

WOODLANDS BEHAVIORAL HEALTHCARE NETWORK BOARD
MEETING AGENDA
March 25th, 2023 @ 4:00pm
@ 960 M60 E., Cassopolis, MI

1. CALL TO ORDER: *Csokasy*
2. INTRODUCTION OF GUESTS & NEW BOARD MEMBERS
3. COMMUNICATIONS
 - a. *Written Comment – Department of Treasury letter and Woodlands’ response letter*
 - b. *Public Comment*
4. AGENDA APPROVAL MOTION
5. CONSENT AGENDA MOTION
 - a. March 28th, 2023, Meeting Minutes
 - b. March 28th, 2023, Closed Meeting Minutes
 - c. March 2023 Payments for Approval
 - d. New Contracts
 - e. 10-004 Staff Positions
6. BOARD COMMITTEE REPORTS
 - a. *Personnel – Jourdan*
 - i. Executive Director Contract RESOLUTION (roll call)
 - b. *Finance – Baker*
 - i. March 2023 Board Financial Reports
 - c. *Policy – Roach*
 - i. 10-005 Reimbursement for Activities
 - d. *Executive Committee – Csokasy*
7. BOARD CHAIR: *Csokasy*
 - a. SWMBH Board Meeting
8. INTERIM EXECUTIVE DIRECTOR: *Ruddell*
 - a. FY23, Qtr 1 – Performance Indicators
 - b. SW Michigan Wage & Benefits Report
9. DEPARTMENT PRESENTATIONS
 - a. *Clinical – Nahikian*
 - b. *NEXT MONTH – Board Retreat*
10. BOARD POLICIES MOTION
 - a. 01-016 Paid Time Off (PTO) Policy
 - b. **NEXT MONTH REVIEW**: 10-006 Ethical Standards/Conflict of Interest & 10-007 Corporate Compliance

11. OLD BUSINESS:

- a. Budget Amendment
- b. Board Composition

12. NEW BUSINESS:

- a. Personnel Quarterly Report (Jan – Mar 2023)

13. ADJOURN:

MOTION

NEXT MEETING: May 23rd, 2023 – Board Retreat

Interpreters for interested persons with Deafness/Hearing impairments, wishing to attend, will be provided by WBHN providing a request is made 48 hours prior to the meeting.



GRETCHEN WHITMER
GOVERNOR

STATE OF MICHIGAN
DEPARTMENT OF HEALTH AND HUMAN SERVICES
LANSING

ELIZABETH HERTEL
DIRECTOR

March 7, 2023

Bradley Casemore, CEO
Southwest Michigan Behavioral Health
5250 Lovers Lane, Suite 200
Portage, Michigan 49002

Subject: Parent Support Partner (PSP) and Youth Peer Support (YPS) Service Provision and Availability

Dear Mr. Casemore:

You have been identified because the following CMHSP's in this region either do not currently have Parent Support Partner (PSP) and/or Youth Peer Support (YPS) services available or they are not available in sufficient capacity. The PSP and YPS services are covered EPSDT State Plan Medicaid services under the Managed Care Mental Health Specialty Services and Supports 1915 I waiver, which requires these services to be available in sufficient capacity in your service array for children, youth, and families.

The Community Mental Health Service Providers (CMHSPs) listed below do not have these identified services available at this time:

Youth Peer Support

- Barry County Community Mental Health Authority
- Berrien Mental Health Authority
- Pines Behavioral Health Services (Branch County)
- Cass County Community Mental Health Authority
- VanBuren County Community Mental Health

Parent Support Partner

- Cass County Community Mental Health Authority

Please submit a written plan that includes:

- 1) How many PSP's and/or YPSS's will be hired
- 2) The date by which they will be hired
- 3) What efforts will be made for recruitment in order to provide these services to fidelity and in sufficient capacity to the network.

Please send all responses by April 15, 2023, to Justin Tate, Family and Community Supports Manager: TateJ7@michigan.gov. All plans will be reviewed and discussed between MDHHS and the Association for Children's Mental Health to determine if additional follow up is needed.

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We appreciate you relaying this information with the appropriate CMHSPs in this region. Thank you for your prompt attention to this matter.

Sincerely,

Lindsay McLaughlin JD/ MPH, Director
Bureau of Children's Coordinated Health, Policy, and Supports
Michigan Department of Health and Human Services



Jeffery Wieferich MA, LLP, Director
Bureau of Specialty Behavioral Health Services
Behavioral and Physical Health and Aging Services Administration
Michigan Department of Health and Human Services

cc: Patricia Neitman, MDHHS
Justin Tate, MDHHS
June White, MDHHS



BEHAVIORAL HEALTHCARE NETWORK
CASS COUNTY MENTAL HEALTH AUTHORITY
www.woodlandsbhn.org

960 M-60 East
Cassopolis, Michigan 49031
269-445-2451
1-800-323-0335
FAX 269-445-3216

March 29, 2023

Michigan Department of Treasury
PO Box 30728
Lansing, Michigan 48909-8228

RE: FY2022 CAP – Request for Improvement of Audit Deficiencies

To whom it may concern:

Woodlands Behavioral Healthcare Network (WBHN) has received the MI Department of Treasury letter dated March 29, 2023, requesting a Corrective Action Plan (CAP) for “Improvement of Audit Deficiencies” due to 3 years in a row of where expenditures have exceeded revenues. While the trend is downward, Woodlands still maintains a positive net position. Below are some key numbers from the Statement of Revenues, Expenses and Changes in Net Position:

<u>Year</u>	<u>Surplus</u> <u>(Deficit)</u>	<u>County</u> <u>Approp</u>	<u>Charges for</u> <u>Services</u>	<u>Net</u> <u>Position</u>	<u>% of</u> <u>revenue</u>
FY2019	128,606	195,000	132,248	1,440,167	11.08%
FY2020	(138,512)	114,000	43,584	1,301,655	9.79%
FY2021	(119,351)	114,000	66,019	1,190,501	8.05%
FY2022	(48,149)	114,000	79,111	1,056,683	6.30%

Of note is FY2020 where COVID resulted in a significant loss of revenue due to drops in both “County Appropriations” (\$81,000 reduction) and “Charges for Services” (\$88,664 reduction). In FY2021 and FY2022, “Charges for Services” has slowly increased and is expected to continue increasing in FY2023. Woodlands will also be asking Cass County to restore the appropriation back to the pre-COVID level for FY2024.

Thank you for your time and consideration.

Sincerely,

John W. Ruddell, CFO & Interim CEO

WOODLANDS BEHAVIORAL HEALTHCARE NETWORK BOARD MEETING

March 28th, 2023

4:00 pm – 5:45 pm

PRESENT: Louis Csokasy, Michael Grice, Jeremiah Jones, Joyce Locke, Richard Palmisano, Nadzieja Pocheki, Ashlee Radzikowski, Clint Roach, Scott Teter

ABSENT: Leslie Baker, Jeanne Jourdan, Robert Overholser

WBHN STAFF: John Ruddell, Interim ED/COO/CFO; Mindi Nahikian, Clinical Director; Robert Weber, SUD Director; Pete Murphy, CIO; Beth Miller, Compliance Officer

CALL TO ORDER: The meeting called to order by Csokasy at 4:00 pm.

INTRODUCTION OF GUESTS & NEW BOARD MEMBERS

Guests – Justin McCammon, Crisis Supervisor, Woodlands BHN

Board Members – None

COMMUNICATIONS:

Written Comment:

- Compliance Letter to the Board from Roslund, Prestage & Company.
- Parent Support (PSP) and Youth Peer Support (YPS) Service Provision and Availability Letter from MDHHS to SWMBH. Position have been posted.

Public Comment: Jones - Concern about the treatment of visitors coming in the front door by the front desk.

Discussion followed on front desk etiquette treating people with respect.

AGENDA APPROVAL

Ruddell – move budget amendment 6.e from Consent agenda to New Business

Csokasy – add 8.b TBD Meeting 12 b. May board retreat consent agenda b Reimbursement of Board attendance to old business.

MOTION to approve March 28th, 2023, agenda as amended by Jones; seconded by Teter. MOTION carried by voice vote.

BOARD ELECTION

Nominations/Appointment of the Board Chair/Vice Chair/Secretary/Treasurer/SWMBH Board Representative/SWMBH Board Representative Alternate

- MOTION to approve the following nominations and appointments:
 - Board Chair – Csokasy
 - Nomination: By: Jones Seconded by: Teter
 - Appointment: By: Grice Seconded by: Palmisano
 - ❖ MOTION carried by voice vote.
 - Vice Chair – Roach
 - Nomination: By: Jones Seconded by: Grice
 - Appointment: By: Csokasy Seconded by: Jones
 - ❖ MOTION carried by voice vote.
 - Secretary – Jourdan
 - Nomination: By: Csokasy Seconded by: Grice
 - Appointment: By: Jones Seconded by: Roach
 - ❖ MOTION carried by voice vote.



- Treasurer – Overholser
 - Nomination: By: Csokasy Seconded by: Teter
 - Appointment: By: Teter Seconded by: Grice
 - ❖ MOTION carried by voice vote.
- SWMBH Board Representative – Csokasy
 - Nomination: By: Grice Seconded by: Pocheki
 - Appointment: By: Teter Seconded by: Jones
 - ❖ MOTION carried by voice vote.
- SWMBH Board Alternate – Jourdan
 - Nomination: By: Csokasy Seconded by: Teter
 - Appointment: By: Jones Seconded by: Roach
 - ❖ MOTION carried by voice vote.

CONSENT AGENDA

Items as follows:

- February 28th, 2023, Board Meeting Minutes
- February 2023 Payments for Approval
- 10-002 Procurement Policy
- ~~10-003 Reimbursement for Board Attendance Policy – REMOVED~~
- Budget Amendment - **REMOVED**

MOTION to approve the consent agenda as amended by Roach; seconded by Grice. MOTION carried by voice vote.

BOARD COMMITTEE REPORTS

Personnel: Jourdan

Personnel Committee held Executive Director interviews with recommendations to the Board. Grice stated the candidate refused offer, so we are back to square one.

Finance: Baker

Committee did not meet last month.

Ruddell presented and reviewed the February financial reports in their new format. There was concern regarding the projected number for year; need to get more detail on how this calculated.

Policy: Roach

Committee did not meet last month.

Executive Committee: Csokasy

Committee did not meet last month.

EXECUTIVE DIRECTOR APPLICANT - CLOSED SESSION (4:23 pm – 5:03 pm)

MOTION to go into Closed Session at the request of Ruddell (applicant) by Teter; seconded by Pocheki. MOTION carried by voice vote.

BOARD CHAIR REPORT: Csokasy

SWMBH Board did not meet in March.

Csokasy and Miller held the second meeting with TBD which went very well. TBD is pushing the new position of the Quality Director.

The board approved Csokasy's request to have a conversation with Rick Shaffer, St. Joseph CMH Board Chair to discuss delegated functions.

INTERIM EXECUTIVE DIRECTOR: Ruddell

CARF audit final report included in the packet. Woodlands received a 3-year accreditation. The Leadership Team are reviewing recommendation.

Woodlands LOCUS Fidelity Report included in the packet reviewed.

DEPARTMENT PRESENTATIONS

Mobile Crisis Unit – McCammon

Fact sheet included in the packet. Unit went live in August 2022. There is one clinician and one paraprofessional on each shift. At the present time the unit is funded by a grant. Jones suggested Woodlands submit numbers to the county to see if they can help with funding once the grant monies expired.

Next month – Clinical - Nahikian

BOARD POLICIES

10-008 – Expenditure Approval/Budget and 07-003 – Budget/Expenditure policies need approval due to adding the fund balance statement and refer to policy.

MOTION to approve the 10-008 – Expenditure Approval/Budget and 07-003 – Budget/Expenditure policies by Teter; seconded by Grice. MOTION carried by voice vote.

NEXT month review – 10-004 Staff Positions & 10-005 Reimbursement for Activities

OLD BUSINESS:

Miller distributed Corporate Compliance Plan. Miller is working with TBD on this plan. Annual Board approval is required. Plan approval will be added to the June meeting agenda.

Board retreat scheduled May 23rd, 9 am – 1 pm, with location to be determined. Agenda items are Recipient Rights training, review mission statement, and set goals for year. If you have an item, you would like to include let Csokasy know.

10-003 Reimbursement for Board Attendance Policy conflicts with our bylaws. Bylaws state reimbursement for one meeting per day and policy is multiple meetings. Csokasy will update and bring to next meeting.

NEW BUSINESS:

Ruddell present Budget Amendment #1; however, requested to wait for approval due to projection numbers. On-hold until finance committee reviews and brings recommendation.

OTHER BUSINESS:

None

ADJOURN: MOTION to adjourn by Teter; seconded by Roach. MOTION carried by voice vote. Meeting adjourned 5:45 p.m.

NEXT BOARD MEETING: April 25th, 2023 @ 4 p.m.

Board Secretary

Date

Woodlands Behavioral Healthcare works in partnership with individuals, families, and the community to inspire hope promote resiliency and achieve recovery by providing effective behavioral health services.

Interpreters for interested persons with deafness/hearing impairments, wishing to attend, will be provided by CMH providing a request made 48 hours prior to the meeting.

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Woodlands Behavioral Healthcare			
VENDOR CHECK REGISTER REPORT			
Check Date 3/1/2023 - 3/31/2023			
Check #	Vendor Check Name	Check Date	Amount
25564	Leslie Baker	3/2/2023	\$ 58.74
25565	SANDY BELL	3/2/2023	\$ 40.00
25566	The Center for Growth and Independence	3/2/2023	\$ 9,992.88
25567	Centria Healthcare	3/2/2023	\$ 3,506.29
25568	Cintas Location 336	3/2/2023	\$ 367.72
25569	Brandi Cole	3/2/2023	\$ 40.00
25570	Csokasy Louis	3/2/2023	\$ 198.87
25571	Genesee Health System	3/2/2023	\$ 583.62
25572	Data Processing Desing Inc.	3/2/2023	\$ 69.92
25573	Mike Grice	3/2/2023	\$ 40.79
25574	Hanson Beverage Service	3/2/2023	\$ 72.29
25575	Hardings Market	3/2/2023	\$ 11.96
25576	Jeremiah Jones	3/2/2023	\$ 49.69
25577	Living Alternatives for the Dev Disabled	3/2/2023	\$ 238,928.13
25578	Lakeland Hospital at Niles and St. Joseph	3/2/2023	\$ 3,438.00
25579	VAV Operations	3/2/2023	\$ 3,312.50
25580	Joyce Locke	3/2/2023	\$ 46.55
25581	LocumTenens.com LLC	3/2/2023	\$ 6,000.00
25582	Logan Community Resources Inc	3/2/2023	\$ 300.00
25583	Macquarie Equipment Capital Inc	3/2/2023	\$ 1,250.00
25584	MUKTIRAJ B MEHTA	3/2/2023	\$ 7,200.00
25585	Michiana Recycling & Disposal	3/2/2023	\$ 199.34
25586	Robert F. Overholser	3/2/2023	\$ 81.31
25587	Richard Palmisano	3/2/2023	\$ 47.86
25588	John Pillow	3/2/2023	\$ 40.00
25589	Pine Rest Christan	3/2/2023	\$ 12,280.00
25590	Nadzieja Pocheki	3/2/2023	\$ 52.45
25591	Berlelsmann Learning LLC	3/2/2023	\$ 22,437.71
25592	Clint Roach	3/2/2023	\$ 42.10
25593	Residential Opportunities, Inc	3/2/2023	\$ 3,357.30
25594	Terminix Processing Center	3/2/2023	\$ 183.00
25595	Scott Teter	3/2/2023	\$ 52.45
25596	Village Of Cassopolis	3/2/2023	\$ 455.21
25597	Joyce Wilson	3/2/2023	\$ 200.00
25598	Zoho Corporation	3/2/2023	\$ 810.00
25599	Amazon Capital Services	3/9/2023	\$ 1,941.81
25600	Aunalytics	3/9/2023	\$ 15,791.05
25601	Beacon Specialized Living Svs	3/9/2023	\$ 23,852.64
25602	The Center for Growth and Independence	3/9/2023	\$ 60,073.47
25603	Centria Healthcare	3/9/2023	\$ 6,171.66
25604	David Eley	3/9/2023	\$ 500.00
25605	FALCO Corporation Thorntons Ad	3/9/2023	\$ 25,194.40

Woodlands Behavioral Healthcare**VENDOR CHECK REGISTER REPORT**

Check Date 3/1/2023 - 3/31/2023

Check #	Vendor Check Name	Check Date	Amount
25606	Flatrock Manor	3/9/2023	\$ 14,703.36
25607	Data Processing Desing Inc.	3/9/2023	\$ 100.64
25608	Roland O. Awolope	3/9/2023	\$ 15,310.00
25609	Hanson Beverage Service	3/9/2023	\$ 138.77
25610	Ideal Treasure Care AFC	3/9/2023	\$ 16,800.00
25611	Carco Group Inc DBA Intellicorp	3/9/2023	\$ 20.00
25612	VAV Operations	3/9/2023	\$ 1,980.00
25613	Michiana Guardianship Svs, Inc	3/9/2023	\$ 744.00
25614	Pine Rest Christan	3/9/2023	\$ 11.13
25615	Rose Ogolla dba Precious Care	3/9/2023	\$ 48,075.00
25616	Residential Opportunities, Inc	3/9/2023	\$ 2,909.66
25617	Staples Business Advantage	3/9/2023	\$ 937.79
25618	The Mentoring Group	3/9/2023	\$ 1,024.00
25619	Beacon Medical Group	3/16/2023	\$ 400.00
25620	Centria Healthcare	3/16/2023	\$ 11,978.03
25621	Cintas Location 336	3/16/2023	\$ 183.86
25622	Electronic Strategies, Inc	3/16/2023	\$ 2,247.75
25623	Gryphon Place	3/16/2023	\$ 724.80
25624	Guardian Trac, LLC	3/16/2023	\$ 26,784.02
25625	Kelly's Hillside Manor Inc	3/16/2023	\$ 1,431.80
25626	Living Alternatives for the Dev Disabled	3/16/2023	\$ 84,316.60
25627	Lakeland Hospital at Niles and St. Joseph	3/16/2023	\$ 19,482.00
25628	Leader Publications LLC	3/16/2023	\$ 140.00
25629	VAV Operations	3/16/2023	\$ 3,050.00
25630	Logan Community Resources Inc	3/16/2023	\$ 2,222.50
25631	Madison National Life	3/16/2023	\$ 4,778.07
25632	State of Michigan	3/16/2023	\$ 3,695.71
25633	MUKTIRAJ B MEHTA	3/16/2023	\$ 7,200.00
25634	Memorial Hospital	3/16/2023	\$ 4,932.00
25635	Michiana Guardianship Svs, Inc	3/16/2023	\$ 250.00
25636	Carla Lowe dba Mighty Warrior	3/16/2023	\$ 700.00
25637	Peter Chang Enterprises, INC	3/16/2023	\$ 8,550.20
25638	Pine Rest Christan	3/16/2023	\$ 20,743.05
25639	Kenneth Dail DBA Rebranded Com	3/16/2023	\$ 3,500.00
25640	Rite Aid Charge Card	3/16/2023	\$ 11.35
25641	TBD Solutions	3/16/2023	\$ 4,860.00
25642	Terminix Processing Center	3/16/2023	\$ 183.00
25643	The Avenue Family Network Inc	3/16/2023	\$ 100.00
25644	Joyce Wilson	3/16/2023	\$ 25.00
25645	Delight's AFC	3/16/2023	\$ 39,780.00
25646	AT&T Mobility	3/30/2023	\$ 95.26
25647	SANDY BELL	3/30/2023	\$ 40.00

Woodlands Behavioral Healthcare**VENDOR CHECK REGISTER REPORT**

Check Date 3/1/2023 - 3/31/2023

Check #	Vendor Check Name	Check Date	Amount
25648	Blue Cross Blue Shield of MI	3/30/2023	\$ 79,287.92
25649	Cass County MH Foundation	3/30/2023	\$ 12,494.00
25650	The Center for Growth and Independence	3/30/2023	\$ 57,149.87
25651	Centria Healthcare	3/30/2023	\$ 8,012.76
25652	Cintas Location 336	3/30/2023	\$ 336.92
25653	DL Gallivan Office Solutions	3/30/2023	\$ 514.44
25654	Forest View Hospital	3/30/2023	\$ 8,216.00
25655	Guardian Trac, LLC	3/30/2023	\$ 48,796.98
25656	Guardianship & Alternatives Inc	3/30/2023	\$ 962.00
25657	Living Alternatives for the Dev Disabled	3/30/2023	\$ 353,822.36
25658	Lakeland Hospital at Niles and St. Joseph	3/30/2023	\$ 17,190.00
25659	VAV Operations	3/30/2023	\$ 4,910.00
25660	Logan Community Resources Inc	3/30/2023	\$ 2,116.25
25661	Macquarie Equipment Capital Inc	3/30/2023	\$ 1,250.00
25662	MUKTIRAJ B MEHTA	3/30/2023	\$ 7,200.00
25663	Memorial Hospital	3/30/2023	\$ 4,110.00
25664	Michiana Recycling & Disposal	3/30/2023	\$ 197.00
25665	Miller Johnson Snell & Cummisky	3/30/2023	\$ 624.00
25666	New Leaf Landscapes	3/30/2023	\$ 3,920.00
25667	Pine Rest Christan	3/30/2023	\$ 19.10
25668	Residential Opportunities, Inc	3/30/2023	\$ 3,357.30
25669	Roslund, Prestage & Company	3/30/2023	\$ 1,000.00
25670	Dilip Samadder	3/30/2023	\$ 762.34
25671	JEFF SINGLETON	3/30/2023	\$ 40.00
25672	Streamline Healthcare Solution	3/30/2023	\$ 1,345.00
25673	UWSM - Cass County	3/30/2023	\$ 193.70
25674	Van Buren CMH	3/30/2023	\$ 25,365.00
25675	Village Of Cassopolis	3/30/2023	\$ 525.21
25676	John Vylonis	3/30/2023	\$ 1,257.00
25677	Joyce Wilson	3/30/2023	\$ 200.00
EFT	STERICYCLE INC	3/6/2023	\$ 984.39
EFT	Fifth Third Bank - Returned deposit	3/6/2023	\$ 5,900.00
EFT	Dex Media / Thryv	3/7/2023	\$ 87.00
EFT	Midwest Energy & Communication	3/7/2023	\$ 210.00
EFT	Wex Bank/Fleet Services	3/8/2023	\$ 452.36
EFT	TelNet Worldwide	3/9/2023	\$ 257.21
EFT	ADP - garnishment	3/9/2023	\$ 712.08
EFT	ADP - payroll taxes	3/9/2023	\$ 27,129.64
EFT	ADP - direct deposit	3/9/2023	\$ 149,550.84
EFT	457 PAYROLL DEDUCTION	3/9/2023	\$ 1,327.39
EFT	401-A PAYROLL DED AND MATCH	3/9/2023	\$ 2,560.77
EFT	401-A PAYROLL DED AND MATCH	3/9/2023	\$ 6,626.30

Woodlands Behavioral Healthcare

VENDOR CHECK REGISTER REPORT

Check Date 3/1/2023 - 3/31/2023

Check #	Vendor Check Name	Check Date	Amount
EFT	401-A PAYROLL DED AND MATCH	3/9/2023	\$ 23,592.16
EFT	INDIANA MICHIGAN POWER	3/10/2023	\$ 63.67
EFT	INDIANA MICHIGAN POWER	3/10/2023	\$ 410.16
EFT	Fifth Third Bank - relationship charge	3/10/2023	\$ 49.75
EFT	Delta Dental	3/13/2023	\$ 4,835.87
EFT	Midwest Energy & Communication	3/14/2023	\$ 150.00
EFT	Midwest Energy & Communication	3/14/2023	\$ 1,150.37
EFT	ADP - processing fee	3/15/2023	\$ 5,154.35
EFT	Semco Energy Gas Company	3/16/2023	\$ 353.38
EFT	Semco Energy Gas Company	3/16/2023	\$ 550.48
EFT	Semco Energy Gas Company	3/16/2023	\$ 2,053.01
EFT	FRONTIER	3/17/2023	\$ 54.33
EFT	FRONTIER	3/17/2023	\$ 60.43
EFT	INDIANA MICHIGAN POWER	3/20/2023	\$ 887.37
EFT	Trizetto Provider Solutions	3/20/2023	\$ 2,856.00
EFT	ADP - garnishment	3/23/2023	\$ 712.08
EFT	ADP - payroll taxes	3/23/2023	\$ 27,625.96
EFT	ADP - direct deposit	3/23/2023	\$ 150,712.34
EFT	457 PAYROLL DEDUCTION	3/23/2023	\$ 1,329.27
EFT	401-A PAYROLL DED AND MATCH	3/23/2023	\$ 6,929.54
EFT	401-A PAYROLL DED AND MATCH	3/23/2023	\$ 26,344.51
EFT	Fifth Third Credit Card	3/28/2023	\$ 4,012.31
TXFR	Health Equity	3/8/2023	\$ 1,763.00
TXFR	Health Equity	3/22/2023	\$ 1,763.00
TXFR	Health Equity	3/28/2023	\$ 707.36
			\$ 1,909,524.89

Consent Agenda – Line 5d

New Vendors/Contracts – no budget impact

- LocumTenes
 - Doctor
- Adapt
 - Community Living Supports
- Delight's AFC
 - Specialized Residential
- HR Alliance
 - Fiscal Intermediary
- Pro Care Unlimited
 - Community Living Supports/Respite
- Safehaus, Inc
 - Crisis Services
- St Joseph Community Cooperative
 - Community Living Supports/Respite/Supported Employment Services



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WOODLANDS BEHAVIORAL HEALTHCARE NETWORK

BOARD POLICY

Title:		Section:	
Staff Positions		Board	
Applies to:		Page:	
All WBHN Staff			
Doc. Number:	Revised & Approved:	Effective Date:	Responsible Staff:
10-004	09/2022		Board

Purpose

To provide an oversight framework for adding staff positions to Woodlands Behavioral Healthcare Network’s organizational chart.

