

**WEST MICHIGAN COMMUNITY MENTAL HEALTH SYSTEM
ADMINISTRATIVE MANUAL**

		Chapter: 2	Section: 20	Subject: 1
CHAPTER: Board Services and Program Administration				
SECTION: Consumer Input				
SUBJECT: General Policy				
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- I. **PURPOSE:** To set policy standards for the recruitment and inclusion of persons served and other stakeholders to partner with West Michigan Community Mental Health (WMCMH) in the process of service delivery and design.

- II. **APPLICATION:** All programs and services operated by the West Michigan Community Mental Health Governing Body.

- III. **REQUIRED BY:** Accrediting bodies and the MDHHS contract.

- IV. **DEFINITIONS:**

Persons Served is inclusive of: person receiving services, the family members and/or guardians.

Other stakeholders may include: advocates and stakeholders inclusive of community and contracted providers.

- V. **POLICY:** It is the policy of the West Michigan Community Mental Health (WMCMH) to provide a consumer-driven service system by continuously utilizing consumer input across the system to create, define, change and monitor/evaluate all aspects of the system, including but not limited to access, care, services, programs, facilities and processes. It is the policy of WMCMH to actively recruit consumers, solicit their input and support them in the process of providing input.

- VI. **PROCEDURES:**

Involvement at WMCMH can be defined along a continuum of options. This continuum of options ranges from an individual making choices about his/her services/treatment through the person-centered planning process, to persons served being selected to participate on WMCMH committees, the WMCMH Consumer Advisory Panel, the WMCMH Governing Board, and to consumers being employed by WMCMH.

In order to foster an organizational culture of meaningful partnership and ensure the expanding availability of options along the continuum for persons served to be actively involved, WMCMH will:

 - Facilitate ongoing choice regarding the services and treatment received at WMCMH for persons served. This will be accomplished through the person-centered planning process and through soliciting regular feedback on individual's progress towards goals and objectives.

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- Facilitate ongoing development and coordination of WMCMH’s Consumer Advisory Panel. This will include ongoing maintenance of appropriate representation of panel members by geographic location (county) and population.
- Facilitate and provide support for continued attendance/involvement in forums, conferences and other activities while still promoting recovery and independence for persons served.
- Explore options for persons served and other stakeholder involvement / partnership in the design, review, planning and evaluation of services at WMCMH. This will include ongoing and meaningful involvement in a minimum of three (3) appropriate WMCMH organizational committees and/or activities.
- Monitor customer/stakeholder satisfaction with services provided through the use of satisfaction/perception surveys, review of suggestion box data and consumer/ stakeholder forums as well as ongoing feedback at meetings. Data from these sources will be reviewed for trends and reported to the Performance Improvement Oversight Committee on a regular basis.
- Ensure all customer service complaints are resolved within mandated and organizational time frames. Data from these sources will be reviewed for trends and reported to the Performance Improvement Oversight Committee on a regular basis.
- Provide payment for involvement by persons served in activities as outlined in the WMCMH Advisory Committee Reimbursement policy.

VII. SUPPORTING DOCUMENTS:

Appendix 2-20-1A: Customer Services Plan

Appendix 2-20-1B: Consumer Advisory Panel Bylaws

Please see Advisory Committee Reimbursement policy 3-6-3 and PCP Policy 2-2-6

**West Michigan Community Mental Health
Customer Services Plan
FY 18/19**

Submitted by: Tracy L. Bonstell, Administrative Sites Coordinator

1. Introduction

Customer Services is defined as the ability of an organization to constantly and consistently provide the customer with what they want and need. While West Michigan Community Mental Health (WMCMH) maintains a Customer Services Office within the Service Enhancement Team (SET) to emphasize its commitment to ensuring a culture that is customer-centered and continuously improving, WMCMH firmly believes that good customer service is the job of all WMCMH staff.

