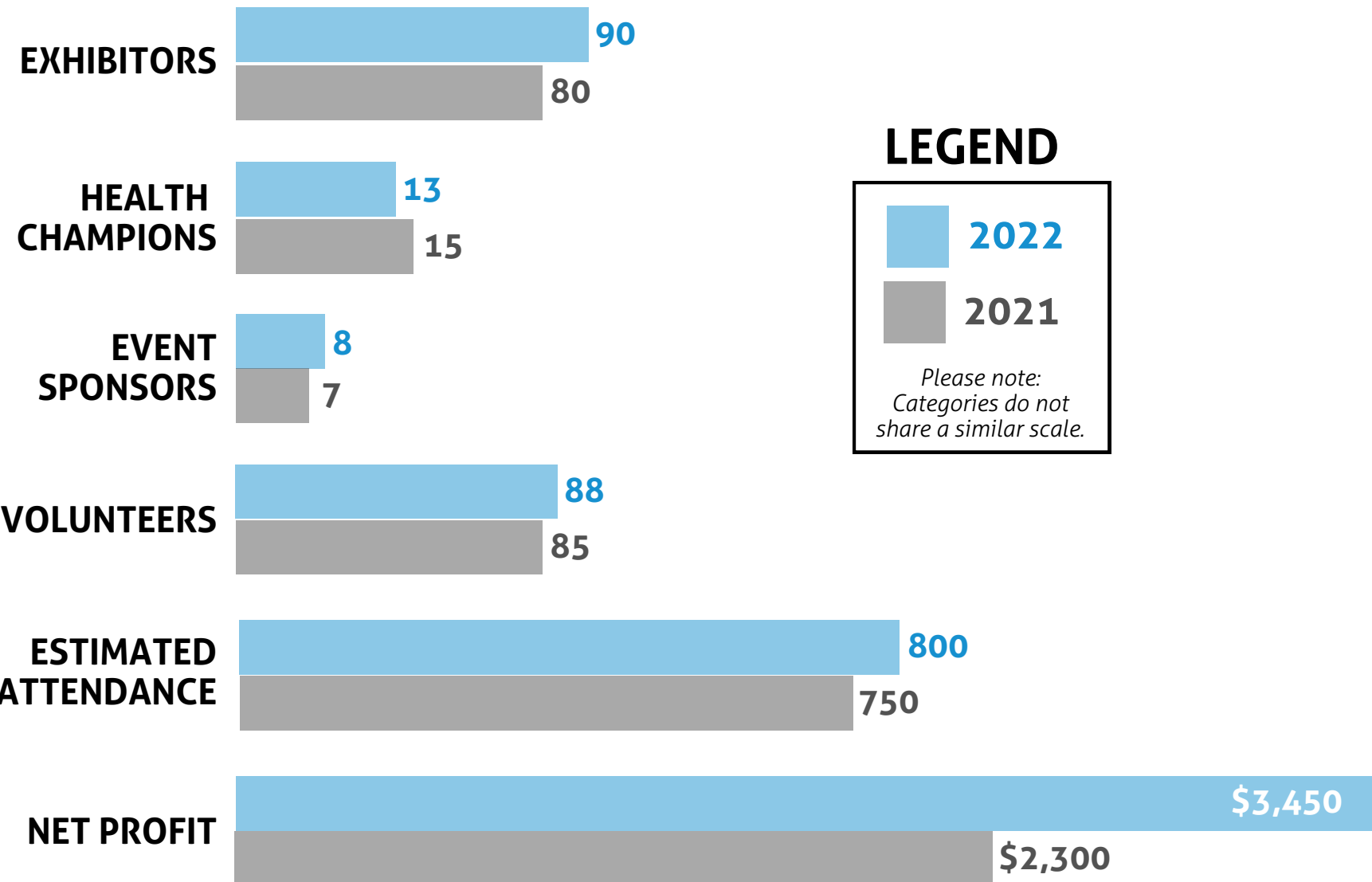




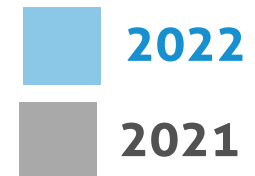
# Health, Wellness & Recovery Picnic



## by the numbers



### LEGEND



Please note:  
Categories do not  
share a similar scale.





# HealthWest Staff Gives Back

The HealthWest staff goes above and beyond every day to find ways to serve our community better. Outside of their normal behavioral health job responsibilities, HealthWest staff members routinely find ways to make Muskegon County a healthier, happier place to live. From cash to Halloween candy, the HealthWest team is always finding ways to give back.