Policy

Establishing Positions:

All new full-time positions in the Agency shall be established by the Agency Board. However, during unusual or peak workload periods, or temporary vacancies in approved positions, the Executive Director may authorize employment of temporary or part-time personnel.

The Executive Director, or persons designated by the Executive Director, shall hire, promote, reclassify, lay-off, or terminate personnel within the policies established by the Board.

All new hires, resignations/discharges and vacant positions shall be reported to the Board on a quarterly basis.



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EMPLOYMENT AGREEMENT

This **EMPLOYMENT AGREEMENT** is entered into this **1st day of May, 2023**, (“Agreement”) by and between **Cass County Community Mental Health Authority d/b/a Woodlands Behavioral Healthcare Network** (“WBHN” or “Employer”) and **John Ruddell** (“Employee”).

WHEREAS, the Employer desires to employ Employee as the Executive Director of WBHN, and

WHEREAS, Employee desires to act as the Executive Director of WBHN.

NOW, THEREFORE in consideration of the mutual covenants and agreements contained herein and other good and valuable consideration, the receipt and sufficiency of which consideration is hereby acknowledged, the Employer and the Employee hereby agree as follows:

1. EMPLOYMENT/DUTIES.

- a) Employment. Upon the terms and subject to the conditions contained herein, the Employer shall employ Employee to serve as the Executive Director of WBHN and Employee hereby accepts such employment.

- b) Duties and Responsibilities. Employee shall be responsible for any and all duties normally performed by a person in Employee’s position (“Duties”), including, but not limited to, any Duties directed by the Employer and any Duties set forth in any written job description that may be maintained by Employer and updated from time-to-time. The Employer retains the right to modify Employee’s Duties in its sole discretion. In connection with his Duties under this Agreement, Employee agrees that Employee shall:
 - i. perform such Duties in an honest, ethical, diligent and conscientious manner to the best of his ability;
 - ii. abide by all federal, state and local laws, rules, and regulations;
 - iii. conduct himself at all times in a manner which reflects positively on the Employer and its business relations;
 - iv. promptly provide the Employer, upon request, with any documents, reports, records or information related to WBHN;
 - v. attend Employer meetings; and
 - vi. have such other reasonable responsibilities as Employer may from time to time request.

Employee agrees to adhere to all of the policies, procedures, rules and regulations set forth by Employer. These policies, procedures, rules and regulations include, but are not limited to, any summary benefit plan descriptions, or any other personnel practices or policies of Employer. To the extent that Employer’s policies, procedures, rules and regulations conflict with the terms of this Agreement, the specific terms of this Agreement will control.



2. **TERM.** The term of this Agreement and Employee's employment with the Employer ("Term") shall commence on the date hereof and shall continue until December 31, 2025, unless terminated earlier by either party in accordance with paragraph 3. This agreement will extend by one (1) additional year if notice is not provided by either party prior to August 31, 2025 in accordance with paragraph 3.

3. **TERMINATION.** Employee is an at-will employee who serves at the pleasure of the Employer. This Agreement and Employee's employment with Employer may be terminated at-will by either party without cause upon providing one-hundred and twenty (120) days written notice. The one-hundred and twenty (120) day notice period may be shortened if mutually agreed upon by both parties.

In addition, until December 31, 2024, either party may choose to revert the Employee back to the Employee's previous position and compensation as CFO upon providing one-hundred and twenty (120) days written notice. The one-hundred and twenty (120) day notice period may be shortened if mutually agreed upon by both parties.

4. **COMPENSATION & BENEFITS.**

a) **Base Salary.** During the Term of this Agreement, the Employer shall pay to Employee an annual base salary as follows:

2023: One Hundred Seventy Five Thousand and 00/100 dollars (\$175,000.00);

2024: A salary increase subject to the WBHN Board discretion and dependent upon mutually agreed goals; however, the base salary cannot decrease.

2025: A salary increase subject to the WBHN Board discretion and dependent upon mutually agreed goals; however, the base salary cannot decrease.

Employee's salary will be paid in accordance with the Employer's policies now or hereafter in effect.

b) **Benefits.** During Employee's employment with the Employer, Employee will be eligible for any fringe benefits that Employer makes available to its other full-time administrative employees, subject to the terms and conditions of the applicable policies and plans, as may be amended by Employer from time to time.

5. **HOLIDAY & PTO.** During Employee's employment with the Employer, Employee will be eligible for any holiday and paid time off (PTO) benefits that Employer makes available to its other full-time administrative employees, subject to the terms and conditions of the applicable policies and plans, as may be amended by Employer from time to time.

Each January 1st, Employee will also receive a lump sum addition of eighty (80) hours paid time off (PTO) to be added to the Employee's paid time off (PTO) balance.

6. **RETURN OF PROPERTY.** Upon termination of Employee's employment, Employee shall immediately return and surrender to the Employer originals and all copies of all

records, notes, memoranda, information and documents and other property created or obtained by the Employee as a result of or in the course of or in connection with Employee's employment with the Employer.

7. **INDEMNIFICATION BY EMPLOYEE.** Employee hereby agrees to indemnify, defend, save, and hold harmless Employer, its members, officers, directors, employees and other agents (other than Employee) from and against all claims, liabilities, causes of action, damages, judgments, attorneys' fees, court costs, and expenses which arise out of or are related to the Employee's breach of this Agreement, failure to perform job functions or duties as required, or result from conduct while engaging in any activity outside the scope of his employment or this Agreement, during or after the term of this Agreement. Employee understands that this obligation of indemnification survives the expiration or termination of this Agreement.
8. **INDEMNIFICATION BY EMPLOYER.** Employer hereby agrees to indemnify, defend, save, and hold harmless Employee from and against all claims, liabilities, causes of action, damages, judgments, attorneys' fees, court costs, and expenses which arise out of or are related to the Employee's performance of this Agreement or his Duties as required during the term of this Agreement. Employer understands that this obligation of indemnification survives the expiration or termination of this Agreement.
9. **EMPLOYEE REPRESENTATIONS.** Employee hereby represents and warrants that he has full power and capacity to execute, deliver and perform this Agreement, this Agreement has been duly executed and delivered by Employee, this Agreement is the valid and binding obligation of Employee, enforceable against his in accordance with its terms, and the execution, delivery and performance of this Agreement by Employee does not and will not violate, conflict with or require the filing with or approval of any other individual or entity under: (a) any contract, instrument, agreement or other document, whether written or oral, to which Employee is a party or by which Employee is bound, including any employment agreement, non-competition agreement or other contract or agreement between Employee and any employer or firm or former employer or firm of Employee other than the Employer; or (b) any law, rule, order or decree which is applicable to Employee or to which he is subject.
10. **APPLICABLE LAW.** The interpretation and enforcement of this Agreement shall be governed by the laws of the State of Michigan, without regard to its conflicts of law principles.
11. **MEDIATION AND BINDING ARBITRATION.** Employer and Employee agree that any controversy or claim arising out of this Agreement or out of Employee's employment with Employer or the termination of that employment relationship (including any claim of discrimination, harassment or retaliation) shall be first submitted to facilitative mediation and, if resolution is not reached at mediation, then submitted to binding arbitration, in accordance with the rules of the American Arbitration Association then pertaining. The decision of the Arbitrator shall be final and binding and neither party shall have any right of appeal therefrom. Judgment upon the award rendered by the Arbitrator may be entered in the Circuit Court for the County of Cass. The demand for arbitration must be submitted,

in writing, to the Board of Commissioners and to the American Arbitration Association at 1101 Laurel Oak Road, Suite 100, Voorhees, NJ 08043 or electronically at www.adr.org. The demand must be received by the American Arbitration Association within the applicable statute of limitations or within six (6) months after the alleged violation, misconduct, or incident which gives rise to the request for arbitration, whichever is shorter. Failure to file the demand with the American Arbitration Association within the applicable limitations period or said six (6) month time period, whichever is shorter, shall constitute a full and complete waiver of the claim, and a complete waiver of any right to compensation, benefits or damages. If the written demand for arbitration is not filed within the applicable limitations period or said six (6) month period, whichever is shorter, it is forever barred. Employee expressly waives any statute of limitations which is longer than six (6) months.

12. **NO WAIVER.** Failure or delay of either party in exercising any right or remedy or in insisting on strict performance of any term, condition or obligation under this Agreement, on one or more occasions, shall not operate as a waiver thereof. No waiver shall be effective unless and until it is in writing and signed by the waiving party. The express waiver by any party of a right or remedy or any defect in performance hereunder shall not operate or be construed as a waiver of that right, remedy or requisite strict performance at any subsequent time or of any other right, remedy or requisite strict performance.
13. **SEVERABILITY.** Each of the terms and provisions of this Agreement is to be deemed severable in whole or in part and, if any term or provision or the application thereof in any circumstances should be held by a court of competent jurisdiction to be invalid, illegal or unenforceable, the remaining terms and provisions or the application thereof to circumstances other than those as to which it is held invalid, illegal or unenforceable, shall not be affected thereby and shall remain in full force and effect.
14. **ENTIRE AGREEMENT.** This Agreement constituted the entire agreement between the parties with respect to the subject matter hereof and supersedes all prior agreements and understandings, whether oral or written, express or implied, between the parties with respect thereto. This Agreement may only be amended or modified by a writing duly executed by both parties.
15. **BINDING EFFECT.** Subject to the express provisions hereof, this Agreement shall inure to the benefit of, and be binding upon, the parties hereto and their respective heirs, personal representatives, successors and assigns.
16. **KNOWING AND VOLUNTARY EXECUTION.** Employee warrants and represents that he has been given an ample period of time to review this Agreement and has been provided with the opportunity to obtain and rely on legal advice from an attorney of Employee's choice, and that Employee has read and fully understands the terms and conditions of this Agreement. Employee has signed this Agreement freely and of Employee's own will in exchange for the right to obtain employment with Employer and receive the payments and benefits associated with that employment.

IN WITNESS WHEREOF, the parties have duly executed this Agreement on the date first above written.

Employer: Woodlands BHN

Employee: John Ruddell

Its Board Chairperson

**CASS COUNTY COMMUNITY MENTAL HEALTH AUTHORITY
d/b/a WOODLANDS BEHAVIORAL HEALTHCARE NETWORK**

Resolution to Hire an Executive Director

WHEREAS, the Woodlands Behavioral Healthcare Network is in need of an Executive Director, and WHEREAS, John Ruddell has applied for said position and appears qualified to perform the duties required of said position, be it:

RESOLVED, that the Woodlands Behavioral Healthcare Network offer John Ruddell a contract of employment to serve in the capacity of Executive Director at a salary agreed to in his contract.

The undersigned hereby certifies that she is the duly elected and qualified Secretary and the custodian of the books and records of Woodlands Behavioral Healthcare Network duly formed pursuant to the laws of the state of Michigan and that the foregoing is a true record of a resolution duly adopted at a meeting of the Woodlands Behavioral Healthcare Network Board of Directors and that said meeting was held in accordance with state law and the Bylaws of the above-named Woodlands Behavioral Healthcare Network on April 25, 2023, and that said resolution passed and is now in full force and effect without modification or rescission.

IN WITNESS WHEREOF, I have executed my name as Secretary of the above-named Woodlands Behavioral Healthcare Network Board of Directors this 25th day of April 2023.

Jeanne Jourdan, Secretary

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WOODLANDS BEHAVIORAL HEALTHCARE NETWORK
BOARD POLICY & PROCEDURE

Title:		Section:	
Reimbursement for Activities		Board	
Applies to:		Page:	
All WBHN Staff			
Doc. Number:	Revised & Approved:	Effective Date:	Responsible Staff:
10-005	12/2009, 1/2010, 2/2012, 2/2013, 2/2014, 3/2015, 1/2016, 1/2017, 1/2018, 06/2022, 09/2022	07/2008	Board

Purpose

To define a standardized rate of reimbursement to Board members for Board activities.

Policy

As per the Michigan Mental Health Code Act 258 of 1974, Section 330.1224 section 224 a County Behavioral Health Board may pay a Per Diem plus appropriate mileage for attendance at appropriate meetings. The rate of reimbursement for attendance at official meetings shall be \$40.00 per meeting per day regardless of the length of the meeting for up to four (4) hours and \$60.00 for over four (4) hours. Mileage will be paid from a person's home address to the address of the meeting. Official meetings shall be defined as all regular and special Board meetings, standing committee meetings, special committee meetings to which Board members are appointed, and special meetings which members are required to attend as a function of their position on the Board.

Indicator 1a: Percentage of Children Receiving a Pre-Admission Screening for Psychiatric Inpatient Care for Whom the Disposition Was Completed Within Three Hours - 95% Standard

	Percentage	Number of Emergency Referrals for Children	Number Completed in Three Hours for Children
Allegan	100.00	29	29
AuSable	100.00	64	64
Barry	96.30	27	26
Bay-Arenac	100.00	61	61
Berrien	100.00	30	30
CEI	97.54	284	277
CMH Central MI	100.00	123	123
Copper	100.00	3	3
Detroit-Wayne	99.13	804	797
Genesee	100.00	125	125
Gogebic	100.00	2	2
Gratiot	100.00	27	27
Hiawatha	100.00	28	28
Huron	100.00	28	28
The Right Door (Ionia)	100.00	29	29
Kalamazoo	90.91	44	40
Lapeer	100.00	32	32
Lenawee	100.00	26	26
LifeWays	100.00	93	93
Livingston	100.00	42	42
Macomb	99.03	308	305
Centra Wellness (Manistee-Benzie)	100.00	8	8
Monroe	100.00	28	28
Montcalm	100.00	35	35
HealthWest (Muskegon)	100.00	90	90
network180	96.12	309	297
Newaygo	100.00	18	18
North Country	98.00	50	49
Northeast	98.68	76	75
Northern Lakes	100.00	62	62
Northpointe	100.00	10	10
Oakland	94.95	317	301
Ottawa	100.00	83	83
Pathways	100.00	32	32
Pines	100.00	14	14
Saginaw	100.00	209	209
Sanilac	100.00	44	44
Shiawassee	100.00	34	34
St. Clair	100.00	97	97
St. Joseph	100.00	18	18
Summit Pointe	96.30	27	26
Tuscola	100.00	35	35
Van Buren	95.00	20	19
Washtenaw	100.00	87	87
West Michigan	96.88	32	31
Woodlands	100.00	15	15
Statewide Total	99.10	3,959	3,904



Indicator 1b: Percentage of Adults Receiving a Pre-Admission Screening for Psychiatric Inpatient Care for Whom the Disposition Was Completed Within Three Hours -- 95% Standard

	Percentage	Number of Emergency Referrals for Adults	Number Completed in Three Hours for Adults
Allegan	100.00	88	88
AuSable	98.61	144	142
Barry	100.00	39	39
Bay-Arenac	100.00	263	263
Berrien	100.00	177	177
CEI	97.95	536	525
CMH Central MI	100.00	390	390
Copper	100.00	30	30
Detroit-Wayne	98.07	2,791	2,737
Genesee	99.60	495	493
Gogebic	100.00	22	22
Gratiot	100.00	119	119
Hiawatha	100.00	66	66
Huron	100.00	78	78
The Right Door (Ionia)	98.73	79	78
Kalamazoo	94.72	246	233
Lapeer	100.00	77	77
Lenawee	100.00	102	102
LifeWays	99.12	226	224
Livingston	100.00	104	104
Macomb	98.97	1,165	1,153
Centra Wellness (Manistee-Benzie)	100.00	21	21
Monroe	100.00	119	119
Montcalm	100.00	76	76
HealthWest (Muskegon)	99.68	317	316
network180	97.59	1,081	1,055
Newaygo	98.08	52	51
North Country	98.34	181	178
Northeast	99.06	106	105
Northern Lakes	98.87	443	438
Northpointe	100.00	39	39
Oakland	91.19	1,272	1,160
Ottawa	97.83	184	180
Pathways	100.00	129	129
Pines	100.00	78	78
Saginaw	100.00	684	684
Sanilac	100.00	66	66
Shiawassee	100.00	85	85
St. Clair	100.00	255	255
St. Joseph	98.08	52	51
Summit Pointe	98.00	150	147
Tuscola	100.00	33	33
Van Buren	100.00	80	80
Washtenaw	99.16	358	355
West Michigan	100.00	61	61
Woodlands	100.00	50	50
Statewide Total	99.17	13,209	12,952

Indicator 2: The Percentage of New Persons During the Quarter Receiving a Completed Biopsychosocial Assessment Within 14 Calendar Days of a Non-Emergency Request for Service

	Percentage	Total Persons Received Assessment Following 1st Request	Total Persons Received Assessment within 14 Calendar Days
Allegan	53.97	126	68
AuSable	53.14	239	127
Barry	61.45	166	102
Bay-Arenac	55.59	376	209
Berrien	61.28	390	239
CEI	75.91	689	523
CMH Central MI	70.98	882	626
Copper	57.69	78	45
Detroit-Wayne	45.26	3,259	1,475
Genesee	44.08	1,148	506
Gogebic	61.76	34	21
Gratiot	80.46	174	140
Hiawatha	40.50	121	49
Huron	76.29	97	74
The Right Door (Ionia)	60.00	315	189
Kalamazoo	48.77	527	257
Lapeer	75.68	259	196
Lenawee	64.03	253	162
LifeWays	28.17	600	169
Livingston	64.63	82	53
Macomb	16.52	1,271	210
Centra Wellness (Manistee-Benzie)	45.70	186	85
Monroe	55.71	140	78
Montcalm	73.61	288	212
HealthWest (Muskegon)	64.19	687	441
network180	44.04	327	144
Newaygo	55.69	255	142
North Country	63.34	311	197
Northeast	54.43	158	86
Northern Lakes	48.13	482	232
Northpointe	64.44	135	87
Oakland	43.99	1,107	487
Ottawa	58.09	241	140
Pathways	56.54	237	134
Pines	92.31	273	252
Saginaw	43.57	420	183
Sanilac	76.26	139	106
Shiawassee	82.35	102	84
St. Clair	59.33	836	496
St. Joseph	54.40	364	198
Summit Pointe	73.24	482	353
Tuscola	54.21	107	58
Van Buren	35.07	134	47
Washtenaw	55.92	667	373
West Michigan	60.67	178	108
Woodlands	47.92	96	46
Statewide Total	57.81	19,438	10,209

Indicator 2a: The Percentage of New Children with Emotional Disturbance During the Quarter Receiving a Completed Biopsychosocial Assessment Within 14 Calendar Days of a Non-Emergency Request for Service

	Percentage	# MI Children Received Assessment Following 1st Request	# MI Children Received Assessment within 14 Calendar Days
Allegan	52.27	44	23
AuSable	57.35	68	39
Barry	55.38	65	36
Bay-Arenac	58.04	112	65
Berrien	69.03	113	78
CEI	81.82	297	243
CMH Central MI	68.40	288	197
Copper	55.00	20	11
Detroit-Wayne	28.65	684	196
Genesee	42.72	323	138
Gogebic	83.33	12	10
Gratiot	80.00	50	40
Hiawatha	48.94	47	23
Huron	76.00	25	19
The Right Door (Ionia)	50.00	112	56
Kalamazoo	7.92	202	16
Lapeer	76.00	75	57
Lenawee	60.98	82	50
LifeWays	19.13	183	35
Livingston	67.39	46	31
Macomb	15.52	335	52
Centra Wellness (Manistee-Benzie)	44.44	63	28
Monroe	56.82	44	25
Montcalm	78.13	96	75
HealthWest (Muskegon)	74.58	236	176
network180	50.00	210	105
Newaygo	52.17	92	48
North Country	64.08	103	66
Northeast	63.38	71	45
Northern Lakes	58.91	129	76
Northpointe	76.92	65	50
Oakland	29.79	339	101
Ottawa	45.37	108	49
Pathways	64.86	74	48
Pines	93.33	60	56
Saginaw	40.25	159	64
Sanilac	83.33	42	35
Shiawassee	82.93	41	34
St. Clair	67.09	234	157
St. Joseph	64.46	121	78
Summit Pointe	74.23	97	72
Tuscola	50.00	38	19
Van Buren	35.90	39	14
Washtenaw	60.00	150	90
West Michigan	64.91	57	37
Woodlands	53.85	39	21
Statewide Total	58.34	5,890	2,984

**Indicator 2b: The Percentage of New Adults with Mental Illness During the Quarter
Receiving a Completed Biopsychosocial Assessment Within 14 Calendar Days of a Non-
Emergency Request for Service**

	Percentage	# MI Adults Received Assessment Following 1st Request	# MI Adults Received Assessment within 14 Calendar Days
Allegan	50.00	42	21
AuSable	51.57	159	82
Barry	63.74	91	58
Bay-Arenac	54.89	235	129
Berrien	54.63	227	124
CEI	83.95	324	272
CMH Central MI	72.22	558	403
Copper	56.00	50	28
Detroit-Wayne	54.15	2,083	1,128
Genesee	43.94	660	290
Gogebic	50.00	18	9
Gratiot	81.51	119	97
Hiawatha	33.33	63	21
Huron	72.88	59	43
The Right Door (Ionia)	65.97	191	126
Kalamazoo	82.73	278	230
Lapeer	74.69	162	121
Lenawee	64.63	147	95
LifeWays	32.98	376	124
Livingston	58.82	17	10
Macomb	16.48	807	133
Centra Wellness (Manistee- Benzie)	46.96	115	54
Monroe	65.71	70	46
Montcalm	71.08	166	118
HealthWest (Muskegon)	56.17	413	232
network180	20.27	74	15
Newaygo	58.49	159	93
North Country	60.99	182	111
Northeast	46.43	84	39
Northern Lakes	42.30	305	129
Northpointe	52.38	63	33
Oakland	52.46	711	373
Ottawa	68.93	103	71
Pathways	53.15	143	76
Pines	91.67	204	187
Saginaw	43.37	196	85
Sanilac	72.73	88	64
Shiawassee	82.61	46	38
St. Clair	57.20	514	294
St. Joseph	49.12	228	112
Summit Pointe	71.97	371	267
Tuscola	51.67	60	31
Van Buren	36.90	84	31
Washtenaw	51.46	445	229
West Michigan	64.36	101	65
Woodlands	39.53	43	17
Statewide Total	57.11	11,634	6,354

Indicator 2c: The Percentage of New Children with Developmental Disabilities During the Quarter Receiving a Completed Biopsychosocial Assessment Within 14 Calendar Days of a Non-Emergency Request for Service

	Percentage	# DD Children Received Assessment Following 1st Request	# DD Children Received Assessment within 14 Calendar Days
Allegan	66.67	33	22
AuSable	37.50	8	3
Barry	71.43	7	5
Bay-Arenac	47.62	21	10
Berrien	79.49	39	31
CEI	8.00	50	4
CMH Central MI	78.26	23	18
Copper	80.00	5	4
Detroit-Wayne	28.67	429	123
Genesee	44.62	130	58
Gogebic	66.67	3	2
Gratiot	50.00	2	1
Hiawatha	42.86	7	3
Huron	85.71	7	6
The Right Door (Ionia)	55.56	9	5
Kalamazoo	13.16	38	5
Lapeer	78.57	14	11
Lenawee	70.00	20	14
LifeWays	29.17	24	7
Livingston	71.43	14	10
Macomb	16.67	84	14
Centra Wellness (Manistee-Benzie)	.00	1	0
Monroe	28.57	21	6
Montcalm	72.22	18	13
HealthWest (Muskegon)	85.71	28	24
network180	30.77	13	4
Newaygo	.00	1	0
North Country	88.24	17	15
Northeast	-	0	0
Northern Lakes	65.63	32	21
Northpointe	66.67	3	2
Oakland	21.74	23	5
Ottawa	45.45	11	5
Pathways	45.45	11	5
Pines	100.00	4	4
Saginaw	46.67	45	21
Sanilac	71.43	7	5
Shiawassee	81.82	11	9
St. Clair	51.79	56	29
St. Joseph	50.00	12	6
Summit Pointe	100.00	10	10
Tuscola	100.00	1	1
Van Buren	20.00	10	2
Washtenaw	76.47	51	39
West Michigan	33.33	15	5
Woodlands	57.14	14	8
Statewide Total	54.69	1,382	595

Indicator 2d: The Percentage of New Adults with Developmental Disabilities During the Quarter Receiving a Completed Biopsychosocial Assessment Within 14 Calendar Days of a Non-Emergency Request for Service

	Percentage	# DD Adults Received Assessment Following 1st Request	# DD Adults Received Assessment within 14 Calendar Days
Allegan	28.57	7	2
AuSable	75.00	4	3
Barry	100.00	3	3
Bay-Arenac	62.50	8	5
Berrien	54.55	11	6
CEI	22.22	18	4
CMH Central MI	61.54	13	8
Copper	66.67	3	2
Detroit-Wayne	44.44	63	28
Genesee	57.14	35	20
Gogebic	.00	1	0
Gratiot	66.67	3	2
Hiawatha	50.00	4	2
Huron	100.00	6	6
The Right Door (Ionia)	66.67	3	2
Kalamazoo	66.67	9	6
Lapeer	87.50	8	7
Lenawee	75.00	4	3
LifeWays	17.65	17	3
Livingston	40.00	5	2
Macomb	24.44	45	11
Centra Wellness (Manistee-Benzie)	42.86	7	3
Monroe	20.00	5	1
Montcalm	75.00	8	6
HealthWest (Muskegon)	90.00	10	9
network180	66.67	30	20
Newaygo	33.33	3	1
North Country	55.56	9	5
Northeast	66.67	3	2
Northern Lakes	37.50	16	6
Northpointe	50.00	4	2
Oakland	23.53	34	8
Ottawa	78.95	19	15
Pathways	55.56	9	5
Pines	100.00	5	5
Saginaw	65.00	20	13
Sanilac	100.00	2	2
Shiawassee	75.00	4	3
St. Clair	50.00	32	16
St. Joseph	66.67	3	2
Summit Pointe	100.00	4	4
Tuscola	87.50	8	7
Van Buren	.00	1	0
Washtenaw	71.43	21	15
West Michigan	20.00	5	1
Woodlands	-	0	0
Statewide Total	57.74	532	276