2. Customer Services Philosophy:

General/Overarching statements about Customer Services:

- WMCMH is committed to ensuring a culture that is customer-centered and continuously improving.
- WMCMH believes that all customers must be treated with dignity and respect.
- WMCMH values the perspectives our customers provide in the areas of policies, programs, and services.
- WMCMH believes that partnership with customers is essential in a customer-centered organization.
- WMCMH believes that all its network players influence the success of WMCMH Customer Services efforts.
- WMCMH defines “customer” as both external customers (i.e., primary customers, individuals served and their families, stakeholders, etc.) and our internal customers (i.e., organizational team).

Basic Wants and Needs of External and Internal Customers:

- To know that their experiences, perceptions and opinions are valued and needs are understood.
- To know with confidence that services delivered are provided by competent professionals who are caring, understanding, friendly, non-judgmental and enthusiastic about recovery.
- To know that there is an organizational focus on the customer rather than work activities, rules or schedules

Additionally, WMCMH recognizes the voice of individuals served as one of many voices that guide decision-making.

(Please see Attachment #1 – for a document that further describes WMCMH customer services philosophy).

3. Team Functions and Responsibilities:

The Customer Services Office is responsible for the following functions and core responsibilities:

- Assuring compliance with all standards applicable to Customer Services as defined by DCH, Regional Entity, HSAG/BBA and accrediting bodies
- Coordinating of customer/member services
- Supporting and empowering individuals served to advocate for themselves
- Providing facilitation of the individuals served complaints between the individual and appropriate WMCMH staff
- Facilitating resolution of customer grievances, appeals and complaints

- Monitoring of customer satisfaction
- Facilitating customer involvement/partnership in the areas of design, review, planning and evaluation of WMCMH services
- Coordinating and sharing of appropriate information between Recipient Rights and Customer Services
- Working with the Chairperson of the WMCMHS Consumer Advisory Panel
- Coordinating Customer Services activities with the Regional Entity
- Tracking, trending and reporting of grievance, appeals and complaint data

While specific employees are assigned to the Customer Services Office, all members of WMCMH network affect the success of WMCMH customer services efforts.

Prioritizing the activities of the Customer Services Office will be based, in part, on mandates set forth by the Michigan Mental Health Code, the Michigan Department of Community Health (MDCH) Specialty Services and Support Contract and the Lakeshore Regional Entity. While continuing to develop the Customer Services Office at WMCMH, the goal is to evolve from focusing on compliance to focusing on adding value to the consumer's experience at WMCMH. Additional priorities will be determined through ongoing review and monitoring of Customer Services performance data trending and customer/community input.

4. Evaluation of Customer Services Plan, Goals and Function:

The Customer Services plan will be evaluated annually. Any revisions to the Customer Services plan will be reviewed and approved by the Deputy Director of Service Enhancement. Customer Services goals will be developed annually and will be reviewed and approved by the Deputy Director of Service Enhancement. The Administrative Sites Coordinator will monitor the functioning of Customer Services on an ongoing basis with additional monitoring taking place (via the Customer Services Activity Summary) on a semi-annual basis by the Deputy Director of Service Enhancement and by the Performance Improvement Oversight Committee.

5. Team Composition/Resources:

Staffing level of the Customer Services Office is:

- 0.65 FTE Administrative Assistant
- 0.25 FTE Administrative Sites Coordinator
- 0.10 FTE Deputy Director of Service Enhancement

6. Attachments:

- Attachment #1 – Key Customer Services Behavior
- Attachment #2 – Customer Services Goals/Interventions for FY 18/19

Attachment #1

WEST MICHIGAN COMMUNITY MENTAL HEALTH

What is a Customer at WMCMH?

At WMCMH, we have two types of customers – internal and external. Internal customers are our fellow team members (employees), our volunteers such as Governing Board members, and those with whom we have contractual relationships. External customers are those to whom we provide services such as our consumers, their families and others who form a partnership for their care, other members of the care community such as physicians, hospitals, other agencies, and the community to whom we more broadly provide education and mental health support services. We recognize that customers are not an interruption to our work, but rather the reason we exist.