## HealthWest hosts frozen food giveaway

HealthWest partnered with Trinity Lutheran Church and Greater Muskegon Support Services for partnering to bring a monthly frozen food giveaway to our Mental Health Center. This giveaway provides free frozen meals once a month to anyone in our community. The partnership was facilitated by HealthWest staff member Anne Lent.

# \$16,213

The amount donated by HealthWest staff to the United Way of the Lakeshore to help build a thriving Muskegon County.

## Clerical Cares by giving back

The HealthWest Clerical Team started "Clerical Cares," a community outreach team that works to give back to the community. Since its creation, the group organized a book drive for READ Muskegon, organized a donation drive for local Muskegon County animal shelters, and gathered donations for local military veterans.

## Cleaning our community

HealthWest's Law Enforcement Assisted Diversion team adopted a 2-mile stretch of Seaway Drive as it worked to build stronger community connections. The team twice scoured the roadway, collecting 31 bags of garbage while helping to beautify our community.



**HEALTHWEST**

**NOMINATING COMMITTEE MINUTES**

**Friday, April 28, 2023  
7:45 a.m.**

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

**CALL TO ORDER**

A special meeting of the Nominating Committee was called to order by Chair Janet Thomas at 7:43 a.m.

**ROLL CALL**

Members Present: Janet Thomas, Cheryl Natte, Jeff Fortenbacher, Stephanie Umlor

Also Present: Holly Brink, Tasha Percy

**ELECTION OF OFFICERS**

Ms. Thomas stated the purpose of this meeting is for the election of HealthWest Board officers for the year 2023/2024. Current officers are: Janet Thomas, Chair; Cheryl Natte, Vice-Chair; Vacant Treasurer, and Jeff Fortenbacher, Secretary.

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

**MOTION CARRIED.**

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

**MOTION CARRIED.**

It was moved by Mr. Fortenbacher, supported by Ms. Natte, to re-appoint Cheryl Natte as Chair of the Program / Personnel Committee. Ms. Natte accepted the nomination.

**MOTION CARRIED.**

It was moved by Mr. Fortenbacher, supported by Ms. Natte, to re-appoint Janice Hilleary as Vice-Chair of the Program / Personnel Committee. Ms. Hilleary accepted the nomination.

**MOTION CARRIED.**

It was moved by Mr. Fortenbacher, supported by Ms. Natte, to re-appoint Staphanie Umlor as Chair of the Recipient Rights Committee. Ms. Umlor accepted the nomination.

**MOTION CARRIED.**

It was moved by Mr. Fortenbacher, supported by Ms. Natte, to re-appoint Thomas Hardy as Vice-Chair of the Recipient Rights Committee. Mr. Hardy accepted the nomination.

**MOTION CARRIED.**

It was moved by Mr. Fortenbacher, supported by Ms. Natte, to appoint Jeff Fortenbacher Chair of the Finance Committee. Mr. Fortenbacher accepted the nomination.

**MOTION CARRIED.**

It was moved by Mr. Fortenbacher, supported by Ms. Natte, to appoint Janet Thomas as Vice-Chair of the Finance Committee.

**MOTION CARRIED.**

### **ADJOURNMENT**

There being no further business to come before the Committee, the meeting adjourned at 7:45 a.m.

Respectfully,

Janet Thomas, Chairperson  
/hb

***Preliminary Minutes  
To Be Approved at the Full Board Meeting of May 19, 2023***



## NOMINATING COMMITTEE

Janet Thomas – Chair  
Cheryl Natte  
Jeff Fortenbacher

**April 28, 2023**  
**7:45 AM**  
**376 E. Apple Ave.**  
**Muskegon, MI 49442**

### 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) | Nomination of Committee Officers                      |        |
|    | A) Program Personnel Committee Chair Appointment      | Action |
|    | B) Program Personnel Committee Vice Chair Appointment | Action |
|    | C) Recipient Rights Committee Chair Appointment       | Action |
|    | D) Recipient Rights Committee Vice-Chair Appointment  | Action |
|    | E) Finance Committee Chair Appointment                | Action |
|    | F) Finance Committee Vice-Chair Appointment           | Action |
| 4) | Adjournment   | Action |