**Indicator 3: The Percentage of New Persons Starting any Needed
On-going Service Within 14 Days of Completing a Non-emergent Biopsychosocial
Assessment**

	Percentage	Total Starting Ongoing Service	Total Starting Ongoing Service within 14 Calendar Days
Allegan	61.40	114	70
AuSable	61.54	182	112
Barry	68.60	121	83
Bay-Arenac	68.24	296	202
Berrien	44.48	290	129
CEI	52.45	694	364
CMH Central MI	71.24	671	478
Copper	61.67	60	37
Detroit-Wayne	86.84	2,432	2,112
Genesee	98.26	631	620
Gogebic	73.33	30	22
Gratiot	79.11	158	125
Hiawatha	80.51	118	95
Huron	47.89	71	34
The Right Door (Ionia)	62.23	278	173
Kalamazoo	45.45	341	155
Lapeer	69.35	199	138
Lenawee	64.47	152	98
LifeWays	22.54	346	78
Livingston	72.50	80	58
Macomb	71.84	689	495
Centra Wellness (Manistee- Benzie)	61.11	108	66
Monroe	79.84	124	99
Montcalm	61.16	242	148
HealthWest (Muskegon)	59.05	591	349
network180	44.08	338	149
Newaygo	-	-	-
North Country	67.01	197	132
Northeast	69.83	116	81
Northern Lakes	61.64	305	188
Northpointe	75.79	95	72
Oakland	98.77	892	881
Ottawa	54.24	177	96
Pathways	66.27	169	112
Pines	47.97	246	118
Saginaw	50.59	253	128
Sanilac	65.09	106	69
Shiawassee	80.46	87	70
St. Clair	65.09	676	440
St. Joseph	93.57	280	262
Summit Pointe	43.09	304	131
Tuscola	93.51	77	72
Van Buren	67.57	111	75
Washtenaw	76.36	461	352
West Michigan	68.52	162	111
Woodlands	60.00	55	33
Statewide Total	66.10	14,125	9,912

Indicator 3a: The Percentage of New Children with Emotional Disturbance Starting any On-going Service Within 14 Days of Completing a Non-emergent Biopsychosocial Assessment

	Percentage	Total MI Children Starting Ongoing Service	# MI Children Started Ongoing Service within 14 Calendar Days
Allegan	66.67	36	24
AuSable	60.34	58	35
Barry	74.00	50	37
Bay-Arenac	65.26	95	62
Berrien	47.13	87	41
CEI	48.73	314	153
CMH Central MI	67.09	237	159
Copper	68.75	16	11
Detroit-Wayne	85.36	485	414
Genesee	98.42	190	187
Gogebic	66.67	12	8
Gratiot	77.50	40	31
Hiawatha	79.59	49	39
Huron	38.89	18	7
The Right Door (Ionia)	54.26	94	51
Kalamazoo	30.23	86	26
Lapeer	56.90	58	33
Lenawee	74.55	55	41
LifeWays	17.02	94	16
Livingston	70.45	44	31
Macomb	66.67	150	100
Centra Wellness (Manistee-Benzie)	62.86	35	22
Monroe	80.00	40	32
Montcalm	58.82	85	50
HealthWest (Muskegon)	58.26	230	134
network180	45.30	234	106
Newaygo	56.52	69	39
North Country	73.68	57	42
Northeast	69.49	59	41
Northern Lakes	53.68	95	51
Northpointe	68.75	48	33
Oakland	99.62	266	265
Ottawa	46.59	88	41
Pathways	75.00	56	42
Pines	44.64	56	25
Saginaw	61.70	94	58
Sanilac	72.50	40	29
Shiawassee	71.43	35	25
St. Clair	65.53	206	135
St. Joseph	95.87	121	116
Summit Pointe	24.64	69	17
Tuscola	86.96	23	20
Van Buren	57.89	38	22
Washtenaw	67.59	108	73
West Michigan	60.00	55	33
Woodlands	65.22	23	15
Statewide Total	63.85	4,498	2,972

Indicator 3b: The Percentage of New Adults with Mental Illness Starting any Needed On-going Service Within 14 Days of Completing a Non-emergent Biopsychosocial Assessment

	Percentage	Total MI Adults Starting Ongoing Service	# MI Adults Started Ongoing Service within 14 Calendar Days
Allegan	47.50	40	19
AuSable	60.36	111	67
Barry	63.49	63	40
Bay-Arenac	67.23	177	119
Berrien	41.45	152	63
CEI	52.83	318	168
CMH Central MI	73.20	403	295
Copper	56.76	37	21
Detroit-Wayne	88.25	1,557	1,374
Genesee	99.09	331	328
Gogebic	80.00	15	12
Gratiot	78.76	113	89
Hiawatha	83.64	55	46
Huron	54.76	42	23
The Right Door (Ionia)	65.70	172	113
Kalamazoo	50.43	232	117
Lapeer	75.41	122	92
Lenawee	51.25	80	41
LifeWays	23.81	231	55
Livingston	66.67	15	10
Macomb	72.68	421	306
Centra Wellness (Manistee-Benzie)	59.70	67	40
Monroe	77.78	63	49
Montcalm	60.29	136	82
HealthWest (Muskegon)	59.01	322	190
network180	25.00	52	13
Newaygo	67.29	107	72
North Country	63.96	111	71
Northeast	70.91	55	39
Northern Lakes	66.07	168	111
Northpointe	80.95	42	34
Oakland	98.40	564	555
Ottawa	55.56	72	40
Pathways	60.61	99	60
Pines	46.41	181	84
Saginaw	34.82	112	39
Sanilac	57.63	59	34
Shiawassee	84.62	39	33
St. Clair	63.82	398	254
St. Joseph	92.62	149	138
Summit Pointe	47.95	219	105
Tuscola	95.65	46	44
Van Buren	71.21	66	47
Washtenaw	77.85	289	225
West Michigan	75.82	91	69
Woodlands	66.67	21	14
Statewide Total	65.52	8,215	5,840

Indicator 3c: The Percentage of New Children with Developmental Disabilities Starting Ongoing Service Within 14 Days of Completing a Non-emergent Biopsychosocial Assessment

	Percentage	Total DD Children Starting Ongoing Service	# DD Children Started Ongoing Service within 14 Calendar Days
Allegan	75.00	32	24
AuSable	88.89	9	8
Barry	60.00	5	3
Bay-Arenac	81.25	16	13
Berrien	39.02	41	16
CEI	79.17	48	38
CMH Central MI	80.95	21	17
Copper	60.00	5	3
Detroit-Wayne	84.40	327	276
Genesee	93.98	83	78
Gogebic	66.67	3	2
Gratiot	100.00	2	2
Hiawatha	71.43	7	5
Huron	40.00	5	2
The Right Door (Ionia)	66.67	9	6
Kalamazoo	62.50	16	10
Lapeer	63.64	11	7
Lenawee	92.86	14	13
LifeWays	50.00	8	4
Livingston	75.00	16	12
Macomb	81.11	90	73
Centra Wellness (Manistee-Benzie)	.00	1	0
Monroe	84.21	19	16
Montcalm	73.33	15	11
HealthWest (Muskegon)	64.29	28	18
network180	50.00	24	12
Newaygo	-	-	-
North Country	68.42	19	13
Northeast	-	0	0
Northern Lakes	68.75	32	22
Northpointe	-	0	0
Oakland	100.00	26	26
Ottawa	50.00	2	1
Pathways	75.00	8	6
Pines	100.00	5	5
Saginaw	75.00	32	24
Sanilac	100.00	4	4
Shiawassee	90.00	10	9
St. Clair	72.92	48	35
St. Joseph	71.43	7	5
Summit Pointe	58.33	12	7
Tuscola	100.00	1	1
Van Buren	83.33	6	5
Washtenaw	84.78	46	39
West Michigan	58.33	12	7
Woodlands	36.36	11	4
Statewide Total	71.56	1,136	882

Indicator 3d: The Percentage of New Adults with Developmental Disabilities On-going Service Within 14 Days of Completing a Non-emergent Biopsychosocial Assessment

	Percentage	Total DD Adults Starting Ongoing Service	# DD Adults Started Ongoing Service within 14 Calendar Days
Allegan	50.00	6	3
AuSable	50.00	4	2
Barry	100.00	3	3
Bay-Arenac	100.00	8	8
Berrien	90.00	10	9
CEI	35.71	14	5
CMH Central MI	70.00	10	7
Copper	100.00	2	2
Detroit-Wayne	76.19	63	48
Genesee	100.00	27	27
Gogebic	-	0	0
Gratiot	100.00	3	3
Hiawatha	71.43	7	5
Huron	33.33	6	2
The Right Door (Ionia)	100.00	3	3
Kalamazoo	28.57	7	2
Lapeer	75.00	8	6
Lenawee	100.00	3	3
LifeWays	23.08	13	3
Livingston	100.00	5	5
Macomb	57.14	28	16
Centra Wellness (Manistee-Benzie)	80.00	5	4
Monroe	100.00	2	2
Montcalm	83.33	6	5
HealthWest (Muskegon)	63.64	11	7
network180	64.29	28	18
Newaygo	50.00	2	1
North Country	60.00	10	6
Northeast	50.00	2	1
Northern Lakes	40.00	10	4
Northpointe	100.00	5	5
Oakland	97.22	36	35
Ottawa	93.33	15	14
Pathways	66.67	6	4
Pines	100.00	4	4
Saginaw	46.67	15	7
Sanilac	66.67	3	2
Shiawassee	100.00	3	3
St. Clair	66.67	24	16
St. Joseph	100.00	3	3
Summit Pointe	50.00	4	2
Tuscola	100.00	7	7
Van Buren	100.00	1	1
Washtenaw	83.33	18	15
West Michigan	50.00	4	2
Woodlands	-	0	0
Statewide Total	74.37	454	330

**Indicator 4a(1): The Percentage of Children Discharged from a Psychiatric Inpatient Unit
Who are Seen for Follow-up Care Within
7 Days -- 95% Standard**

	Percentage	# Children Discharged from Psychiatric Inpatient Unit	# Children Seen for Follow-up Care within 7 Days
Allegan	87.50	8	7
AuSable	100.00	5	5
Barry	100.00	3	3
Bay-Arenac	100.00	18	18
Berrien	100.00	6	6
CEI	100.00	28	28
CMH Central MI	100.00	11	11
Copper	100.00	2	2
Detroit-Wayne	100.00	50	50
Genesee	100.00	41	41
Gogebic		0	0
Gratiot	100.00	3	3
Hiawatha	100.00	9	9
Huron	100.00	5	5
The Right Door (Ionia)	100.00	2	2
Kalamazoo	90.91	11	10
Lapeer	88.89	9	8
Lenawee	100.00	12	12
LifeWays	95.65	23	22
Livingston	100.00	7	7
Macomb	51.43	70	36
Centra Wellness (Manistee-Benzie)	100.00	2	2
Monroe	83.33	12	10
Montcalm	100.00	4	4
HealthWest (Muskegon)	94.44	18	17
network180	94.44	54	51
Newaygo	100.00	5	5
North Country	100.00	10	10
Northeast	100.00	3	3
Northern Lakes	100.00	12	12
Northpointe	100.00	8	8
Oakland	96.30	27	26
Ottawa	100.00	6	6
Pathways	100.00	10	10
Pines	100.00	1	1
Saginaw	87.50	16	14
Sanilac	100.00	9	9
Shiawassee	100.00	1	1
St. Clair	93.33	15	14
St. Joseph	100.00	2	2
Summit Pointe	80.00	5	4
Tuscola	100.00	2	2
Van Buren	100.00	6	6
Washtenaw	95.65	23	22
West Michigan	85.71	7	6
Woodlands	100.00	1	1
Statewide Total	96.11	582	531

**Indicator 4a(2): The Percentage of Adults Discharged from a Psychiatric Inpatient Unit
Who are Seen for Follow-up Care Within
7 Days -- 95% Standard**

	Percentage	# Adults Discharged from Psychiatric Inpatient Unit	# Adults Seen for Follow- up Care within 7 Days
Allegan	100.00	12	12
AuSable	94.12	17	16
Barry	100.00	15	15
Bay-Arenac	98.78	82	81
Berrien	94.74	57	54
CEI	96.97	165	160
CMH Central MI	100.00	68	68
Copper	71.43	14	10
Detroit-Wayne	98.21	503	494
Genesee	91.57	166	152
Gogebic	100.00	7	7
Gratiot	100.00	25	25
Hiawatha	92.59	27	25
Huron	100.00	10	10
The Right Door (Ionia)	100.00	21	21
Kalamazoo	88.89	90	80
Lapeer	95.83	24	23
Lenawee	92.68	41	38
LifeWays	80.65	93	75
Livingston	92.86	14	13
Macomb	38.61	505	195
Centra Wellness (Manistee- Benzie)	90.91	11	10
Monroe	88.64	44	39
Montcalm	100.00	26	26
HealthWest (Muskegon)	94.81	77	73
network180	95.65	115	110
Newaygo	94.12	17	16
North Country	100.00	28	28
Northeast	85.71	21	18
Northern Lakes	96.34	82	79
Northpointe	92.86	14	13
Oakland	95.06	243	231
Ottawa	100.00	42	42
Pathways	100.00	32	32
Pines	100.00	20	20
Saginaw	97.30	74	72
Sanilac	100.00	22	22
Shiawassee	100.00	18	18
St. Clair	98.59	71	70
St. Joseph	95.83	24	23
Summit Pointe	89.80	49	44
Tuscola	100.00	12	12
Van Buren	100.00	24	24
Washtenaw	100.00	78	78
West Michigan	96.30	27	26
Woodlands	100.00	5	5
Statewide Total	94.34	3,132	2,705

Indicator 5 (old #6): Percentage of Face-to-Face Assessments with Professional that Result in Decisions to Deny CMHSP Services

	Percentage	# of Persons Receiving Initial Non-Emergent Assessment	# of Persons Assessed but Denied CMHSP Service
Allegan	3.97	126	5
AuSable	6.25	224	14
Barry	.00	58	0
Bay-Arenac	.67	299	2
Berrien	.	.	.
CEI	7.63	800	61
CMH Central MI	8.70	759	66
Copper	2.94	68	2
Detroit-Wayne	.86	467	4
Genesee	.00	659	0
Gogebic	3.23	31	1
Gratiot	.00	48	0
Hiawatha	1.75	57	1
Huron	14.44	90	13
The Right Door (Ionia)	.00	270	0
Kalamazoo	2.37	548	13
Lapeer	10.91	220	24
Lenawee	16.11	180	29
LifeWays	.00	133	0
Livingston	.00	80	0
Macomb	.70	285	2
Centra Wellness (Manistee-Benzie)	17.07	164	28
Monroe	.00	123	0
Montcalm	3.82	262	10
HealthWest (Muskegon)	.00	591	0
network180	5.42	424	23
Newaygo	.	.	.
North Country	23.66	317	75
Northeast	10.00	150	15
Northern Lakes	19.53	379	74
Northpointe	3.77	106	4
Oakland	4.53	1,832	83
Ottawa	6.22	241	15
Pathways	9.05	199	18
Pines	4.09	269	11
Saginaw	1.57	255	4
Sanilac	100.00	109	109
Shiawassee	.00	90	0
St. Clair	3.83	705	27
St. Joseph	.	.	.
Summit Pointe	13.39	971	130
Tuscola	11.25	80	9
Van Buren	4.27	211	9
Washtenaw	4.57	416	19
West Michigan	4.35	138	6
Woodlands	.	0	0
Statewide Total	7.88	13,434	906

**Indicator 6 (old #7): Percentage of Section 705 Second Opinions Requested
Resulting in the Delivery of Service**

	Percentage	# of Persons Requesting Second Opinion	# of Persons Receiving Mental Health Service Following 2nd Opinion
Allegan	.	0	0
AuSable	.00	1	0
Barry	6.67	105	7
Bay-Arenac	.	.	.
Berrien	.	.	.
CEI	50.00	2	1
CMH Central MI	.	0	0
Copper	.	0	0
Detroit-Wayne	.	0	0
Genesee	.	0	0
Gogebic	.	0	0
Gratiot	.00	117	0
Hiawatha	.00	1	0
Huron	.	0	0
The Right Door (Ionia)	.	0	0
Kalamazoo	.	0	0
Lapeer	.	0	0
Lenawee	.	0	0
LifeWays	.00	321	0
Livingston	.	0	0
Macomb	1.56	577	9
Centra Wellness (Manistee-Benzie)	.	0	0
Monroe	.	0	0
Montcalm	.	0	0
HealthWest (Muskegon)	.	0	0
network180	.	0	0
Newaygo	.	.	.
North Country	50.00	2	1
Northeast	.	0	0
Northern Lakes	100.00	2	2
Northpointe	.	0	0
Oakland	.	0	0
Ottawa	.	0	0
Pathways	.	.	.
Pines	.	0	0
Saginaw	.	0	0
Sanilac	.	0	0
Shiawassee	.	0	0
St. Clair	.	0	0
St. Joseph	.	.	.
Summit Pointe	.	0	0
Tuscola	.	0	0
Van Buren	.	0	0
Washtenaw	.	0	0
West Michigan	.	0	0
Woodlands	.	0	0
Statewide Total	23.14	1,128	20

**Indicator 10a (old #12a): The Percentage of Children Readmitted
to Inpatient Psychiatric Units Within 30 Calendar Days of Discharge From a
Psychiatric Inpatient Unit -- 15% or Less Standard**

	Percentage	Number of Children Discharged from Inpatient Care	# Children Discharged that were Readmitted Within 30 Days
Allegan	.00	9	0
AuSable	14.29	7	1
Barry	.00	8	0
Bay-Arenac	4.00	25	1
Berrien	.00	10	0
CEI	11.11	45	5
CMH Central MI	.00	15	0
Copper	16.67	6	1
Detroit-Wayne	7.39	176	13
Genesee	6.25	64	4
Gogebic	.	0	0
Gratiot	25.00	4	1
Hiawatha	10.00	10	1
Huron	.00	9	0
The Right Door (Ionia)	.00	2	0
Kalamazoo	7.69	13	1
Lapeer	15.38	13	2
Lenawee	5.88	17	1
LifeWays	16.00	25	4
Livingston	.00	7	0
Macomb	5.48	73	4
Centra Wellness (Manistee- Benzie)	.00	2	0
Monroe	25.00	12	3
Montcalm	.00	5	0
HealthWest (Muskegon)	.00	25	0
network180	11.43	70	8
Newaygo	.00	7	0
North Country	.00	10	0
Northeast	.00	6	0
Northern Lakes	23.53	17	4
Northpointe	.00	8	0
Oakland	.00	46	0
Ottawa	33.33	9	3
Pathways	.00	11	0
Pines	.00	2	0
Saginaw	11.54	26	3
Sanilac	9.09	11	1
Shiawassee	50.00	2	1
St. Clair	11.11	18	2
St. Joseph	10.00	10	1
Summit Pointe	100.00	8	8
Tuscola	.00	2	0
Van Buren	.00	10	0
Washtenaw	.00	27	0
West Michigan	11.11	9	1
Woodlands	.00	2	0
Statewide Total	9.81	893	74

**Indicator 10b (old #12b): The Percentage of Adults Readmitted
to Inpatient Psychiatric Units Within 30 Calendar Days of Discharge From a
Psychiatric Inpatient Unit -- 15% or Less Standard**

	Percentage	Number of Adults Discharged from Inpatient Care	# Adults Discharged that were Readmitted Within 30 Days
Allegan	8.33	24	2
AuSable	.00	24	0
Barry	9.52	21	2
Bay-Arenac	16.30	135	22
Berrien	9.43	106	10
CEI	14.00	200	28
CMH Central MI	5.15	97	5
Copper	.00	19	0
Detroit-Wayne	14.33	1,766	253
Genesee	7.74	297	23
Gogebic	.00	7	0
Gratiot	10.34	29	3
Hiawatha	12.90	31	4
Huron	5.26	19	1
The Right Door (Ionia)	19.23	26	5
Kalamazoo	10.69	131	14
Lapeer	2.56	39	1
Lenawee	18.97	58	11
LifeWays	13.82	152	21
Livingston	15.00	20	3
Macomb	14.81	594	88
Centra Wellness (Manistee-Benzie)	.00	20	0
Monroe	20.29	69	14
Montcalm	8.57	35	3
HealthWest (Muskegon)	5.08	118	6
network180	12.87	171	22
Newaygo	.00	23	0
North Country	15.79	38	6
Northeast	11.54	26	3
Northern Lakes	11.64	146	17
Northpointe	16.67	24	4
Oakland	9.72	432	42
Ottawa	7.14	56	4
Pathways	7.69	39	3
Pines	9.38	32	3
Saginaw	10.85	129	14
Sanilac	17.39	23	4
Shiawassee	25.00	28	7
St. Clair	17.32	127	22
St. Joseph	2.33	43	1
Summit Pointe	14.89	94	14
Tuscola	13.33	15	2
Van Buren	4.55	44	2
Washtenaw	8.06	124	10
West Michigan	6.06	33	2
Woodlands	11.11	9	1
Statewide Total	10.34	5,693	702

Southwest Michigan Wage and Benefits Survey

Van Buren, Kalamazoo, Calhoun,
Berrien, Cass, St. Joseph,
and Branch Counties

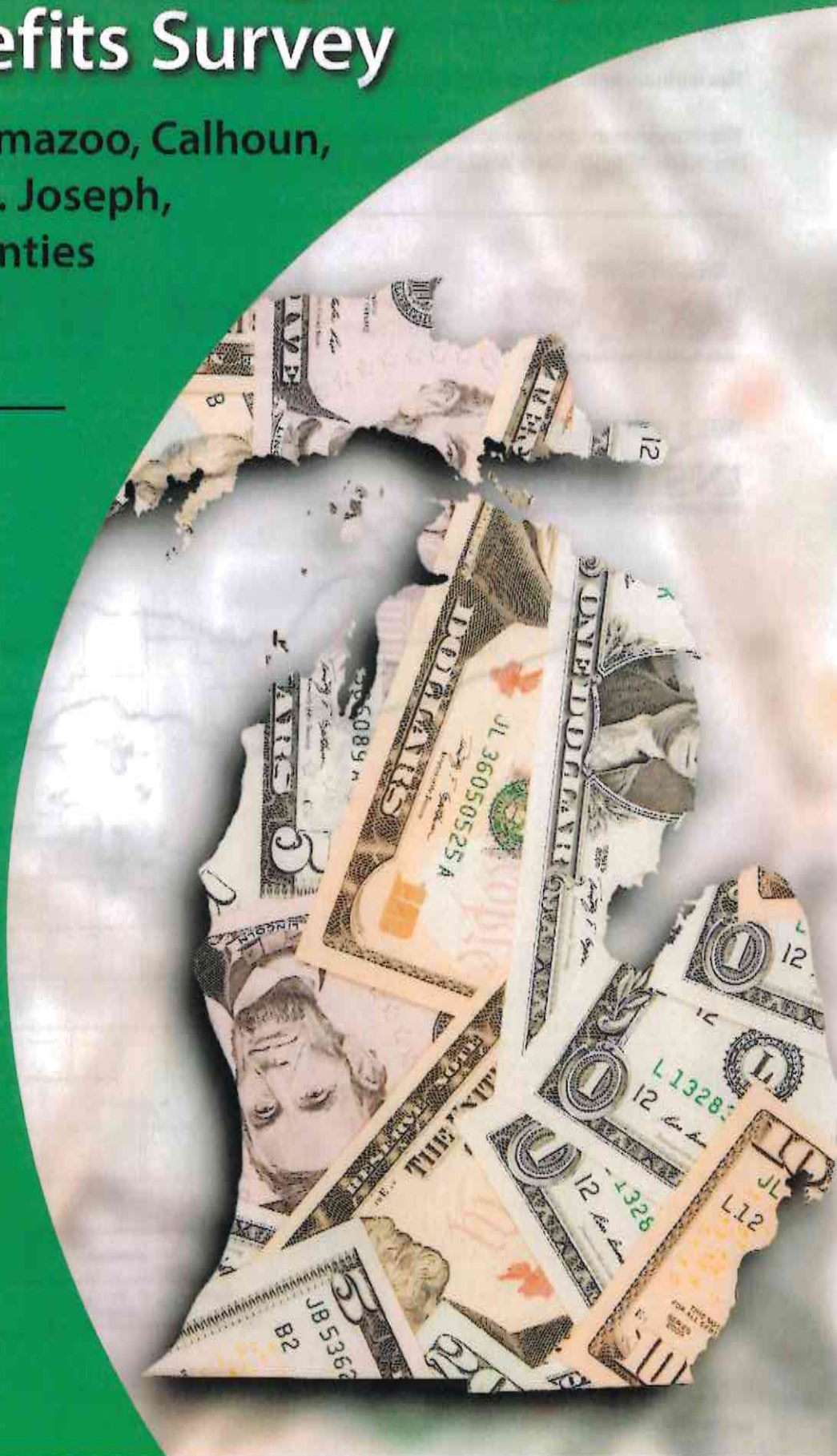
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300 South Westnedge Avenue
Kalamazoo, MI 49007

www.upjohn.org



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The authors of the report are: Dakota McCracken, Val Gipper, and Michael Horrigan.

The survey team consists of: Michael Horrigan, Ashley Iovieno, Jared Lutz, Jill Bland, Gerrit Anderson, Devon Ivy, Mark O'Reilly, Barb Wise, Val Gipper, Katie Bolter, and Dakota McCracken.



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OVERVIEW

Our motivation for conducting this survey came from reports of significant labor shortages by southwest Michigan businesses. In the aftermath of the Covid-19 pandemic, employers described difficulties in finding and retaining workers. We wanted to learn more about the challenges companies face and how they are responding to those challenges. This survey examines issues related to employee attraction and retention such as wages, benefits, recruitment incentives like hiring bonuses, the changing structure of work, and workplace practices. It also examines alternative ways companies are trying to meet labor demand, such as through the use of outsourcing and automation. This survey focuses on manufacturing and health-care establishments in Michigan's Prosperity Region 8: Van Buren, Kalamazoo, Calhoun, Berrien, Cass, St. Joseph, and Branch Counties.

SUMMARY OF SURVEY RESULTS

Introduction

The first section of this report examines the difficulties firms are experiencing in finding workers and some of the incentives they have implemented to attract workers, including those implemented specifically in response to the Covid-19 pandemic. It assesses retention and turnover and explores whether employers are turning to automation or outsourcing to meet their labor needs.

The report then discusses benefits and workplace practices, both those that cost money and those that may be cheaper to implement but are known to affect employee satisfaction. These include the following: insurance and retirement benefits, paid time off and holidays, scheduling, child-care benefits, career development, employee perks, transportation benefits, and work environment.

Finally, the report details starting and average wages by occupation within the two industries, categorized by company size. Information on the aggregate characteristics of the companies participating in this survey is provided in the appendix.

Difficulties in Finding Workers

More than 90 percent of employers say it is “difficult” or “very difficult” to find qualified candidates. The top barrier, cited by 73 percent of respondents, is a “low number of applicants.” Candidates lacking either technical/professional skills or relevant work experience are the next most common reason for hiring difficulties. Among health-care respondents, “applicants unwilling to accept offered wages” also is high on the list.

Attraction Methods and Covid-19 Response

Ninety-five (95) percent of employers surveyed named “increased starting pay” as a method of attracting workers. Responses that employers “increased starting pay” to attract workers are more than 50 percentage points higher than the next most common responses, “hiring bonuses” and “flexible work arrangements.”

Overall, the most common incentive adopted directly as a result of the Covid-19 pandemic is “extra or increased PPE or safety measures,” with 71 percent of employers reporting this. Within the health-care sector, this is tied to “hazard pay bonus or any type of wage increase.” In general, employers intend to retain these incentives for at least the next year.

Retention and Turnover

Two-thirds of employers (67 percent) report that it has been “difficult” or “very difficult” to retain qualified employees. On average, respondents report that only 46 percent of the employees they have hired within the past six months are still with the company. In both industries, “poor employee attendance” and “general lack of effort or poor quality of employee work” are cited as the top reasons employees are no longer with the company.

Sixty-five (65) percent of companies report that the level of quits is about the same as it was six months ago. Layoffs and retirements are also at similar levels from six months ago. The majority (64 percent) of employers conduct exit interviews.

The average company in this sample has approximately one current job opening for every 10 employees. Most respondents (61 percent) anticipate that their workforce will “increase” or “significantly increase” over the next

SUMMARY OF SURVEY RESULTS

12 months. No respondents expect the size of their workforce to decrease over the next year; the remaining respondents believe the size of their workforce will “remain about unchanged.”

Automation

Half of the organizations surveyed report having automated a task or process in the past year. The most common motivation for automation is to improve some aspect of the business, as 93 percent of employers who automated in the past year did so to improve productivity.

Outsourcing and Contract Labor

About half of the respondents have engaged workers from a staffing firm within the past month. Of those that have, the majority report using “1–10” staffing-agency workers. Fifty-five (55) percent of establishments that use staffing-agency workers have more than 50 full-time employees. Forty-six (46) percent of employers report utilizing the services of independent contractors in the past month, nearly two-thirds (64 percent) of which are companies with more than 50 full-time employees.

Insurance Benefits

More than 96 percent of companies surveyed offer health insurance to at least some of their employees. Slightly more than 10 percent offer health insurance to both their full-time and part-time employees, with more health-care companies than manufacturing companies doing so. In about 75 percent of the health insurance plans, the employer pays more than 50 percent of the health insurance premium. The most common health-insurance packages include options for dental and vision coverage. Eighty-six (86) percent of the employers offer life insurance.

Retirement Benefits

The majority of respondents (84 percent) offer some form of retirement plan. In 70 percent of the retirement plans, employees are eligible to receive retirement contributions within the first six months of employment. Forty-one (41) percent of companies contribute to the employee’s account regardless of whether the employee contributes. The most common initial retirement match offered is “3–4 percent.”

Paid Time Off

This survey asks employers whether they differentiate between sick/personal time and vacation time offered. Of those that do not, 29 percent offer two weeks or more to full-time employees, 53 percent offer one week or less, and 18 percent do not offer any.

Among organizations that differentiate between vacation and sick time, 21 percent offer two weeks or more of sick/personal time to full-time employees in their first year of employment. Sixty-seven (67) percent offer one week or less, and 13 percent do not offer any. For vacation time, 29 percent offer two weeks or more, 50 percent offer one week or less, and 21 percent offer none.

Among establishments with part-time employees, the most commonly reported amount of paid vacation time for these employees was one week or less. About one-third offer sick time to part-time employees.

SUMMARY OF SURVEY RESULTS

Paid Holidays

Over 95 percent of manufacturing companies and over 77 percent of health-care respondents offer the following paid holidays: Christmas Day, Thanksgiving Day, Labor Day, the Fourth of July, Memorial Day, and New Year's Day. Examples of paid holidays reported in the "Other" category include Good Friday, the Friday after Thanksgiving, New Year's Eve, Christmas Eve, Easter Monday, and floating holidays.

Workplace Practices and Other Benefits

Scheduling practices are known to affect employee satisfaction. The vast majority (97 percent) of respondents who organize work into shifts report that they schedule their employees' hours so that they are consistent from week to week. Sixteen (16) percent of respondents offer their employees "telework" options, and 38 percent offer "flex time."

The survey asks several questions related to child care and transportation, two commonly cited barriers for employees. Sixty-nine (69) percent of respondents offer either paid or unpaid maternity leave, and 44 percent offer either paid or unpaid paternity leave. Less than 2 percent offer child-care assistance. Nine (9) percent of employers provide "car leasing or ownership," and 2 percent reimburse employees for public transportation.

The survey asks several questions that relate to career development, a factor in turnover rates. More than two-thirds (69 percent) of employers conduct regular performance reviews, and 27 percent have formal internal promotion training.

Workplace perks commonly cited by respondents include "health and wellness programs" and "employee discounts." More than half (53 percent) of the employers report "regular employer engagement activities," and nearly one in five (18 percent) offer "free food at the worksite."

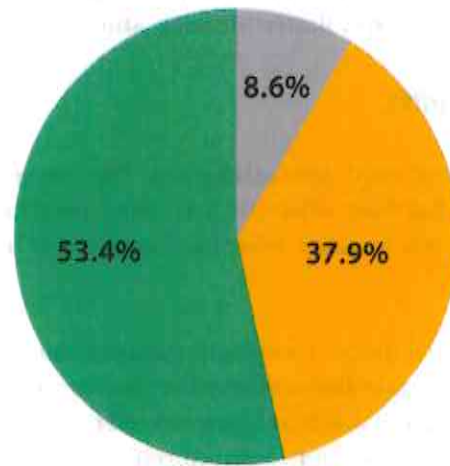
Wages

The survey reports starting and average wages by occupation, organized by Standard Occupational Classification system (SOC) codes.

DIFFICULTIES IN FINDING WORKERS

Question: “Over the past year, how easy or difficult has it been to find qualified applicants when you have job openings?”

Hiring Difficulty: Total Employers



- Very easy
- Easy
- Neither easy nor difficult
- Difficult
- Very difficult

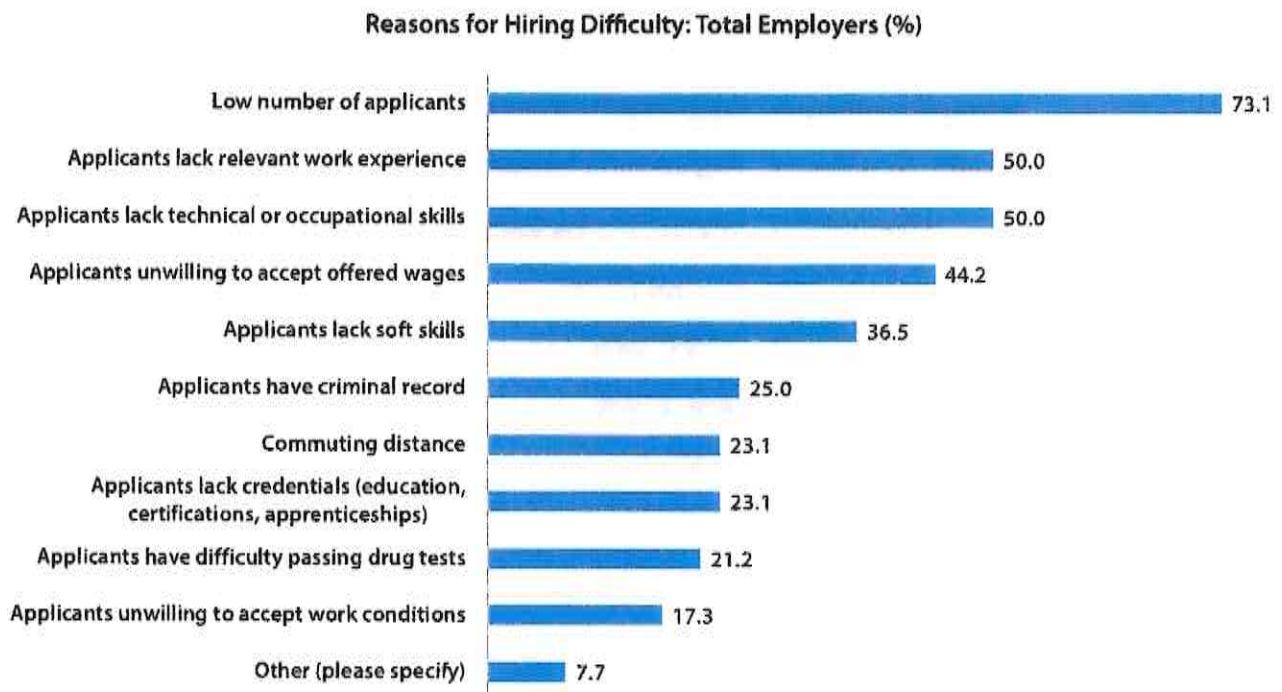
None of the respondents indicate that it has been “easy” or “very easy” to find qualified applicants for their job openings. Over half of the respondents, and a full 70 percent of health-care respondents, indicate that it has been “very difficult” to find qualified applicants.

Table 1. Hiring Difficulty

Difficulty	Total %	Manufacturing %	Health care %
Very easy	0.0	0.0	0.0
Easy	0.0	0.0	0.0
Neither easy nor difficult	8.6	10.4	0.0
Difficult	37.9	39.6	30.0
Very difficult	53.4	50.0	70.0

DIFFICULTIES IN FINDING WORKERS

Question: “Which of the following are reasons why you have had hiring difficulties? Please check all that apply.”



The most commonly cited reason for hiring difficulties in both manufacturing and health care is “low number of applicants,” with the second-most-common reason in health care being “applicants unwilling to accept offered wages.” Within manufacturing, the second-most-selected option is “applicants lack technical or occupational skills,” with nearly 56 percent of manufacturing respondents indicating this as a problem.

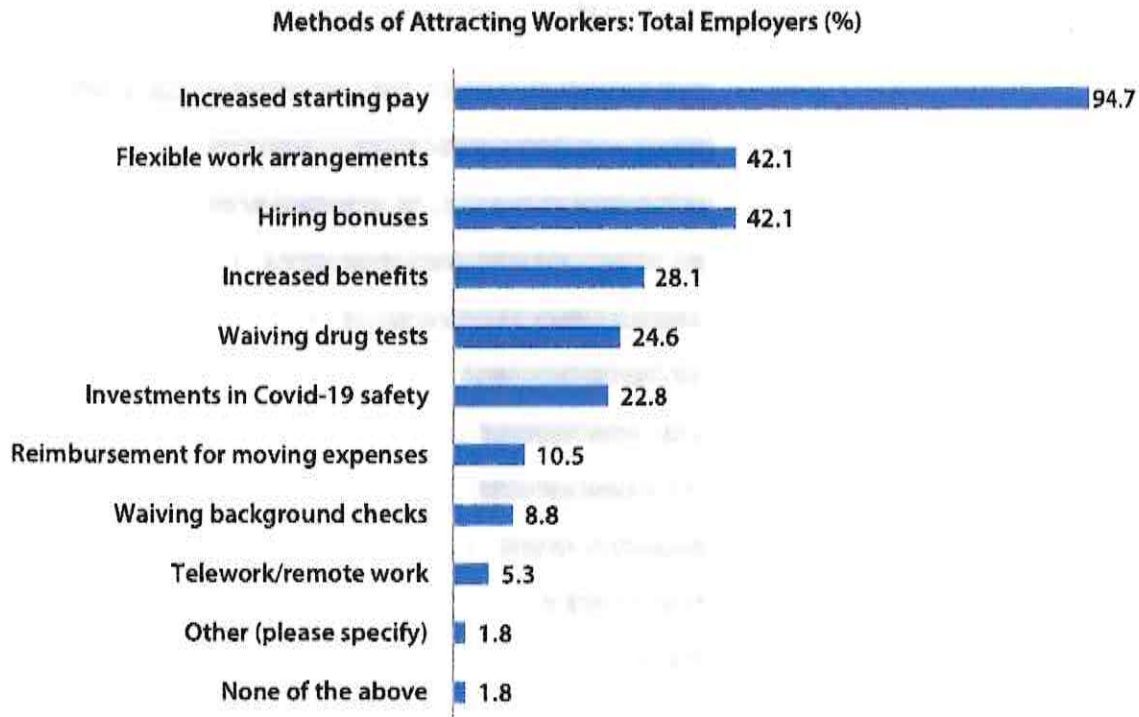
In addition to the options above, respondents were given the opportunity to write in an answer. One theme that emerges from the written-in “Other” responses is the idea that candidates stop responding at some point after the initial contact is made but before the onboarding process.

Table 2. Reasons for Hiring Difficulty

Reason	Total %	Manufacturing %	Health care %
Low number of applicants	73.1	69.8	88.9
Applicants lack technical or occupational skills	50.0	55.8	22.2
Applicants lack relevant work experience	50.0	53.5	33.3
Applicants unwilling to accept offered wages	44.2	34.9	88.9
Applicants lack soft skills	36.5	32.6	55.6
Applicants have criminal record	25.0	20.9	44.4
Applicants lack credentials (education, certifications, apprenticeships)	23.1	23.3	22.2
Commuting distance	23.1	25.6	11.1
Applicants have difficulty passing drug tests	21.2	23.3	11.1
Applicants unwilling to accept work conditions	17.3	14.0	33.3
Other (please specify)	7.7	7.0	11.1

ATTRACTION AND RECRUITMENT

Question: “Over the past year, have you adopted any of the following measures to attract new workers? Please check all that apply.”



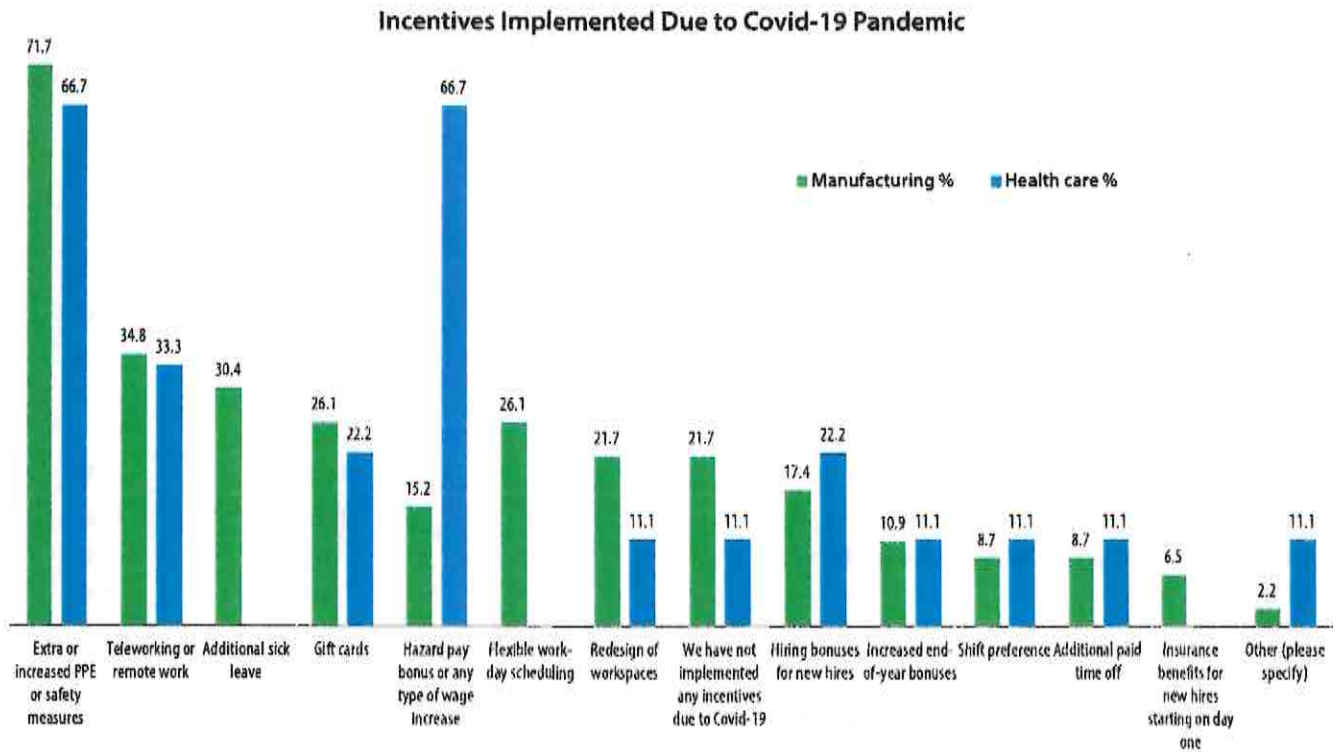
The most common method of attracting workers for both industries is “increased starting pay,” with 95 percent of respondents citing this as a measure their company had taken to attract new workers in the past year. Very few respondents indicated that they had not taken any new measures. “Flexible work arrangements” and “Hiring bonuses” also top the list of methods used. In health care, “Investments in Covid-19 safety” is a commonly selected method, with 45 percent of respondents reporting it.

Table 3. Adoption of Methods to Attract Workers

Reason	Total %	Manufacturing %	Health care %
Increased starting pay	94.7	95.8	88.9
Hiring bonuses	42.1	41.7	44.4
Flexible work arrangements	42.1	39.6	55.6
Increased benefits	28.1	29.2	22.2
Waiving drug tests	24.6	25.0	22.2
Investments in Covid-19 safety	22.8	18.8	44.4
Reimbursement for moving expenses	10.5	12.5	0.0
Waiving background checks	8.8	10.4	0.0
Telework/remote work	5.3	4.2	11.1
None of the above	1.8	2.1	0.0
Other (please specify)	1.8	0.0	11.1

INCENTIVES RELATED TO THE COVID-19 PANDEMIC

Question: “Since March of 2020, which of the following incentives have you implemented directly because of the Covid-19 pandemic?”



The most common incentive implemented as a result of Covid-19 is “extra or increased PPE or safety measures.” One-fifth of respondents checked the category “We have not implemented any incentives due to Covid-19.” Examples of responses in the “Other” category include providing meal baskets to ill employees and allowing staff to borrow sick time when they have used up their allotment of it.

Table 4. Covid-19 Pandemic-Related Incentives

Benefit	Total %	Manufacturing %	Health care %
Extra or increased PPE or safety measures	70.9	71.7	66.7
Teleworking or remote work	34.5	34.8	33.3
Additional sick leave	25.5	30.4	0.0
Gift cards	25.5	26.1	22.2
Hazard pay bonus or any type of wage increase	23.6	15.2	66.7
Flexible work-day scheduling	21.8	26.1	0.0
Redesign of workspaces	20.0	21.7	11.1
We have not implemented any incentives due to Covid-19	20.0	21.7	11.1
Hiring bonuses for new hires	18.2	17.4	22.2
Increased end-of-year bonuses	10.9	10.9	11.1
Shift preference	9.1	8.7	11.1
Additional paid time off	9.1	8.7	11.1
Insurance benefits for new hires starting on day one	5.5	6.5	0.0
Other (please specify)	3.6	2.2	11.1

INCENTIVES RELATED TO THE COVID-19 PANDEMIC

Question: “For the next year, which of the following incentives do you intend to keep offering?”

Table 5. Continuing Pandemic Incentives

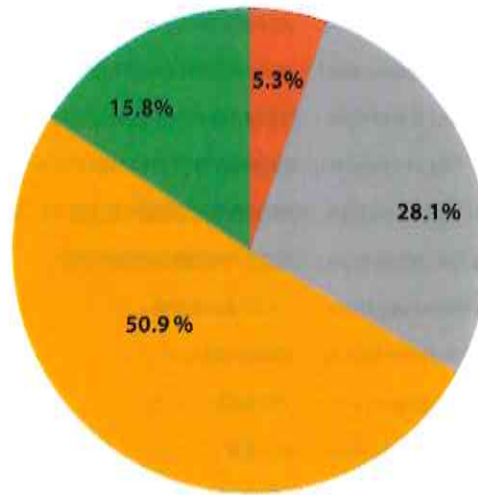
Incentive	Total %	Manufacturing %	Health care %
Extra or increased PPE or safety measures	63.6	63.9	62.5
Flexible work-day scheduling	36.4	36.1	37.5
Teleworking or remote work	31.8	33.3	25.0
Gift cards	25.0	27.8	12.5
Hiring bonuses for new hires	22.7	22.2	25.0
Redesign of workspaces	20.5	25.0	0.0
Hazard pay bonus or any type of wage increase	18.2	13.9	37.5
Additional sick leave	15.9	19.4	0.0
Shift preference	13.6	13.9	12.5
Increased end-of-year bonuses	13.6	11.1	25.0
Additional paid time off	11.4	11.1	12.5
Insurance benefits for new hires starting on day one	6.8	8.3	0.0
None	4.5	2.8	12.5
Other (please specify)	0.0	0.0	0.0

Among the 80 percent of companies that indicated in the previous question that they had implemented some incentive in response to the Covid-19 pandemic, “extra or increased PPE or safety measures” remains the most selected incentive, with 63.6 percent of employers indicating that they intend to keep offering it. “Flexible work-day scheduling” moved up in the rankings, with 36.4 percent of respondents planning to keep that incentive. In the “Other” category, one respondent mentioned maintaining a success coach for employees.

RETENTION AND TURNOVER

Question: “Over the past year, how easy or difficult has it been to retain qualified employees once hired?”

Retention Difficulty: Total Employers



- Very easy
- Easy
- Neither easy nor difficult
- Difficult
- Very difficult

Table 6. Retention Difficulty

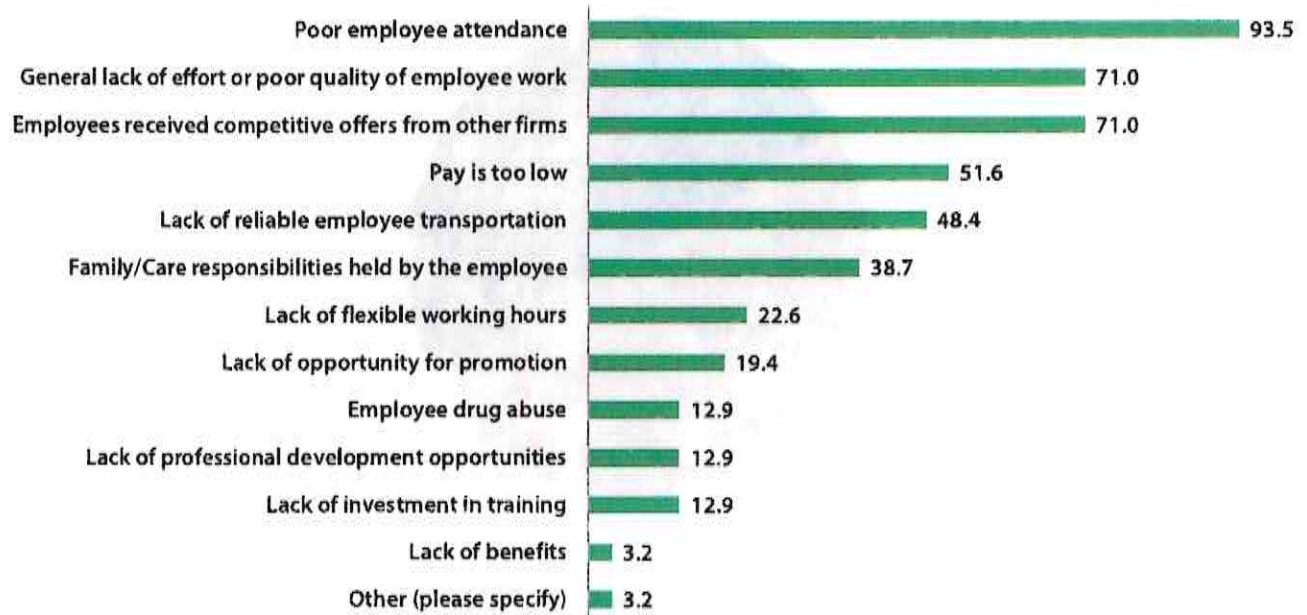
Difficulty	Total %	Manufacturing %	Health care %
Very easy	0.0	0.0	0.0
Easy	5.3	4.2	11.1
Neither easy nor difficult	28.1	31.3	11.1
Difficult	50.9	52.1	44.4
Very difficult	15.8	12.5	33.3

No respondents said it was “very easy” to retain qualified employees once they were hired. Twenty-eight percent were neutral, responding that it was “neither easy nor difficult.” Two-thirds of employers (67 percent) report that it has been “difficult” or “very difficult” to retain qualified employees. Responses from health-care companies are more evenly distributed than those from manufacturing companies.