/hb



**REQUEST FOR HEALTHWEST BOARD CONSIDERATION AND AUTHORIZATION**

<b>COMMITTEE</b> Nominating Committee	<b>BUDGETED</b> X	<b>NON-BUDGETED</b>	<b>PARTIALLY BUDGETED</b>
<b>REQUESTING DIVISION</b> Board Governance	<b>REQUEST DATE</b> April 28, 2023		<b>REQUESTOR SIGNATURE</b> Cyndi Blair, Interim Executive Director
<b><u>SUMMARY OF REQUEST (GENERAL DESCRIPTION, FINANCING, OTHER OPERATIONAL IMPACT, POSSIBLE ALTERNATIVES)</u></b>			
<p>HealthWest Board authorization is requested to appoint the following individuals as officers of the Board of Directors:</p> <ul style="list-style-type: none"> <li>• Authorization to nominate Janet S. Thomas as Chair of the HealthWest Board.</li> <li>• Authorization to nominate Cheryl Natte as Vice-Chair of the HealthWest Board.</li> <li>• Authorization to nominate Jeff Fortenbacher as Treasurer of the HealthWest Board.</li> <li>• Authorization to nominate Stephanie Umlor as Secretary of the HealthWest Board.</li> </ul>			
<b><u>SUGGESTED MOTION (STATE EXACTLY AS IT SHOULD APPEAR IN THE MINUTES)</u></b>			
I move to authorize the HealthWest Board Chair to make the above Officer appointments, effective April 28, 2023.			
<b>COMMITTEE DATE</b> 4/28/2023	<b>COMMITTEE APPROVAL</b> _____ Yes    _____ No    _____ Other		
<b>BOARD DATE</b> 4/28/2023	<b>BOARD APPROVAL</b> _____ Yes    _____ No    _____ Other		

**REQUEST FOR HEALTHWEST BOARD CONSIDERATION AND AUTHORIZATION**

<b>COMMITTEE</b> Nominating Committee	<b>BUDGETED</b> X	<b>NON-BUDGETED</b>	<b>PARTIALLY BUDGETED</b>
<b>REQUESTING DIVISION</b> Board Governance	<b>REQUEST DATE</b> April 28, 2023		<b>REQUESTOR SIGNATURE</b> Cyndi Blair, Interim Executive Director
<b><u>SUMMARY OF REQUEST (GENERAL DESCRIPTION, FINANCING, OTHER OPERATIONAL IMPACT, POSSIBLE ALTERNATIVES)</u></b>			
<p>HealthWest Board authorization is requested to appoint the following individuals as officers of the Program/Personal, Recipient Rights, and Finance Committees.</p> <ul style="list-style-type: none"> <li>• Authorization to appoint Cheryl Natte as Chair of the Program/Personnel Committee.</li> <li>• Authorization to appoint Janice Hilleary as Vice-Chair of the Program/Personnel Committee.</li> <li>• Authorization to appoint Stephanie Umlor as Chair of the Recipient Rights Committee.</li> <li>• Authorization to appoint Thomas Hardy as Vice-Chair of the Recipient Rights Committee.</li> <li>• Authorization to appoint Jeff Fortenbacher as Chair of the Finance Committee.</li> <li>• Authorization to appoint Janet S. Thomas as Vice-Chair of the Finance Committee.</li> </ul>			
<b><u>Program/Personnel/Recipient Rights Committee Members</u></b>		<b><u>Finance Committee Members</u></b>	
<ul style="list-style-type: none"> <li>• Thomas Hardy</li> <li>• Janice Hilleary</li> <li>• Cheryl Natte</li> <li>• Janet Thomas</li> <li>• Steph Umlor</li> <li>• Tamara Madison</li> <li>• Kassandra Kitchen</li> </ul>		<ul style="list-style-type: none"> <li>• Jeff Fortenbacher</li> <li>• Marcia Hovey-Wright</li> <li>• Charles Nash</li> <li>• Remington Sprague, M.D.</li> <li>• Janet Thomas</li> <li>• Steph Umlor</li> <li>• Thomas Hardy</li> </ul>	
<b><u>SUGGESTED MOTION (STATE EXACTLY AS IT SHOULD APPEAR IN THE MINUTES)</u></b>			
I move to authorize the HealthWest Board Chair to make the above Committee appointments, effective April 28, 2023.			
<b>COMMITTEE DATE</b> 4/28/2023	<b>COMMITTEE APPROVAL</b> _____ Yes    _____ No    _____ Other		
<b>BOARD DATE</b> 4/28/2023	<b>BOARD APPROVAL</b> _____ Yes    _____ No    _____ Other		