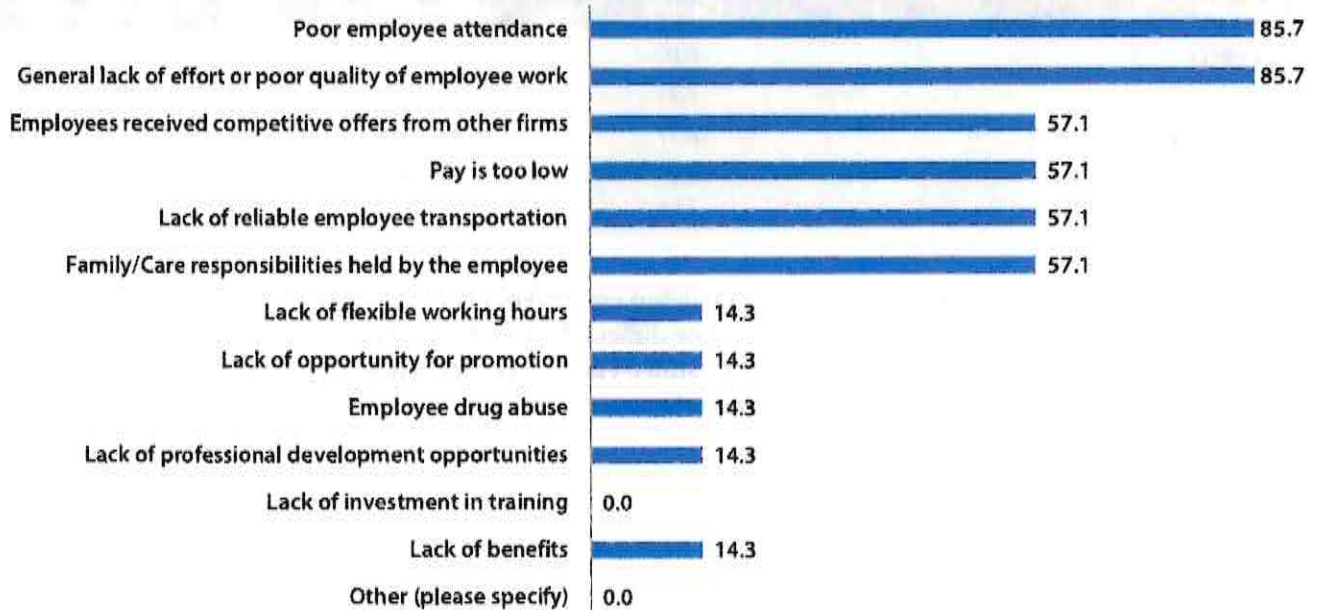
RETENTION AND TURNOVER

**Question: “Which of the following are reasons employees or managers tend to give for employees leaving?
Please check all that apply.”**

Reasons for Employees Leaving: Manufacturing (%)



Reasons for Employees Leaving: Health Care (%)



RETENTION AND TURNOVER

Table 7. Reasons for Employees Leaving

Reason	Total %	Manufacturing %	Health care %
Poor employee attendance	92.1	93.5	85.7
General lack of effort or poor quality of employee work	73.7	71.0	85.7
Employees received competitive offers from other firms	68.4	71.0	57.1
Pay is too low	52.6	51.6	57.1
Lack of reliable employee transportation	50.0	48.4	57.1
Family/Care responsibilities held by the employee	42.1	38.7	57.1
Lack of flexible working hours	21.1	22.6	14.3
Lack of opportunity for promotion	18.4	19.4	14.3
Lack of professional development opportunities	13.2	12.9	14.3
Employee drug abuse	13.2	12.9	14.3
Lack of investment in training	10.5	12.9	0.0
Lack of benefits	5.3	3.2	14.3
Other (please specify)	2.6	3.2	0.0

In both industries, the top reasons reported for employees leaving are “poor employee attendance” and “general lack of effort or poor quality of employee work.” Emerging themes in the “Other” section include employers perceiving workers as only interested in short-term work, employees struggling to return to work after staying home during the pandemic, and employers expressing a sense of confusion—not understanding why their employees left without warning.

Question: “In the past month, how many people left your company because they retired, quit, or were laid off?”

Table 8. Employee Exits in Past Month

Employees	All company sizes			1-50 Employees			51+ Employees		
	Total %	Manufacturing %	Health care %	Total %	Manufacturing %	Health care %	Total %	Manufacturing %	Health care %
Separations rate	5.6	4.9	9.8	14.8	9.0	30.1	4.4	4.4	4.4

The separations rate divides the number of employees leaving the company within the past month (for any reason) by the total number of employees. Companies with more than 50 employees have a separations rate of around 4 percent, while companies with fewer employees report higher rates. Health-care respondents with 50 or fewer employees report a separations rate that represents nearly one-third (30 percent) of their employment base. Manufacturing companies in the same size range report a 9 percent separations rate.

RETENTION AND TURNOVER

Question: “In the past month, how many people left your company because they quit (left voluntarily)?”

Table 9. Employees Who Quit (Left Voluntarily) in the Past Month

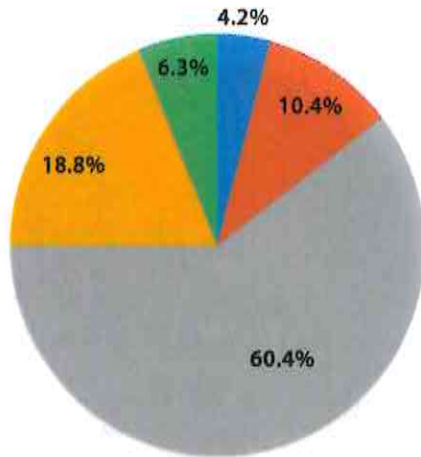
Employees	All company sizes			1-50 Employees			51+ Employees		
	Total %	Manufac- turing %	Health care %	Total %	Manufac- turing %	Health care %	Total %	Manufac- turing %	Health care %
Quits rate	5.2	4.4	9.6	13.8	7.8	29.6	4.1	4.0	4.3

The quits rate was constructed by dividing the number of quits in the past month by the size of the organization. Consistent with the job-openings rate, the highest quits rate reported (29.6 percent) occurs in health-care companies with 1-50 employees.

RETENTION AND TURNOVER

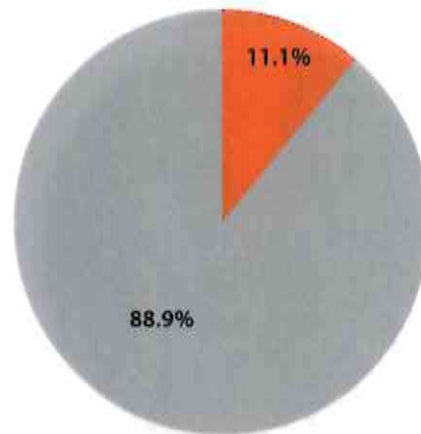
Question: "How do quits for your company (those who leave voluntarily) compare to 6 months ago?"

Quits Compared to 6 Months Ago: Manufacturing



■ Significantly higher
 ■ Higher
 ■ About the same
 ■ Lower
 ■ Significantly lower

Quits Compared to 6 Months Ago: Health Care



■ Significantly higher
 ■ Higher
 ■ About the same
 ■ Lower
 ■ Significantly lower

Table 10. Quits Compared to Six Months Ago

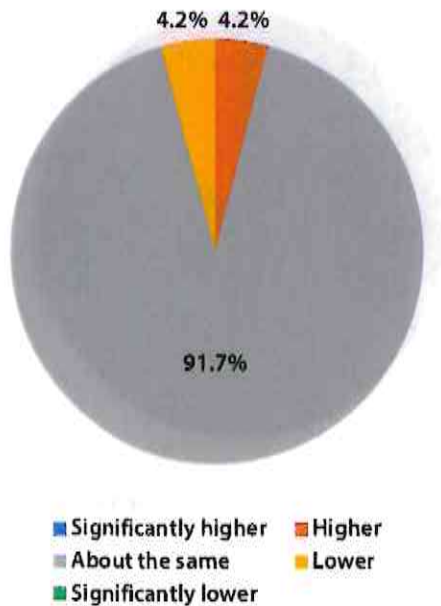
Quits	Total %	Manufacturing %	Health care %
Significantly higher	3.5	4.2	0.0
Higher	10.5	10.4	11.1
About the same	64.9	60.4	88.9
Lower	15.8	18.8	0.0
Significantly lower	5.3	6.3	0.0

Sixty-five (65) percent of all respondents indicate that quits for their companies are about the same as they were six months ago. Twenty-one percent report "lower" or "significantly lower" quits.

RETENTION AND TURNOVER

Question: "In the past month, how many people left your company because they retired?"

Retirements Compared to 6 Months Ago:
Manufacturing



Retirements Compared to 6 Months Ago:
Health Care

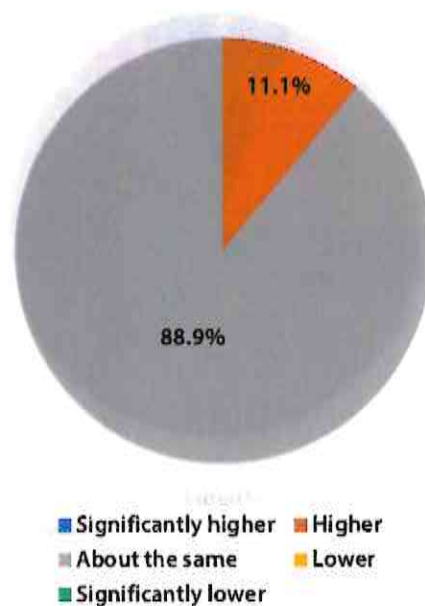


Table 11. How Do Retirements for Your Company Compare to 6 Months Ago?

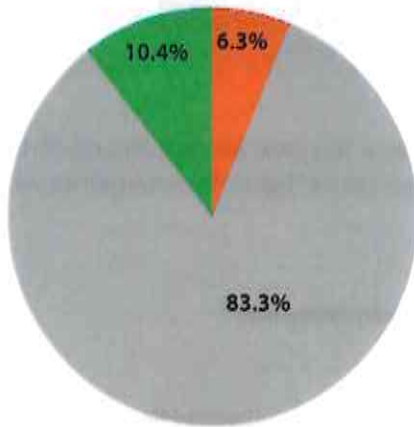
Retires	Total %	Manufacturing %	Health care %
Significantly higher	0.0	0.0	0.0
Higher	5.3	4.2	11.1
About the same	91.2	91.7	88.9
Lower	3.5	4.2	0.0
Significantly lower	0.0	0.0	0.0

In general, participants report that retirement levels remain at similar rates to six months prior. Eleven (11) percent of health-care companies report a "higher" retirement level.

RETENTION AND TURNOVER

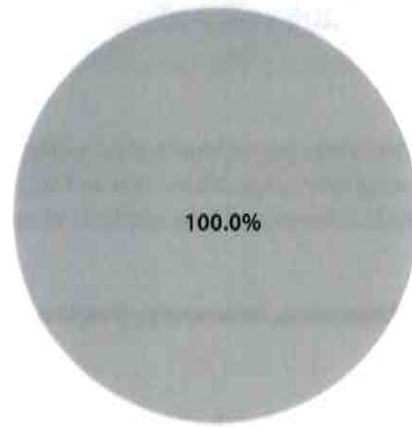
Question: “How do layoffs for your company compare to 6 months ago?”

Layoffs Compared to 6 Months Ago:
Manufacturing



■ Significantly higher ■ Higher
 ■ About the same ■ Lower
 ■ Significantly lower

Layoffs Compared to 6 Months Ago:
Health Care



■ Significantly higher ■ Higher
 ■ About the same ■ Lower
 ■ Significantly lower

Table 12. Layoffs Compared to 6 Months Ago

Layoffs	Total %	Manufacturing %	Health care %
Significantly higher	0.0	0.0	0.0
Higher	5.3	6.3	0.0
About the same	86.0	83.3	100.0
Lower	0.0	0.0	0.0
Significantly lower	8.8	10.4	0.0

One hundred (100) percent of health-care respondents describe similar levels of layoffs to six months ago. Ten (10) percent of manufacturing employers describe layoffs as “significantly lower,” and around 6 percent describe them as “higher.”

RETENTION AND TURNOVER

Question: “How many employees have you hired over the last six months?”

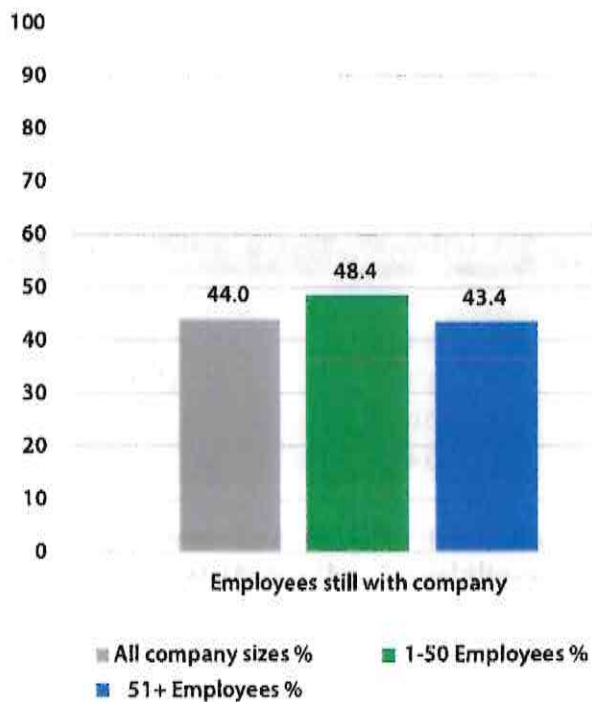
Table 13. Employees Hired over the Past Month

Employees	All company sizes			1-50 Employees			51+ Employees		
	Total %	Manufacturing %	Health care %	Total %	Manufacturing %	Health care %	Total %	Manufacturing %	Health care %
Hires rate	33.5	33.1	36.0	49.3	38.0	79.0	31.4	32.5	24.6

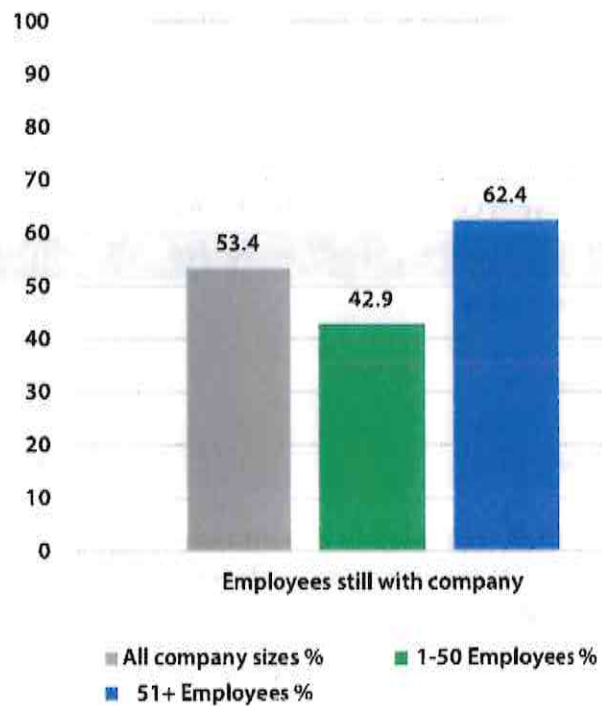
The reported hires rate is constructed by taking the number of hires in the past six months and dividing by the median of the employer’s size class. Across both industries, the hires rate is higher for companies with 1–50 employees than it is for companies with 51 or more employees.

Question: “Of these hires, how many people are still working for your company?”

Percent of Employees Hired within Last 6 Months Still with Company: Manufacturing



Percent of Employees Hired within Last 6 Months Still with Company: Healthcare



RETENTION AND TURNOVER

Table 14. Of the Employees You Have Hired over the Last Six Months, How Many Are Still with the Company?

Employees	All company sizes			1-50 Employees			51+ Employees		
	Total %	Manufac- turing %	Health care %	Total %	Manufac- turing %	Health care %	Total %	Manufac- turing %	Health care %
Employees still with company	15.3	14.5	19.3	22.7	18.4	33.9	14.8	14.7	15.4

The retention rate for employees hired within the past six months is 44 percent for manufacturing companies. It is slightly higher for smaller manufacturing companies and slightly lower for larger ones. For health-care companies of all sizes, the retention rate is 53 percent; however, within health care, retention rates vary more by company size. The retention rate is nearly 20 percentage points higher for larger health-care companies than it is for smaller ones.

Question: "How many job openings do you have available as of today?"

Table 15. Job Openings Currently Available

Employees	All company sizes			1-50 Employees			51+ Employees		
	Total %	Manufac- turing %	Health care %	Total %	Manufac- turing %	Health care %	Total %	Manufac- turing %	Health care %
Openings rate	10.3	9.0	17.8	14.5	10.6	24.7	9.8	8.9	16.0

To construct an openings rate, the number of current job openings was divided by the company's employment level. The average company within this sample has approximately 1 current job opening for every 10 employees. Health-care companies with 1–50 employees had the highest opening rates, with job openings equal to one-quarter of their current employee base.

RETENTION AND TURNOVER

Question: “Excluding normal seasonal changes, how do you expect the size of your workforce to change over the next 12 months?”

Expected Change in Workforce over the Next 12 Months: Total Employers

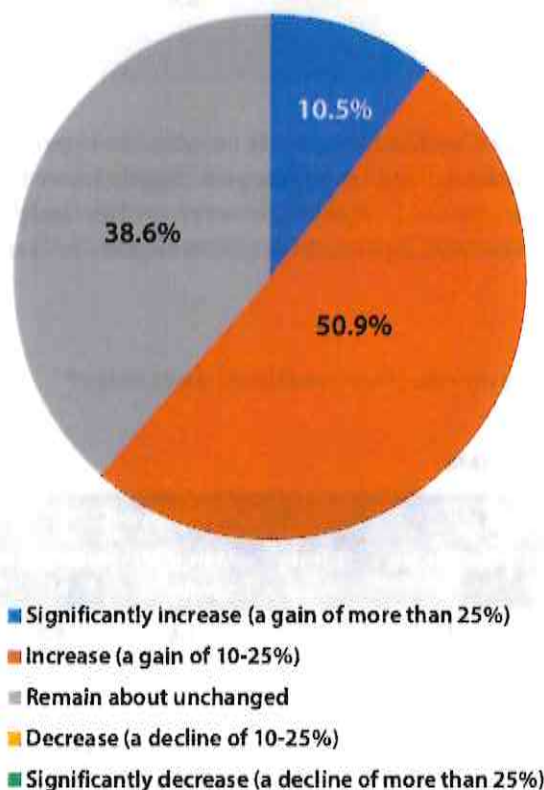


Table 16. Expected Change in Workforce Over the Next 12 Months

Reason	Total %	Manufacturing %	Health care %
Significantly increase (a gain of more than 25%)	10.5	8.3	22.2
Increase (a gain of 10-25%)	50.9	52.1	44.4
Remain about unchanged	38.6	39.6	33.3
Decrease (a decline of 10-25%)	0.0	0.0	0.0
Significantly decrease (a decline of more than 25%)	0.0	0.0	0.0

The majority of respondents (61.4 percent) anticipate that their workforce will “increase” or “significantly increase” over the next 12 months. The remainder expect that their workforce will “remain about unchanged.” No respondents expect their workforce size to decrease over the next year.

AUTOMATION

Question: “Over the past year, have you automated any of your work tasks or processes?”

Table 17. Tasks or Processes Automated in the Past Year

Response	Total %	Manufacturing %	Health care %
Yes	49.1	47.9	55.6
No	50.9	52.1	44.4

Responses to whether surveyed employers have automated any of their work tasks or processes are fairly split. Health-care companies are slightly more likely to report that they have automated than that they have not. Manufacturing companies are slightly more likely to report that they have not automated in the past year.

Question: “What are the primary drivers for your business in automating work tasks and processes? Please select your top 3.”

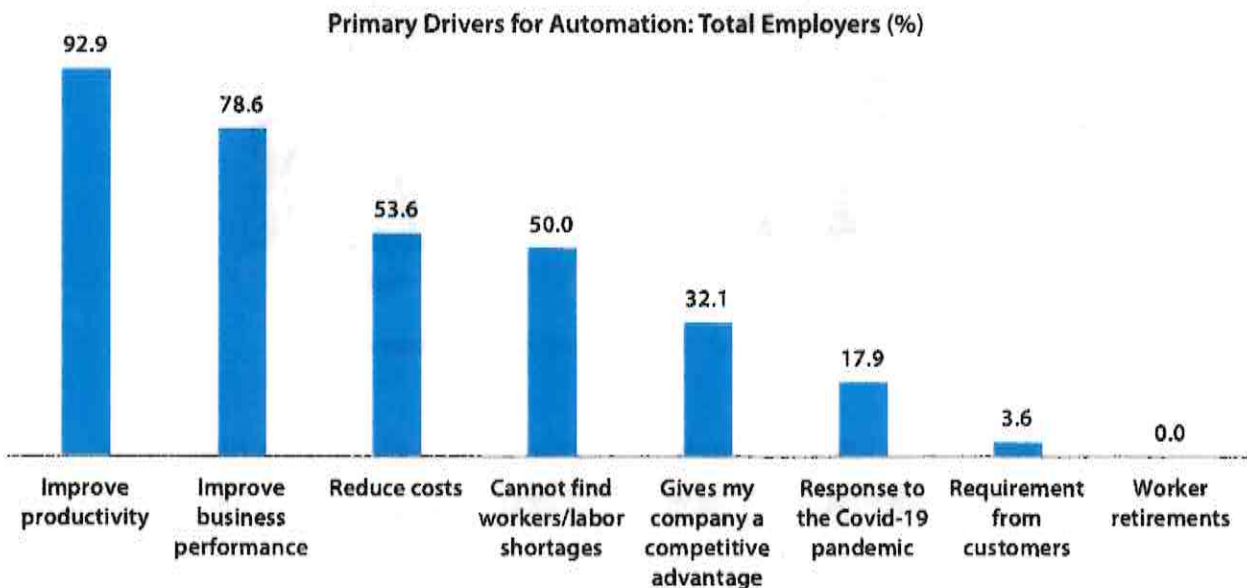


Table 18. Automation over the Past Year/Drivers for Automation (Top 3)

Drivers	Total %	Manufacturing %	Health care %
Improve productivity	92.9	95.7	80.0
Improve business performance	78.6	78.3	80.0
Reduce costs	53.6	56.5	40.0
Cannot find workers/labor shortages	50.0	43.5	80.0
Gives my company a competitive advantage	32.1	30.4	40.0
Response to the Covid-19 pandemic	17.9	8.7	60.0
Requirement from customers	3.6	4.3	0.0
Worker retirements	0.0	0.0	0.0

Among employers who report automating tasks or processes, 93 percent do so to “improve productivity.” Labor shortages are also a key driver, with 80 percent of health-care respondents citing this factor as a top driver in their decision to automate.

OUTSOURCING AND CONTINGENT WORK AGREEMENTS

Question: "Did workers from a staffing firm work at your organization within the past month? If so, how many?"

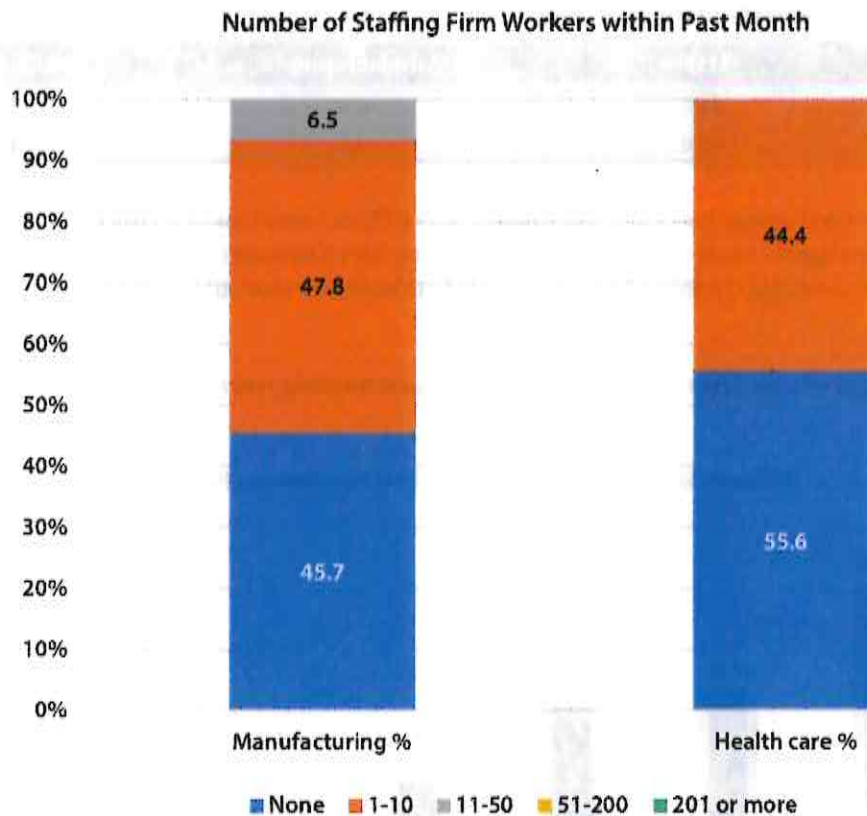


Table 19. How Many Workers From A Staffing Firm Worked at Your Organization within the Past Month?

Response	Total %	Manufacturing %	Health care %
None	47.3	45.7	55.6
1-10	47.3	47.8	44.4
11-50	5.5	6.5	0.0
51-200	0.0	0.0	0.0
201 or more	0.0	0.0	0.0

About half of the establishments report using temporary-agency workers in the past month. Most employers with staffing-agency workers report having 1–10 workers. Fifty-five (55) percent of the establishments that use staffing-firm workers have more than 50 full-time employees.

OUTSOURCING AND CONTINGENT WORK AGREEMENTS

Question: “Did independent contractors work at your organization within the past month? If so, how many?”

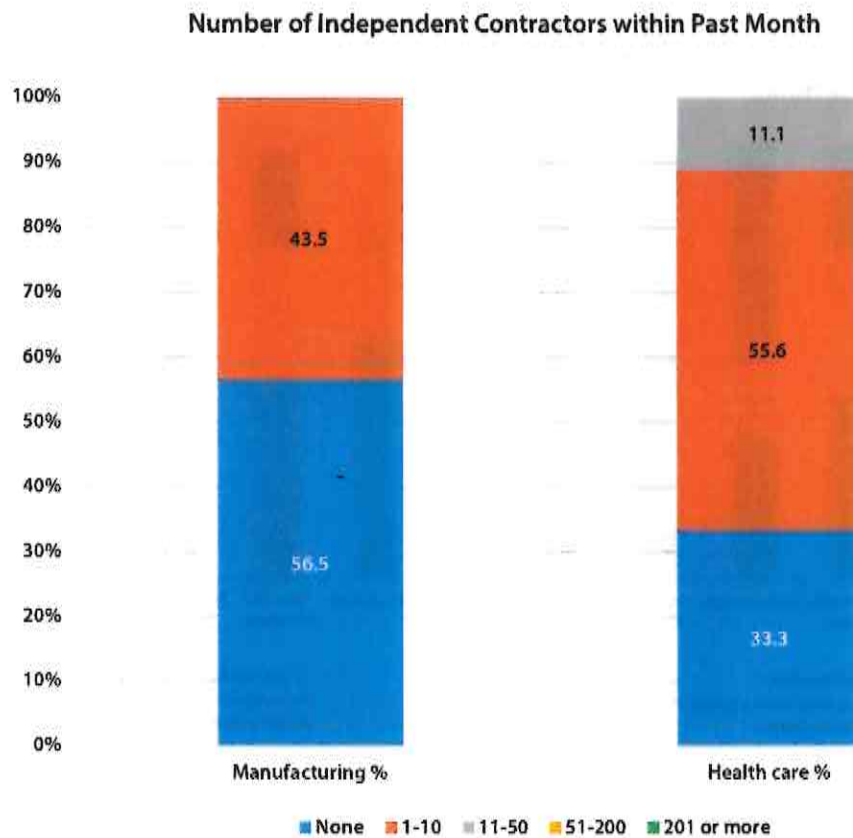


Table 20. Independent Contractors Working at Organization within the Past Month

Response	Total %	Manufacturing %	Health care %
None	52.7	56.5	33.3
1-10	45.5	43.5	55.6
11-50	1.8	0.0	11.1
51-200	0.0	0.0	0.0
201 or more	0.0	0.0	0.0

Overall, about 46 percent of respondents report engaging independent contractors in the past month. A full two-thirds of health-care employers and 44 percent of manufacturing employers report doing so. Nearly two-thirds (64 percent) of all companies that report utilizing independent contractors have more than 50 employees, and most report using the services of between 1 and 10 independent contractors.

BENEFITS INFORMATION

Question: The survey asked respondents to select from a list of benefits, indicating whether they offered each benefit to full-time employees, to full- and part-time employees, or did not offer that benefit.

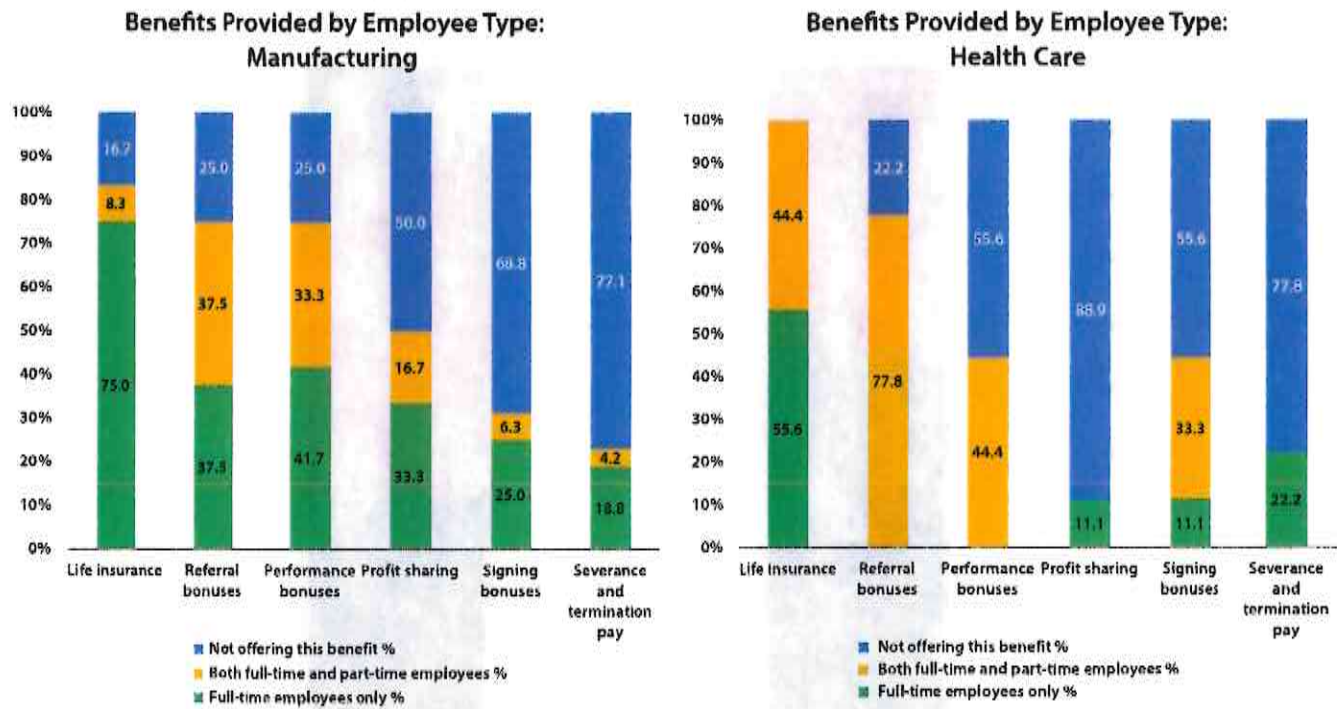


Table 21. Benefits Provided by Employee Type

Benefit	Total			Manufacturing			Health care		
	Offering this benefit %	Full-time employees only %	Both full-time and part-time employees %	Offering this benefit %	Full-time employees only %	Both full-time and part-time employees %	Offering this benefit %	Full-time employees only %	Both full-time and part-time employees %
Life insurance	86.0	71.9	14.0	83.3	75.0	8.3	100.0	55.6	44.4
Referral bonuses	75.4	31.6	43.9	75.0	37.5	37.5	77.8	0.0	77.8
Performance bonuses	70.2	35.1	35.1	75.0	41.7	33.3	44.4	0.0	44.4
Profit sharing	43.9	29.8	14.0	50.0	33.3	16.7	11.1	11.1	0.0
Signing bonuses	33.3	22.8	10.5	31.3	25.0	6.3	44.4	11.1	33.3
Severance and termination pay	22.8	19.3	3.5	22.9	18.8	4.2	22.2	22.2	0.0

Life insurance is the most commonly offered benefit, with 100 percent of health-care respondents and 83 percent of manufacturing respondents offering it to at least some of their employees. Among manufacturing respondents, “severance and termination pay” is the least offered benefit, with fewer than a quarter of employers offering it. Health-care companies are the least likely to report offering “profit sharing,” with only 11 percent doing so.

BENEFITS INFORMATION

Question: "Is health insurance offered to the following employees? Select only one."

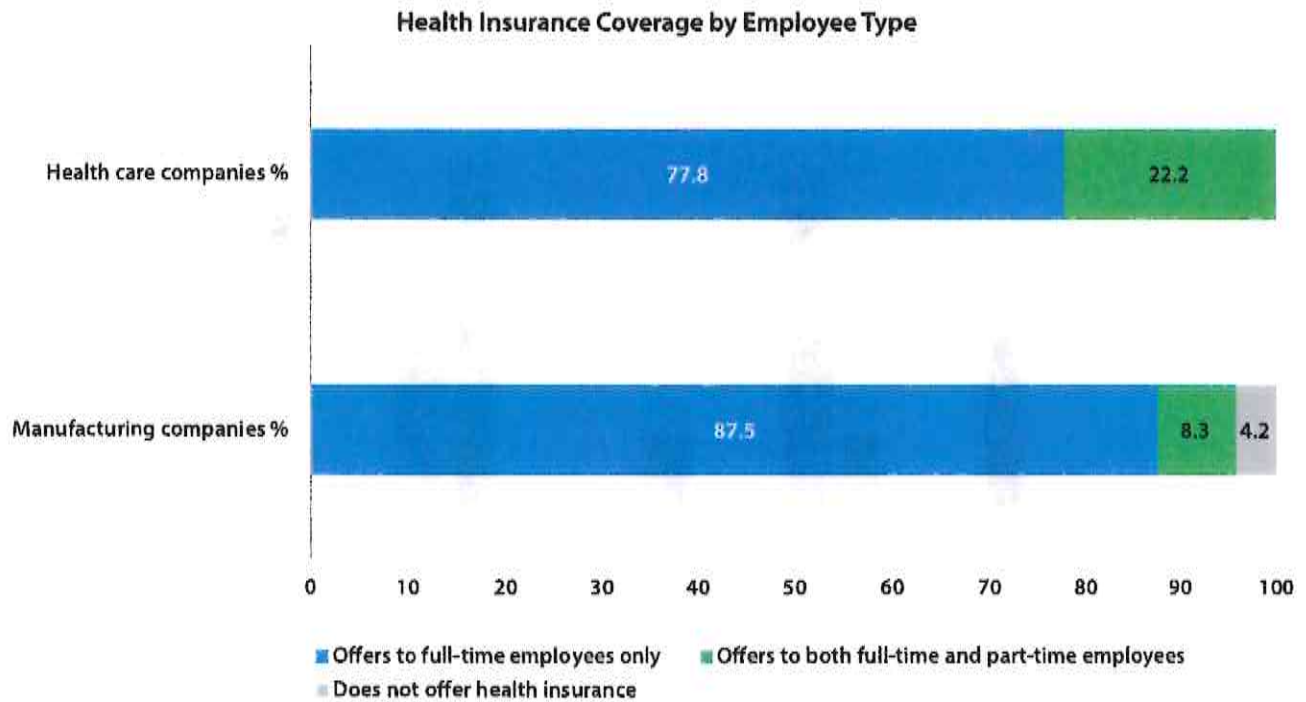


Table 22. Is Health Insurance Offered to the Following Employees?

Benefit offered	Total %	Manufacturing %	Health care %
Offers health insurance	96.5	95.8	100.0
Offers to full-time employees only	86.0	87.5	77.8
Offers to both full-time and part-time employees	10.5	8.3	22.2
Does not offer health insurance	3.5	4.2	0.0

More than 96 percent of companies surveyed offer health insurance to at least some of their employees. Just over 10 percent offer health insurance to both their full-time and part-time employees, but more than 22 percent of health-care companies do so.

BENEFITS INFORMATION

Question: "What percentage of the health insurance premium does your company cover?"

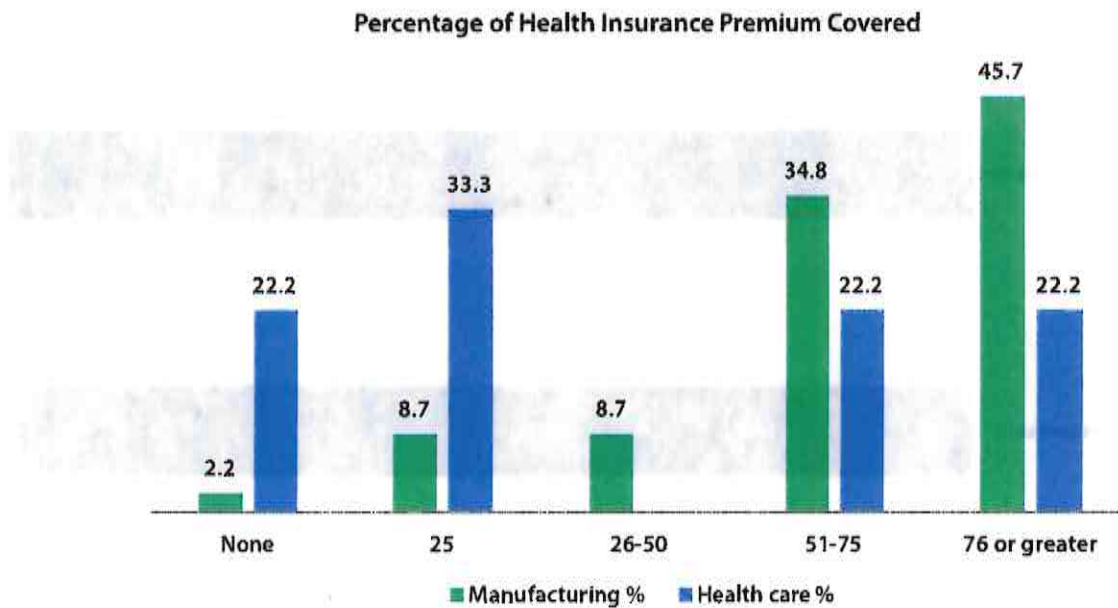


Table 23. Percentage of Health Insurance Premium Covered

Contribution	Total %	Manufacturing %	Health care %
None	5.5	2.2	22.2
1-25%	12.7	8.7	33.3
26-50%	7.3	8.7	0.0
51-75%	32.7	34.8	22.2
76% or greater	41.8	45.7	22.2

Approximately 75 percent of employers who offer health insurance report paying more than 50 percent of the health-insurance premium.

BENEFITS INFORMATION

Question: "Does the health insurance package include an option for dental insurance?"

Table 24. Dental Insurance Offered

Benefit offered	Total %	Manufacturing %	Health care %
Yes	89.1	89.1	88.9
No	10.9	10.9	11.1

Companies offer vision-insurance options at rates similar to dental insurance.

Question: "Does the health insurance package include an option for vision insurance?"

Table 25. Vision Insurance Offered

Benefit offered	Total %	Manufacturing %	Health care %
Yes	83.6	82.6	88.9
No	16.4	17.4	11.1

Companies offer vision-insurance options at rates similar to dental insurance.

BENEFITS INFORMATION

Question: “Does your company offer a retirement benefit plan (401k, other defined-contribution plan, defined-benefits plan) to the following employees?”

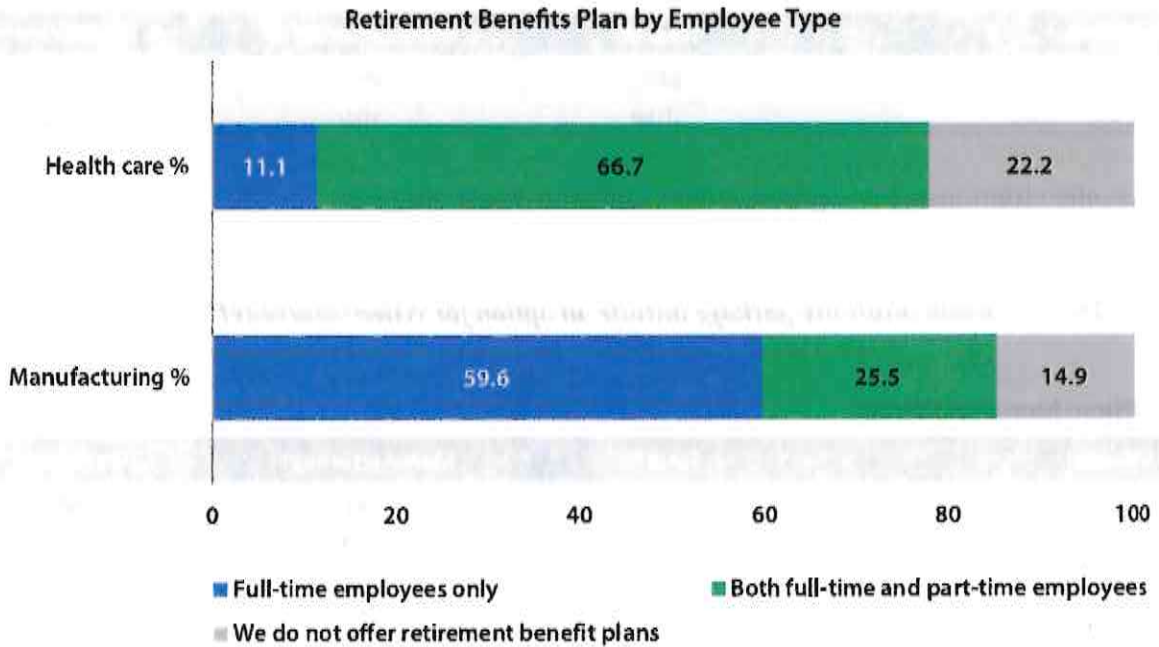


Table 26. Retirement Benefit Plan Offered

Benefit offered	Total %	Manufacturing %	Health care %
Full-time employees only	51.8	59.6	11.1
Both full-time and part-time employees	32.1	25.5	66.7
We do not offer retirement benefit plans	16.1	14.9	22.2

The majority of respondents (83.9 percent) offer some form of retirement plan. Manufacturers are more likely to offer them to full-time employees only. Health-care companies are more likely to offer them to both full- and part-time employees.

BENEFITS INFORMATION

Question: "Please select the length of service before an employee is eligible for retirement contribution."

Length of Service before Employee Is Eligible for Retirement Contribution: Total Employers

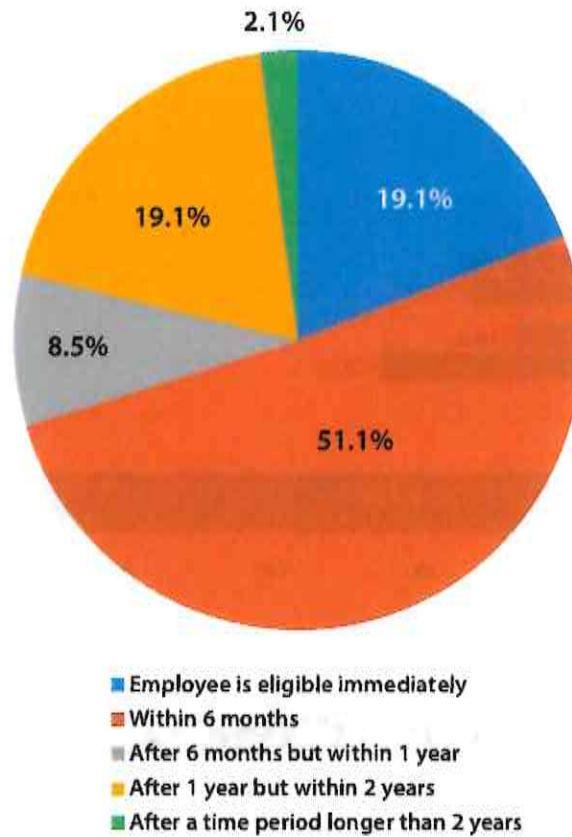


Table 27. Length of Service before an Employee Is Eligible for Retirement Contribution

Eligibility period	Total %	Manufacturing %	Health care %
Employee is eligible immediately	19.1	17.5	28.6
Within 6 months	51.1	50.0	57.1
After 6 months but within 1 year	8.5	10.0	0.0
After 1 year but within 2 years	19.1	20.0	14.3
After a time period longer than 2 years	2.1	2.5	0.0

Employees are eligible to receive retirement contributions within the first six months of employment at 70 percent of the firms that offer retirement benefits. The second-most-common eligibility period is "after 1 year but within 2 years."

BENEFITS INFORMATION

Question: “What percentage retirement contribution does your company make, whether the employee contributes or not?”

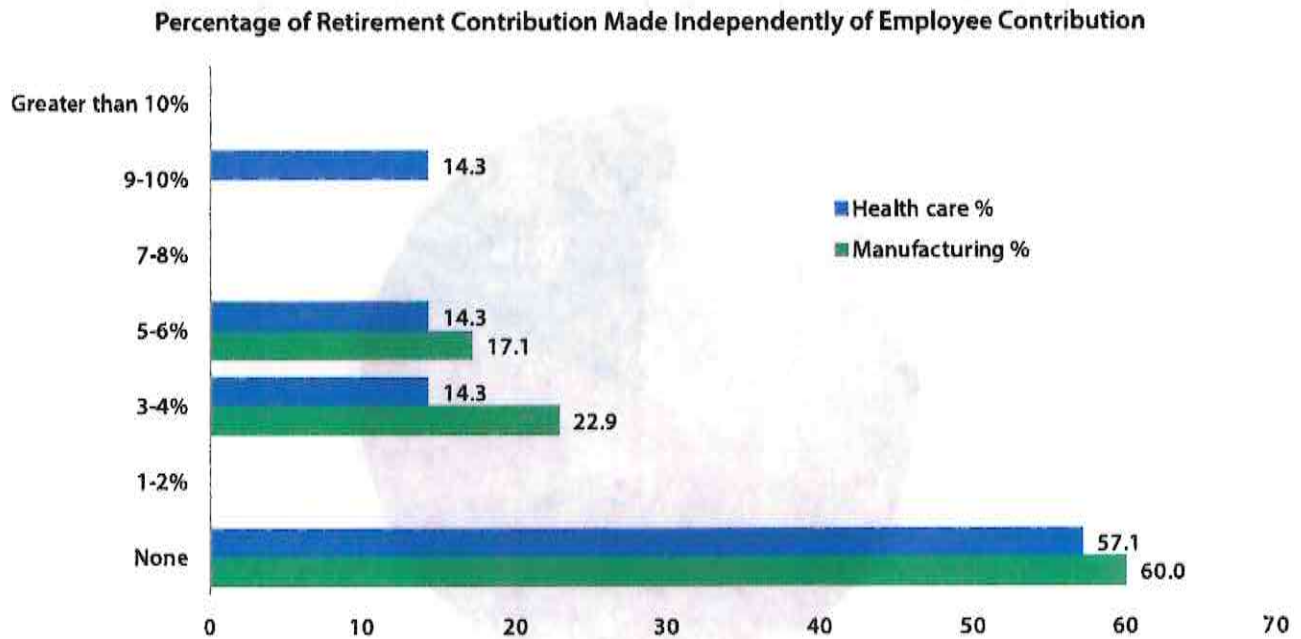


Table 28. Percentage Retirement Contribution

Contribution	Total %	Manufacturing %	Health care %
None	59.5	60.0	57.1
1-2%	0.0	0.0	0.0
3-4%	21.4	22.9	14.3
5-6%	16.7	17.1	14.3
7-8%	0.0	0.0	0.0
9-10%	2.4	0.0	14.3
Greater than 10%	0.0	0.0	0.0

More than half of the companies surveyed say they do not contribute to an employee’s retirement plan regardless of whether the employee contributes. Of those that do, “3-4%” and “5-6%” are the most common contributions, which is consistent with the contributions reported in the following question asking respondents what initial match their company offers.

BENEFITS INFORMATION

Question: "What percentage retirement match is initially offered by your company?"

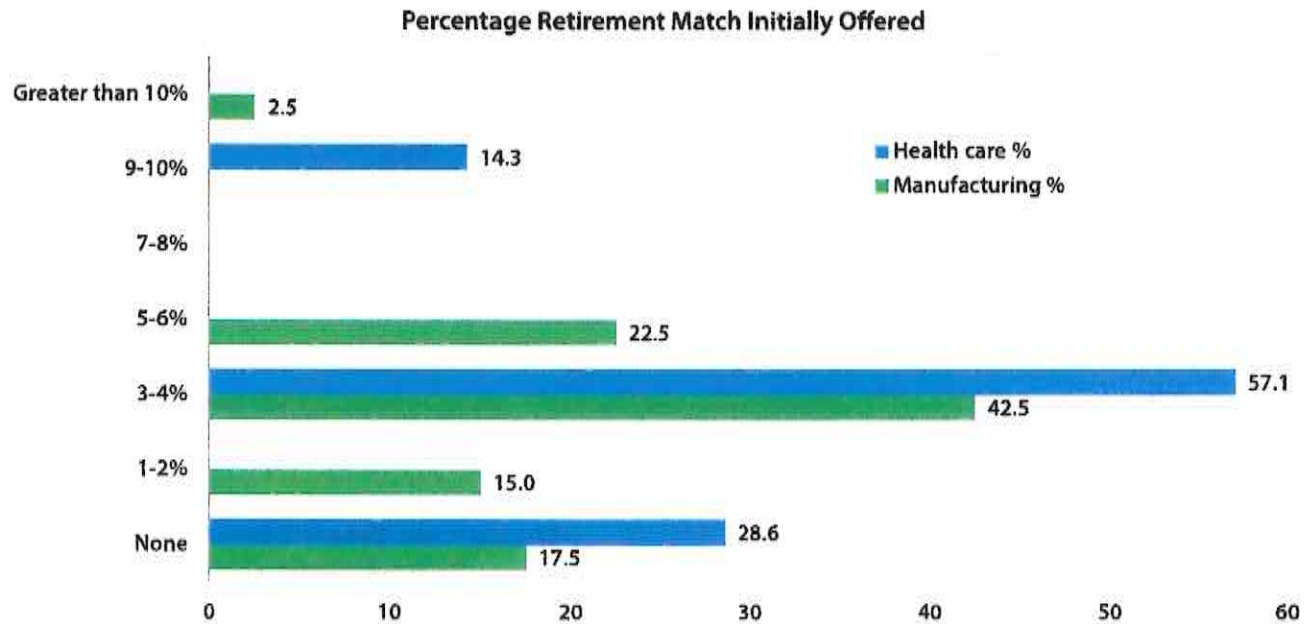


Table 29. Percentage Retirement Match Initially Offered

Contribution	Total %	Manufacturing %	Health care %
None	19.1	17.5	28.6
1-2%	12.8	15.0	0.0
3-4%	44.7	42.5	57.1
5-6%	19.1	22.5	0.0
7-8%	0.0	0.0	0.0
9-10%	2.1	0.0	14.3
Greater than 10%	2.1	2.5	0.0

The most common initial retirement match offered is "3-4%." Just under one-fifth (19 percent) of all respondents do not offer an initial retirement match.

PAID TIME OFF AND HOLIDAYS

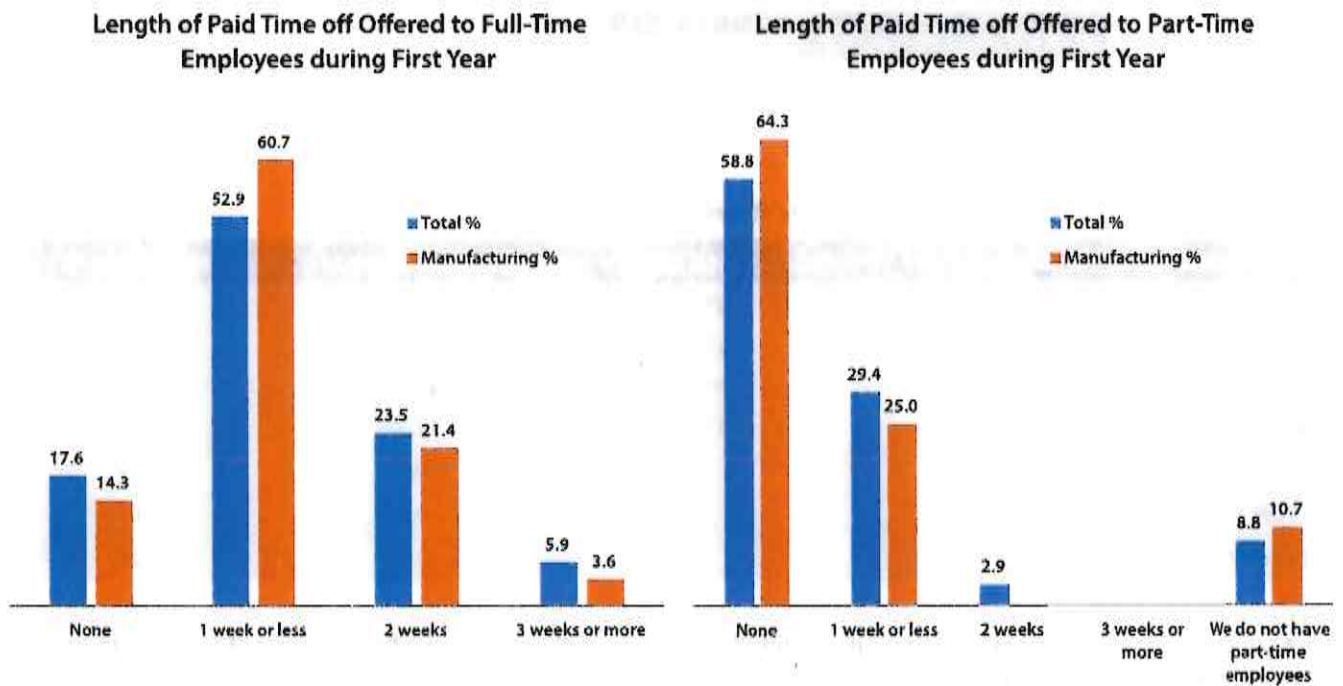
Question: “Is your paid time off differentiated between vacation time and sick/personal time?”

Table 30. Is Your Paid Time off Differentiated between Vacation Time and Sick/Personal Time?

Response	Total %	Manufacturing %	Health care %
Yes	37.5	38.3	33.3
No	62.5	61.7	66.7
We do not offer paid time off	0.0	0.0	0.0

Just under two-thirds of companies surveyed do not differentiate between sick/personal time and vacation time.

Question: “How much paid time off is offered within the first year of employment to full-time/part-time employees?”

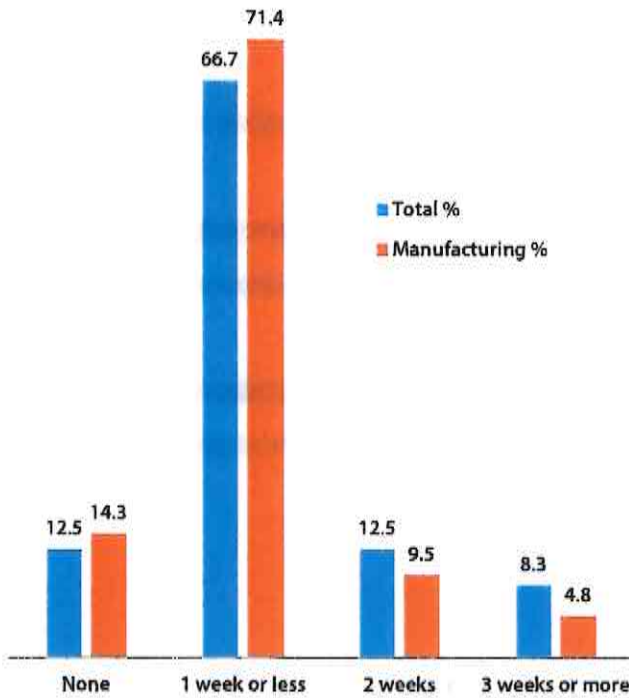


Among companies that do not differentiate between sick/personal time and vacation time, 29 percent offer two weeks or more to full-time employees, 53 percent offer one week or less, and 18 percent offer no paid time off in the first year of employment. Most companies with part-time employees offer either no paid time off or “one week or less.”

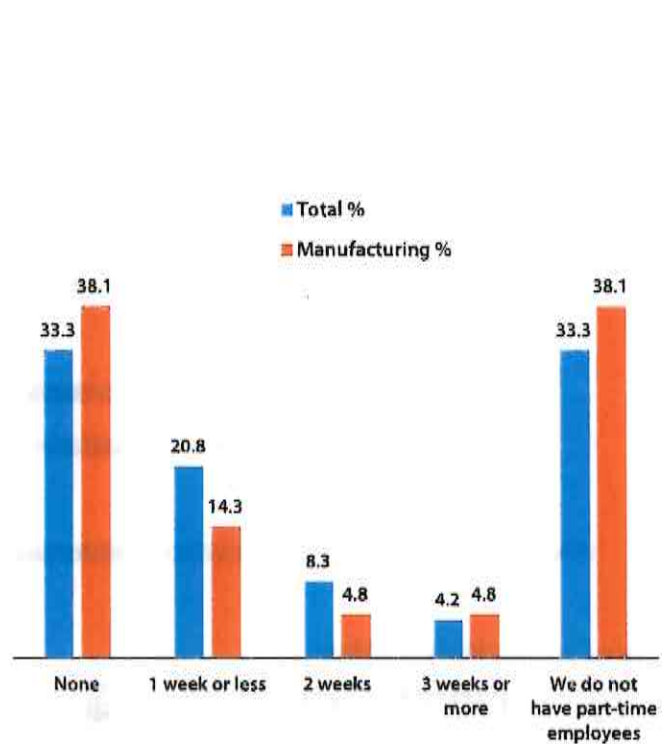
PAID TIME OFF AND HOLIDAYS

Question: "How much personal/sick time is offered to full-time/part-time employees in the first year of employment?"*

Length of Personal/Sick Time Offered to Full-Time Employees during First Year



Length of Personal/Sick Time Offered to Part-Time Employees during First Year



*The sample size of health-care responses was insufficient to report independently for this question.

Among companies that differentiate between vacation and sick time, 21 percent offer two weeks or more of sick/personal time to full-time employees during the first year of employment. Sixty-seven (67) percent offer one week or less, and 13 percent offer none. For vacation time, 29 percent offer two weeks or more, 50 percent offer one week or less, and 21 percent do not offer any. Companies with part-time staff are most likely to report "one week or less" of paid vacation time for those employees. About one-third offer paid sick time to their part-time employees.

PAID TIME OFF AND HOLIDAYS

Question: "Please select all the paid holidays you offer in a year."

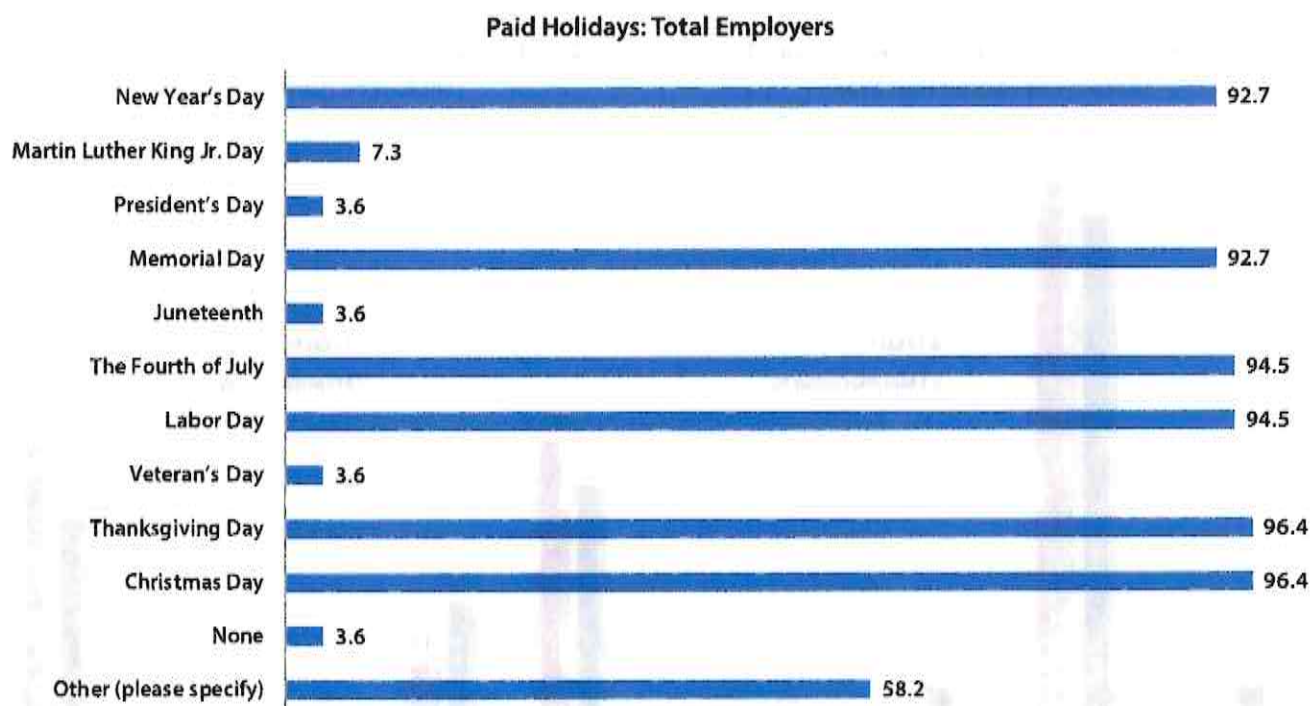


Table 31. Paid Holidays Offered

Holiday	Total %	Manufacturing %	Health care %
New Year's Day	92.7	95.7	77.8
Martin Luther King Jr. Day	7.3	4.3	22.2
President's Day	3.6	2.2	11.1
Memorial Day	92.7	95.7	77.8
Juneteenth	3.6	2.2	11.1
The Fourth of July	94.5	97.8	77.8
Labor Day	94.5	97.8	77.8
Veteran's Day	3.6	4.3	0.0
Thanksgiving Day	96.4	100.0	77.8
Christmas Day	96.4	100.0	77.8
None	3.6	0.0	22.2
Other (please specify)	58.2	58.7	55.6

Over 95 percent of manufacturing and over 77 percent of health-care respondents offer the following paid holidays: Christmas Day, Thanksgiving Day, Labor Day, the Fourth of July, Memorial Day, and New Year's Day. Examples of paid holidays reported in the "Other" category include Good Friday, the Friday after Thanksgiving, New Year's Eve, Christmas Eve, Easter Monday, and floating holidays.

WORKPLACE PRACTICES

Question: “Do employees in your company work in shifts?”

Table 32. Do Your Employees Work in Shifts?

Response	Total %	Manufacturing %	Health care %
Yes	74.5	73.9	77.8
No	25.5	26.1	22.2

Nearly three-quarters of employers surveyed have shift work.

Question: “Are scheduled shift hours consistent from week to week?”

Table 33. Are Shift Hours Consistent?

Response	Total %	Manufacturing %	Health care %
Yes	74.5	73.9	77.8
No	25.5	26.1	22.2

Most employers who organize work into shifts schedule their employees’ hours so that they are consistent from week to week.

Question: “Did you have workers who were ‘on call’ within the past month?”

Table 34. Workers “On Call” in the Past Month

Response	Total %	Manufacturing %	Health care %
Yes	32.7	19.6	100.0
No	67.3	80.4	0.0

All health-care respondents report that at least some workers have been “on call” in the past month; one in five manufacturing respondents report the same.

Question: “In addition to being ‘on call,’ did these workers also have regularly scheduled hours?”

Table 35. Did These “On Call” Workers Also Have Regularly Scheduled Hours?

Response	Total %	Manufacturing %	Health care %
Yes	72.2	66.7	77.8
No	5.6	11.1	0.0
It varies	22.2	22.2	22.2

Seventy-two (72) percent of employers who report having workers “on call” within the past month also report having regularly scheduled hours for them. Eleven (11) percent of manufacturing employers surveyed report having workers “on call” but not having regularly scheduled hours for them.

WORKPLACE PRACTICES

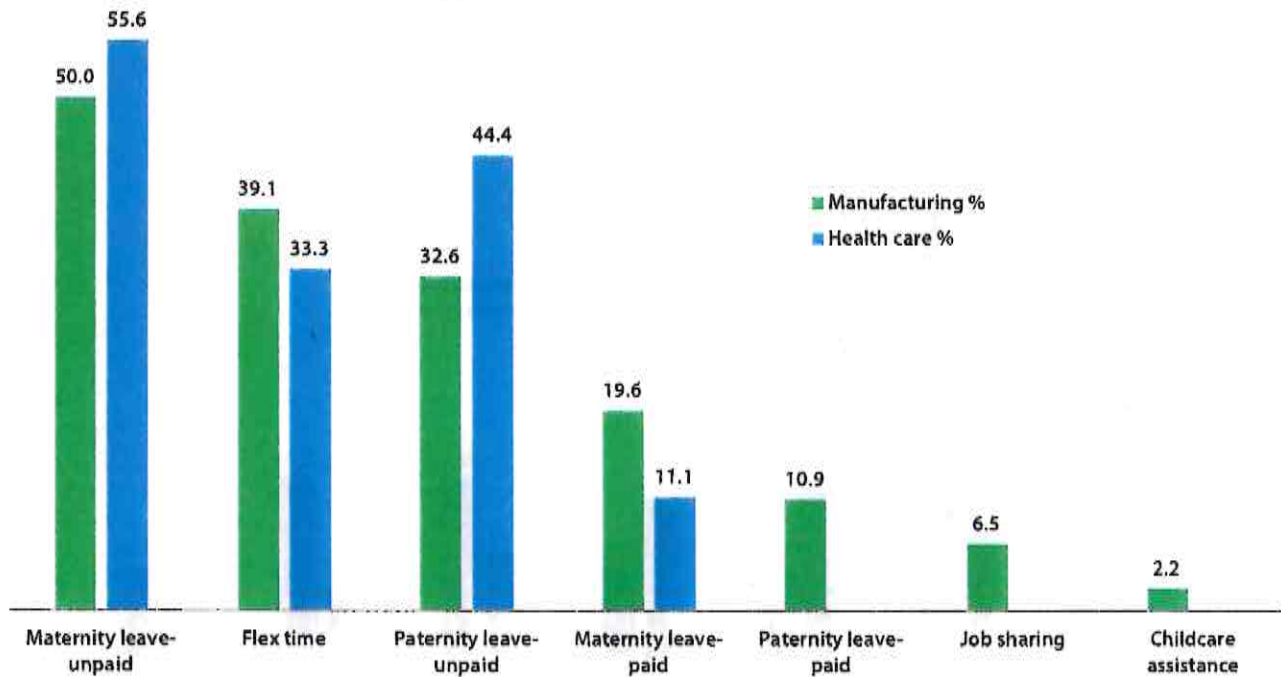
Question: The survey asked respondents to select which of the following benefits/workplace practices they offer.

Table 36. Benefits/Workplace Practices Offered

Benefit/workplace practice	Total %	Manufacturing %	Health care %
Casual dress	78.2	84.8	44.4
Regular employee reviews	69.1	71.7	55.6
Exit interviews	63.6	63.0	66.7
Regular employee engagement activities	52.7	56.5	33.3
Maternity leave-unpaid	50.9	50.0	55.6
Health and wellness program	47.3	50.0	33.3
Flex time	38.2	39.1	33.3
Travel expenses	34.5	39.1	11.1
Private space for employees to take breaks	34.5	32.6	44.4
Provision of uniform, if required	34.5	39.1	11.1
Paternity leave-unpaid	34.5	32.6	44.4
Employee discounts	30.9	26.1	55.6
Formal internal promotion training	27.3	30.4	11.1
Job rotation (where the employee learns more career building skills)	21.8	26.1	0.0
Relocation assistance	20.0	21.7	11.1
Free food at worksite	18.2	19.6	11.1
Maternity leave-paid	18.2	19.6	11.1
Telework	16.4	17.4	11.1
Tech provided by company	14.5	13.0	22.2
Credit union memberships	10.9	8.7	22.2
Professional memberships	10.9	13.0	0.0
Car leasing or ownership	9.1	10.9	0.0
Union participation and dues	9.1	8.7	11.1
Paternity leave-paid	9.1	10.9	0.0
Job sharing	5.5	6.5	0.0
Compensation for public transportation	1.8	2.2	0.0
Childcare assistance	1.8	2.2	0.0

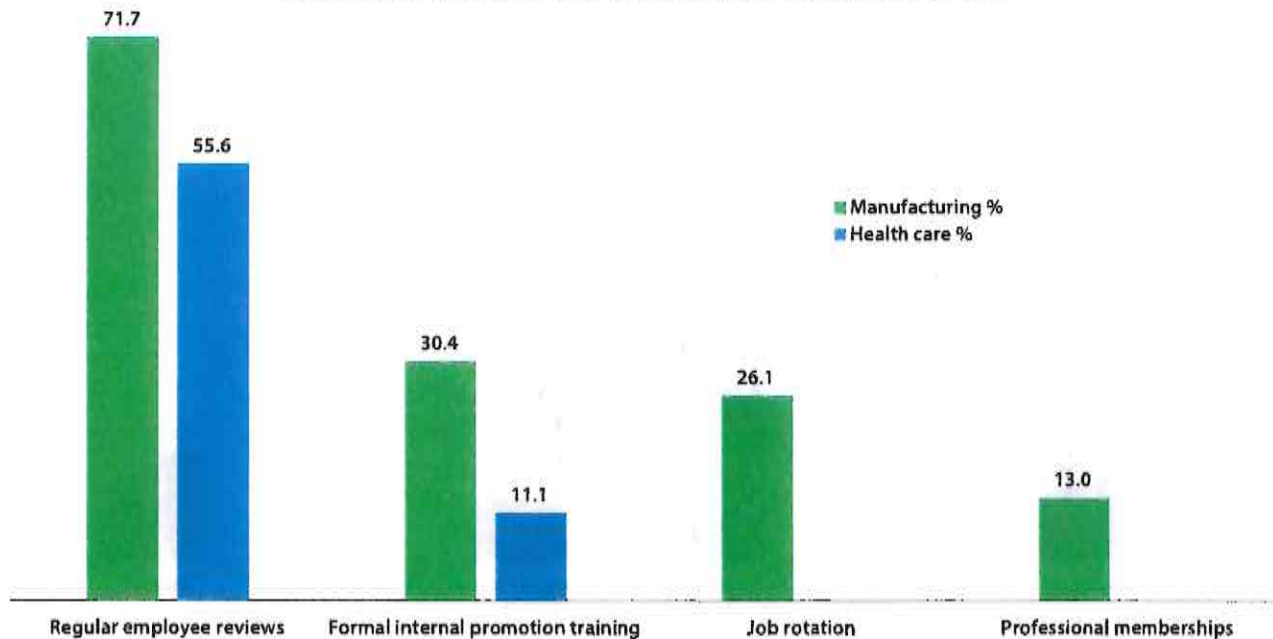
WORKPLACE PRACTICES

Benefits and Workplace Culture Related to Childcare



Overall, 69 percent of respondents offer either paid or unpaid maternity leave, and 44 percent of respondents offer either paid or unpaid paternity leave. Thirty-eight (38) percent of employers offer “flex time,” which, while not exclusively related to child care, is highly valued by many parents.

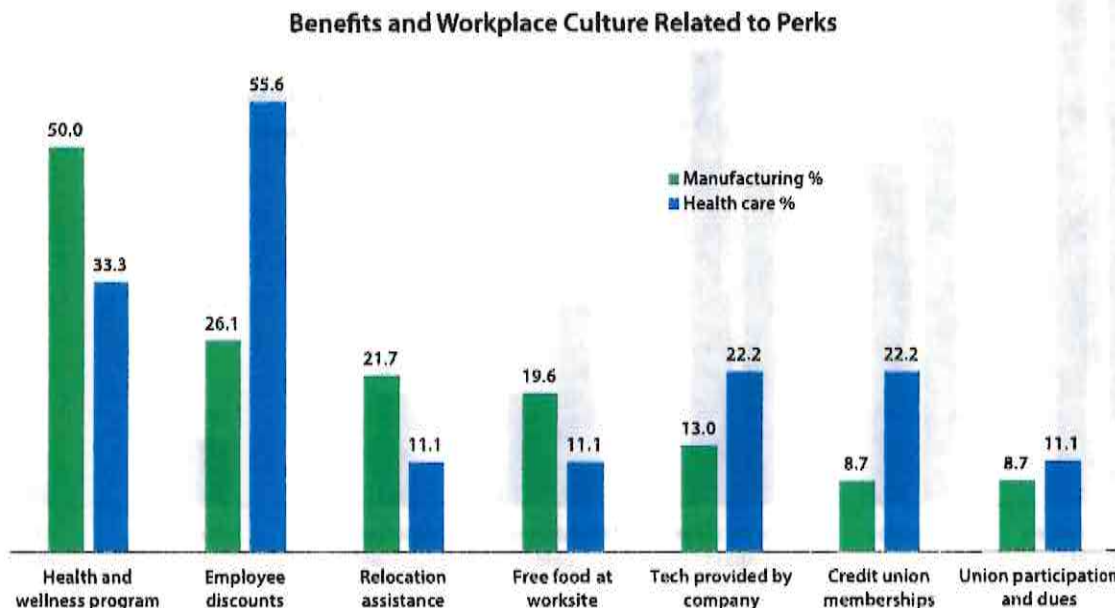
Benefits and Workplace Culture Related to Career Development



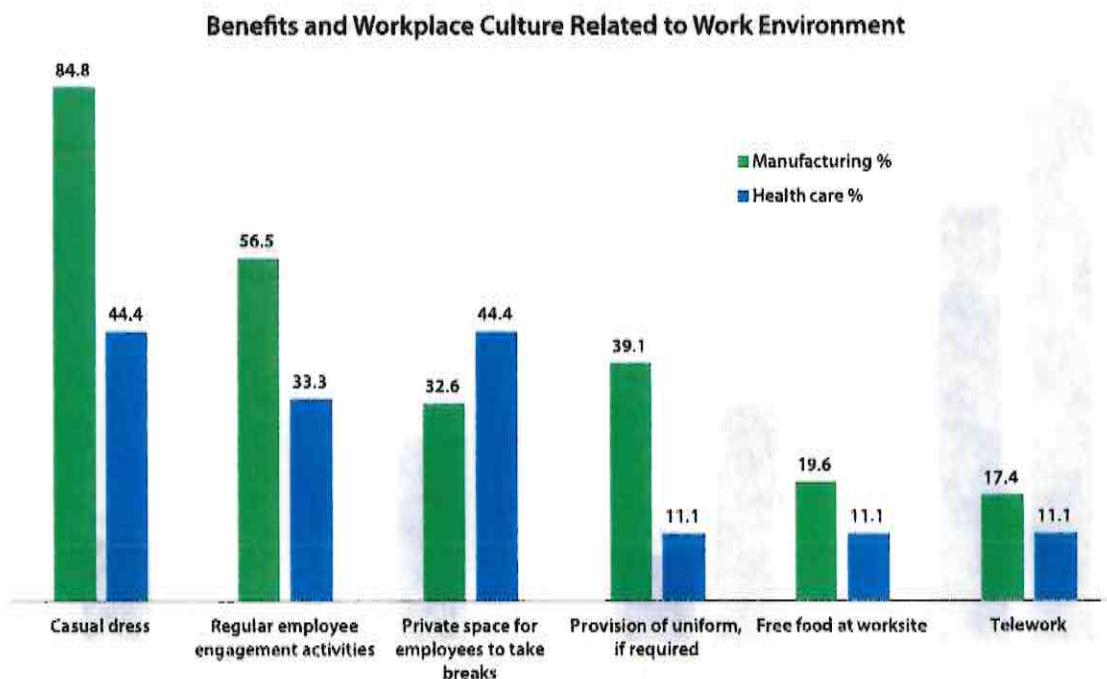
The majority of employers (69 percent) conduct “regular employee reviews.” Twenty-seven (27) percent have “formal internal promotion training.” One quarter of manufacturing employers report job rotation to help employees develop career-building skills.

WORKPLACE PRACTICES

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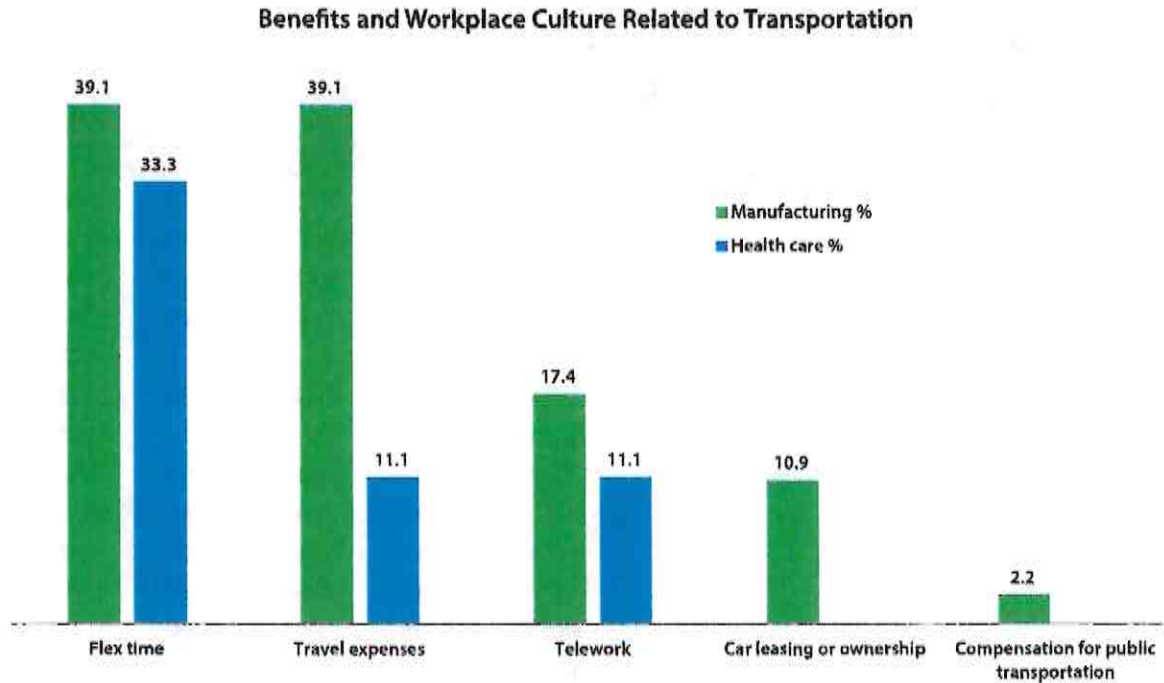
“Health and wellness programs” and “employee discounts” are two of the most reported workplace perks.



“Casual dress” is the most commonly reported workplace practice, reported by 78 percent of respondents. When uniforms are required, 35 percent of employers provide them to employees.

WORKPLACE PRACTICES

More than half (53 percent) of employers have “regular employer engagement activities,” and nearly one in five employers (18 percent) provide “free food at the worksite.”



Sixteen (16) percent of employers offer flex time, and 38 percent offer telework. Nine (9) percent of employers provide “car leasing or ownership,” and 2 percent compensate employees for public transportation.

WAGES

The survey asked employers to report starting and average wages for the following occupations, listed in numerical order of their Standard Occupational Classification (SOC) codes.

Table 37. Average Wages by Occupation and Company Size for Manufacturing (\$)

Occupation	All employers		Companies with 1-50 employees		Companies with 51+ employees	
	Starting wage	Average wage	Starting wage	Average wage	Starting wage	Average wage
(11-3051) Industrial production managers	72,837	97,548	70,750	89,563	73,631	100,927
(11-9041) Architectural and engineering managers	84,567	105,510	82,500	113,200	84,885	103,972
(13-1020) Buyers and purchasing agents	53,596	64,550	50,625	58,505	54,917	67,717
(13-1071) Human resources specialist	50,338	62,019	49,500	55,273	50,422	62,862
(13-1081) Logisticians	57,125	66,621			57,125	66,621
(15-1211) Computer systems analysts	57,250	73,572	45,000	61,740	61,333	81,460
(15-1232) Computer user support specialist	52,333	61,580			52,333	61,580
(15-1244) Network and computer systems administrators	71,429	84,641	80,000	85,000	70,000	84,601
(17-2071) Electrical engineers	74,571	81,514	65,000	75,044	78,400	85,395
(17-2112) Industrial engineers	61,065	70,914	65,000	72,000	60,503	70,779
(17-2141) Mechanical engineers	68,273	75,342	72,750	78,038	65,714	73,245
(17-3013) Mechanical drafters	56,667	60,750	52,000	60,000	59,000	61,500
(43-5061) Production, planning, and expediting clerks	47,200	55,403	52,000	56,934	45,455	54,510
(43-5071) Shipping, receiving, and inventory clerks	37,840	42,639	32,000	39,581	39,684	44,386
(43-9061) Office clerks, general	38,405	45,209	34,333	42,161	41,736	48,003
(51-1011) First-line supervisors of production and operating workers	50,328	56,477	45,347	48,854	52,463	59,943
(51-2028) Electrical, electronic, and electromechanical assemblers, except coil	46,800	54,615	49,000	55,833	45,333	53,396
(51-3011) Baker*	22,800	27,800				
(51-3021) Butcher and meat cutter*	22,830	30,010				
(51-4031) Cutting, punching, and press machine setters, operators, and tenders, metal, and plastic	35,360	39,403	24,000	25,830	39,904	44,832
(51-4033) Grinding, lapping, polishing, and buffing machine tool setters, operators, and tenders, metal, and plastic	38,503	43,558	31,000	33,700	41,504	47,501
(51-4041) Machinist	44,433	50,451	30,000	41,628	47,320	53,980
(51-4072) Molding coremaking and casting machine setters, operators, and tenders, metal, and plastic	33,097	37,982	33,500	37,433	32,895	38,394
(51-4081) Multiple machine tool setters, operators, and tenders, metal and, plastic	40,931	45,311	32,000	36,000	42,420	46,863
(51-4111) Tool and die maker	50,500	62,500	30,000	50,000	54,600	65,000
(51-4121) Welders, cutters, solderers, and brazers	38,200	43,561	36,000	43,867	38,750	43,439
(51-5112) Printing press operators*	24,310	37,560				
(51-6011) Laundry and dry-cleaning workers*	22,320	28,250				
(51-9061) Inspectors, testers, sorters, samplers, and weighers	38,586	45,312	39,697	46,111	38,074	44,821
(51-9111) Packaging and filling machine operators and tenders	36,115	40,597	35,000	38,030	36,487	41,452
(51-9124) Coating, printing, and spraying machine setters, operators, and tenders	36,667	40,667	40,000	46,000	35,000	38,000

WAGES

Table 37. (continued)

Occupation	All employers		Companies with 1-50 employees		Companies with 51+ employees	
	Starting wage	Average wage	Starting wage	Average wage	Starting wage	Average wage
(51-9161) CNC machinist, CNC milling, computer numerically controlled tool operator	39,066	45,376	35,200	46,000	41,483	44,986
(51-9196) Paper goods machine setters, operators, and tenders	40,453	45,367			40,453	45,367
(51-9198) Helpers-production workers	31,322	35,207	28,500	31,200	33,580	38,412
(53-1047) First-line supervisors of transportation and material moving workers	48,667	56,715	40,000	50,000	49,750	57,461
(53-3031) Driver/sales workers and truck drivers	34,269	38,626	33,533	36,400	34,820	40,852
(53-3032) Heavy and tractor-trailer truck drivers	43,720	51,487			43,720	51,487
(53-7062) Laborers and freight, stock and material movers, hand	31,610	36,598	31,627	32,360	31,600	38,717
(53-7064) Packers and packagers, hand	31,720	33,043	22,000	24,000	34,150	35,304
(53-7065) Stockers and order fillers	32,833	35,953			32,833	35,953

*For these occupations, wage data are from the Bureau of Labor Statistics' *May 2021 Occupational Employment and Wage Statistics (OEWS) Survey Estimates* for Prosperity Region 8.

WAGES

Table 38. Average Wages by Occupation and Company Size for Health Care (\$)

Occupation	All employers		Companies with 1-50 employees		Companies with 51+ employees	
	Starting wage	Average wage	Starting wage	Average wage	Starting wage	Average wage
(11-9051) Food service managers	42,400	45,333	39,100	43,000	49,000	50,000
(11-9111) Medical and health service managers	73,857	77,250	67,000	66,400	83,000	95,333
(13-1020) Buyers and purchasing agents*	38,100	60,130				
(13-1071) Human resources specialist	38,214	43,857	31,000	34,667	43,625	50,750
(13-1081) Logisticians*	38,490	61,070				
(15-1211) Computer systems analyst	61,000	73,000			61,000	73,000
(15-1232) Computer user support specialist	32,560	40,520	36,000	50,000	30,840	35,780
(15-1244) Network and computer systems administrators	57,098	73,800			57,098	73,800
(29-1051) Pharmacist*	73,390	125,520				
(29-1071) Physician assistants*	62,940	100,660				
(29-1122) Occupational therapist*	58,180	76,700				
(29-1123) Physical therapist*	48,840	78,870				
(29-1126) Respiratory therapist*	46,750	59,080				
(29-1127) Speech-language pathologist*	48,950	76,730				
(29-1141) Registered nurses	60,593	68,026	63,250	66,000	57,050	70,727
(29-1171) Nurse practitioners*	78,850	98,540				
(29-2010) Clinical laboratory technologist and technician*	29,470	48,290				
(29-2034) Radiologic technologists and technicians*	45,520	59,000				
(29-2052) Pharmacy technicians*	27,780	35,490				
(29-2061) Licensed practical and licensed vocational nurses*	54,500	56,185	52,000	53,333	62,000	64,740
(31-1120) Home health and personal care aids	28,929	31,669	27,750	30,300	30,500	33,493
(31-1131) Nursing assistants	35,000	36,213	34,500	35,050	36,000	38,540
(31-2021) Occupational therapy assistant*	37,440	49,049				
(31-9091) Dental assistant*	29,260	37,940				
(31-9092) Medical assistant*	28,500	36,180				
(31-9097) Phlebotomists*	29,070	36,620				
(35-1012) First-line supervisors of food preparation and serving workers	41,000	42,667	36,000	39,000	46,000	50,000
(35-2012) Cooks, institution and cafeteria	30,376	33,624	29,333	31,667	31,940	36,560
(35-2021) Food preparation workers	23,500	25,772	23,375	26,150	24,000	24,260
(35-9021) Dishwashers*	22,310	23,690				
(37-1011) First-line supervisors of housekeeping and janitorial workers	36,550	44,050	33,400	40,733	46,000	54,000
(37-2011) Janitors and cleaners, except maids and housekeeping cleaners	25,500	27,033	25,750	27,250	25,000	26,600
(43-6013) Medical secretaries and administrative assistants	30,600	34,200	30,500	33,500	31,000	37,000

*For these occupations, wage data are from the Bureau of Labor Statistics' *May 2021 Occupational Employment and Wage Statistics (OEWS) Survey Estimates* for Prosperity Region 8.

APPENDIX

The survey team reached out to 612 manufacturing and 139 health-care companies in Prosperity Region 8 of Michigan, which includes Berrien, Branch, Calhoun, Cass, Kalamazoo, and St. Joseph Counties. The survey was open from September 27 through November 17, 2022. Forty-nine manufacturing employers and 10 health-care employers responded, filling out the online survey via SurveyMonkey. The tables below display information about the firms' characteristics.

Table 39. How Many Full-Time Employees Do You Have on Staff?

Number of full-time employees	Total %	Manufacturing %	Health care %
1-10	7.3	8.7	0.0
11-50	38.2	32.6	66.7
51-200	43.6	47.8	22.2
201 or more	10.9	10.9	11.1

Table 40. How Many Part-Time Employees Do You Have on Staff?

Number of part-time employees	Total %	Manufacturing %	Health care %
None	30.9	17.0	0.0
1-10	47.3	24.0	22.2
11-50	18.2	4.0	66.7
51-200	3.6	1.0	11.1
201 or more	0.0	0.0	0.0

Table 41. Is This Location the Sole Location for Your Company or a Part of a Larger Company?

Response	Total %	Manufacturing %	Health care %
Sole location	56.36	58.70	44.44
Part of a larger company	43.64	41.30	55.56

Table 42. How Old Is Your Company?

Response	Total %	Manufacturing %	Health care %
Less than one year old	1.82	2.17	0.00
1 to 4 years old	3.64	4.35	0.00
5 to 9 years old	3.64	4.35	0.00
10 years or older	90.91	89.13	100.00

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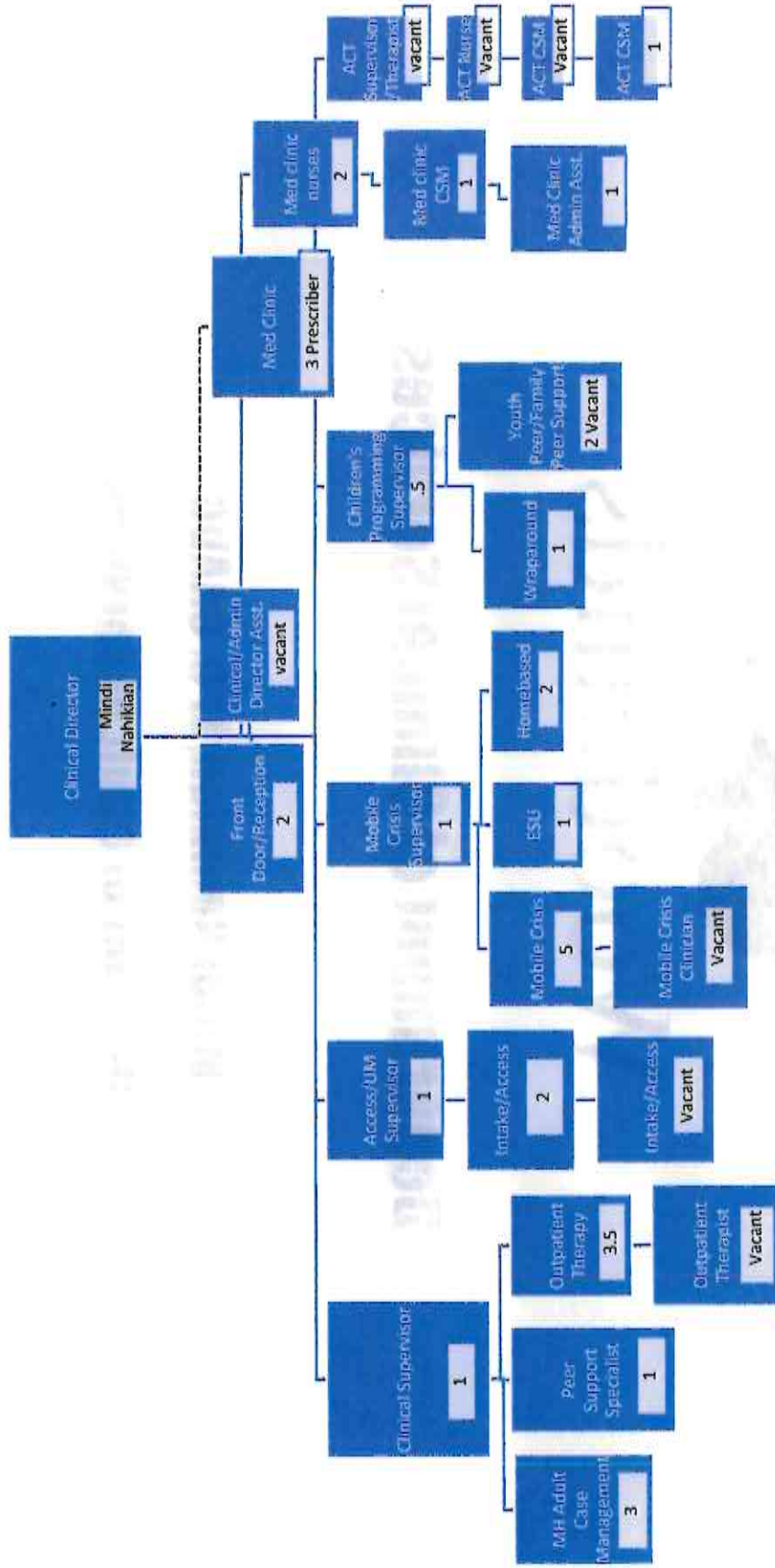
Woodlands

Department of Clinical Services

Mindi Nahikian, LPC, CAADC

Director of Clinical Services

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Roles:

- Work on the executive leadership team
- Direct programming of Mental Health Services for Children, Adolescents, and Adults
- Ensure programs are meeting CMHP and Medicaid technical requirements.
- Provide Clinical Support to Supervisors and Staff
- Develop and build relationships along with collaborating with Community Stakeholders
- Continuously assess and identify needs and gaps related to mental health services.
- Build programs and expand existing WBHN Mental Health Services
- Create and revise clinical policies and procedures to ensure and improve quality of services and programs are meeting Medicaid compliance requirements.

Successes over the past year:

- Roll out of 24/7 Mobile Crisis Team (8/2022)
- Initiation of building Assertive Community Treatment (ACT) Team (11/2022)
- 3 Year CARF Accreditation – 0 recommendations for Clinical Programming (1/2023)
- LOCUS Review – Increase score from 3.25 to 4.2 on a 5-point scale (2/2023)
- Grants – awarded \$200,000 for Children’s Mobile Crisis and \$50,000 for Youth Peer Support/Parent Support Partner programming.
- Restructuring of Children’s Services – Children’s Mental Health (SED) Services moved under Clinical Department (1/2023)

Projects/Goals for upcoming year:

- Improve SWMBH desk audit scores (5/2023)
- State certification of ACT services
- Further development of Children’s Services SED programming
- Explore grant opportunities to further expand mental health services through WBHN
- Explore funding and collaborate with community stakeholders to open Crisis Stabilization Unit in Cass Co.
- Provide training opportunities to staff to enhance services.

WOODLANDS BEHAVIORAL HEALTHCARE NETWORK

POLICY & PROCEDURE

Title:		Section:	
Paid Time Off (PTO)		Human Resources	
Applies to:		Page:	
All eligible WBHN staff			
Doc. Number:	Revised & Approved:	Effective Date:	Responsible Staff:
1-016	10/2021		

Purpose


To provide employees with flexible paid time off from work that can be used for such needs as vacation, personal/family illness, doctor appointments, school, volunteerism, and other activities of the employee's choice.

Policy

1. Paid Time Off (PTO) policy gives the employee more control and flexibility of his/her own time off. PTO is time accrued by the Employee to cover all scheduled days off including vacation and sick time.
2. Each full-time employee shall be entitled to Paid Time Off.
3. The amount of PTO earned is based upon the number of years employed.
4. Part-time employees working less than 32 hours do not receive PTO.
5. Any employee rehired within one year from their date of termination will have their PTO allowance restored to their previous seniority level.
6. Salary employees are encouraged to use blocks of leave for 4 or more hours. For PTO hours less than 4, salary employees are encouraged to modify their work week to accommodate this absence.
7. Hourly staff must record actual PTO utilized on their timecards.
8. PTO time shall be accrued while on a PAID leave. If the leave is UNPAID, no PTO shall be accrued. The maximum accrual balance (PTO cap) shall be limited to 50 working days, (400 hours). The accrual stops when the maximum accrual balance has been reached. The PTO accrual will begin again when the balance is below the PTO cap. All prior PTO rules described earlier will again apply. Accruals lost due to the maximum accrual balance being reached cannot be earned back. PTO may be carried over each year.

PTO Accrual Schedule

Years of Service	Hours Earned Per Pay Period	Days Per Year
0-2	6.2	20
3-8	7.7	25
9-12	8.6	28
12+	9.8	32



PTO Cash-out Provision

Once per year on September 30th, which is the last day of the fiscal year, an Employee may “cash out” up to 40 hours of accrued PTO. Employees who “cash-out” accrued PTO must leave a remaining PTO balance of 40 hours. The “cash out” will be paid on the first pay period in November.

As long as PTO time is available, PTO is paid for any planned or unplanned absence from a scheduled day (vacation, sick, personal, etc.).

If an Employee “calls off” for his/her scheduled shift due to an illness or unforeseen emergency, he/she must follow the call-in procedures. This time will be paid as PTO if there is PTO in the Employee’s accrual bank. If PTO is unavailable, the day is unpaid.

PTO Donation

An employee who wishes to donate PTO time to help a co-worker during an unexpected family emergency or personal emergency will have the opportunity to do so based on the following.

1. Donating employee has an excess of 80 hours in their PTO bank
2. Donations will be made in 1-hour increments.
3. Employees who receive donated PTO may receive no more than 120 hours (three weeks) within a rolling 12-month period.
4. Employees receiving donations must have exhausted or will exhaust their own PTO hour bank and the time away from work is not covered by workers’ compensation, short-term disability, or long-term disability.

Employees who wish to donate PTO to a co-worker in need must complete a PTO Donation Form. Donor names will be kept confidential and will not be disclosed to the recipient.

**WBHN PTO DONATION
REQUEST FORM**

I, _____, hereby request
_____ hours of PTO be donated to
_____.

Signature

Date

HR Approval

Date

Completed forms must be submitted to Human Resources for approval.

WOODLANDS BEHAVIORAL HEALTHCARE NETWORK

BOARD POLICY

Title:		Section:	
ETHICAL STANDARDS/CONFLICT OF INTEREST		Board	
Applies to:		Page:	
All WBHN Staff			
Doc. Number:	Revised & Approved:	Effective Date:	Responsible Staff:
10-006	09/2022		Board

Purpose

To provide guidelines for all Woodlands board members and employees to do the right thing and to conduct themselves with fairness, good faith, and consistent with applicable rules, regulations, and laws at all times.

Policy

The Woodlands Behavioral Healthcare Network Board will strive to maintain high ethical standards in all of its activities. All WBHN Board Members will represent themselves and the agency ethically, accurately, and within the confines of any applicable agency policies/procedures. WBHN board and leadership will adhere to all legal and regulatory requirements.

Any concerns or reports regarding the unethical behavior of a Board Member should be documented in writing to the Board Chair. The Board Chair and/or Executive Committee will investigate the allegation within thirty (30) days of receipt of the complaint and take the action deemed appropriate to the findings.

No Board Member shall engage in a situation that would present him or her with a conflict of interest. Should a conflict of interest or potential/perceived conflict of interest situation occur, the Board Member should immediately bring this situation to the attention of the Board Chair and/or Executive Committee of the Board. On an annual basis, all WBHN Board Members will be asked to complete a *Conflict of Interest/Duality of Interest Disclosure Statement*.
(See By-Laws).

**Cass County Community Mental Health Authority,
d.b.a. Woodlands Behavioral Healthcare Network
Conflict of Interest/Duality of Interest Disclosure Statement**

Personal Data

_____ Name	_____ Date
_____ Appointment Date	_____ Term
_____ Current Employer	_____ Position

Other Business or Vocational Interests

Please disclose any other employment or financial interest which you or a member of your immediate family may have as either an officer, director, trustee, partner, employee or agent of any business organization, which might give rise to a possible conflict of interest or duality of interest with Woodlands Behavioral Healthcare Network.

Charitable or Civic Involvement

Please disclose all official positions which you or any member of your immediate family may have as a director, trustee or officer of any charitable, civic or community organization, as well as any unofficial role such as significant donor, volunteer, advocate or advisor, which might give rise to a possible conflict of interest or duality of interest for Woodlands Behavioral Healthcare Network.

Reminder: If at any time there is a matter under consideration, which may constitute a direct or indirect conflict/duality of interest, it is your obligation to disclose the facts to the Board Chair, to abstain from voting and to refrain from using your personal influence on the matter.

Signature

Date

WOODLANDS BEHAVIORAL HEALTHCARE NETWORK

BOARD POLICY

Title:		Section:	
CORPORATE COMPLIANCE		Board	
Applies to:		Page:	
All WBHN Staff			
Doc. Number:	Revised & Approved:	Effective Date:	Responsible Staff:
10-007	09/2022		Board

Purpose

To ensure that an organization complies with any laws or regulations that apply to it.

Policy

It is the policy of the Board to ensure that the organization remains committed to conducting itself as a good organizational citizen with the utmost integrity and honesty. This commitment extends to all aspects of the organization’s business and work-related activities of its employees. To serve this purpose, the Board shall dedicate the necessary resources towards the development and ongoing maintenance of an effective Corporate Compliance Program. This program is designed to prevent and detect potential violations of law and/or risky practices in the conduct of their business affairs by employees and management staff, and which will respond rapidly and consistently to any reports of wrongful conduct.

The Corporate Compliance program will:

1. Establish compliance standards and procedures reasonably capable of reducing the risk of wrongful conduct.
2. Appoint specific, high level individual(s) responsible to oversee the program.
3. Take steps to communicate effectively the compliance standards and procedures to all employees and agents.
4. Take reasonable steps to achieve compliance by, for example, utilizing monitoring and auditing systems, and by publicizing a reporting system whereby employees can report perceived wrongful conduct by others within the organization without fear of retribution.
5. The Board chair may respond to complaints submitted to the Board through a variety of methods, including initial consultation with the Board executive team. The chair may, at their discretion, choose to respond or not respond to anonymous complaints submitted to the Board.
6. Consistently enforce its standards through appropriate disciplinary mechanisms, including as appropriate, discipline of individuals for failure to detect or report non-compliance.
7. Take reasonable steps to respond appropriately to noncompliance after detection and to prevent recurrence, which may require modifications to the compliance program.

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February 28, 2023

The composition of each community mental health authority board in Michigan is prescribed in Michigan’s Mental Health Code. The following was taken directly from the Mental Health Code:

The composition of a community mental health services board shall be representative of providers of mental health services, recipients or primary consumers of mental health services, agencies and occupations having a working involvement with mental health services, and the general public. At least 1/3 of the membership shall be primary consumers or family members, and of that 1/3 at least 1/2 of those members shall be primary consumers. All board members shall be 18 years of age or older.

The Mental Health Code also provides the following definition:

“Primary consumer” means an individual who has received or is receiving services from the department or a community mental health services program or services from the private sector equivalent to those offered by the department or community mental health services program.

In order to document that Woodlands is meeting the board composition required by the Michigan Mental Health Code, please read the statements below and mark the box for those statements that are true.

- I am a primary consumer as defined in the above excerpt from the Michigan Mental Health Code.
- I am a family member of a primary consumer as defined in the above excerpt from the Michigan Mental Health Code.

PRINT NAME

SIGNATURE

DATE

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**Quarterly Personnel Report
FY 2023 January - March**

NEW HIRES

Children's Case Manager
Emma Halicki (1/9/23)

RESIGNATIONS/RETIREMENT/TERMINATION

Executive Director
Timothy Smith (end of contract 1/20/23)

ACT Team
Heather Walker, ACT CM (2/21/23)

DD
Olivia Thompson, DSP (resigned 01/13/23)
Pamela Wenzel, IDD Director (resigned 2/10/23)

SUD
Pamela Smith (terminated 3/31/23)

VACANT POSITIONS/RECRUITING

ACT Case Manager
ACT Nurse
ACT Therapist/Supervisor
Case Manager Assistant
Children Services Outpatient
Executive Director
Home-Based Services
Intake/Access Clinician
Mobile Crisis Clinician
Outpatient Therapist
Outpatient Wraparound Clinician
Quality/Utilization Director
SUD Outpatient Therapist

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