Behaviors that Define Good Customer Service at WMCMH

All people (individuals served and their family members, staff members, and other visitors to WMCMH) are acknowledged in a friendly and welcoming manner. We recognize that our words, our body language, and our actions reflect how we are perceived and have the potential to influence our ability to be effective in our role. In addition, the appearance of facilities, equipment, personnel, and communication materials, may also influence our ability to be effective. By reflecting a caring, helpful attitude in all that we do, we recognize that we lay the foundation for building rapport and in adding value to every person's experience at WMCMH.

We seek to be experts in the field of mental health and to be authentic and effective in sharing our expertise. As such, we will be open-minded, non-judgmental, effective communicators who behave in a respectful and professional manner in all our dealings. Staff members will actively and reflectively listen and will seek to understand the perspective of our customers.

When concerns or problems are identified, we will seek, using reflective listening skills, to communicate our understanding of the issue to the person who raised it. We will do this by summarizing key points and the impact of the issue for that person and then we will confirm our commitment to being a part of the solution. As staff members, we will commit to be the first line of action in problem resolution in all cases. The path of least resistance – pushing the problem to another staff member or community entity – will be an action of last resort – not the first line of defense. Equally important, we will do our best to identify potential problems before they become a barrier to good customer service and will commit to doing our part to ensure their resolution.

If another person or resource at WMCMH must become involved in order to resolve a concern, the staff member who originally was made aware of the issue or who identified it will remain actively involved until the new staff person or resource is fully informed about the issue, the relationship has been established between the newly involved staff member / entity and the customer, and the newly involved staff member / entity agrees to take over the responsibility for resolution.

When a problem or issue is fully investigated and we have responsibility for all or some portion of it, we will take responsibility for our part and will acknowledge our role in the issue or problem. We will apologize for our errors, will commit to appropriate remedies for the current situation, and will address any system or process issues to eliminate such issues or problems in the future.

We will thank those who present issues of concern to us and let them know that in doing so they are helping us to become an even better organization devoted to continuous improvement and excellence in customer care.

Attachment #2

Customer Services Annual Goals for FY 18/19

Goal 1: WMCMH will continue to foster an organizational culture of meaningful partnership with the individuals served.

1.1: The Customer Services Office will continue with ongoing development and coordination of WMCMH Consumer Advisory Panel in cooperation with the CAP Chairperson. This will include ongoing assistance with maintenance of appropriate panel members.

1.2: The Customer Services Office will facilitate and provide support to continued consumer attendance/involvement in consumer forums, consumer conferences and other consumer panel activities while still promoting recovery and independence.

1.3: WMCMH will continue to explore options for appropriate consumer involvement/partnership in the design, review, planning and evaluation of services at WMCMH. This will include ongoing and meaningful consumer involvement in a minimum of three (3) appropriate WMCMH organizational committees and/or organizational activities. Examples of appropriate organizational committees and/or organizational activities may include: PIOC, ACCC, UM, CAP, and consumer involvement in the WMCMH therapeutic inspection process for facilities.

Goal 2: The Customer Services Office will promote a customer services culture throughout the WMCMH network that supports the WMCMH recovery culture.

2.1: The Customer Services Office will continue to facilitate and support the resolution of customer complaints at the program level when appropriate.

2.2: The Customer Services Office will, through Clinical Team Lead and agency wide communication, provide WMCMH staff with periodic customer services "training" as appropriate (i.e., support the key behaviors document, tips, etc.).

Goal 3: The Customer Services Office will ensure that established customer services standards are met (as defined by WMCMH, DCH, Regional Entity, HSAG/BBA and accrediting bodies).

3.1: The Customer Services Office will ensure that all complaints, grievances and appeals reach resolution within the mandated and organizational time frames. This will be monitored and reported to the Deputy Director of Service Enhancement on a semi-annual basis.

3.2: The Customer Services Office will monitor complaint data for trends. Trends will be reported to the Deputy Director of Service Enhancement and PIOC on a semi-annual basis.

3.3: The Customer Services Office will work closely with the Office of Recipient Rights to ensure timely coordination of appropriate grievance and appeals.

3.4: The Customer Services Office will work proactively with the Lakeshore Regional Entity with any efforts toward centralized Customer Service roles and functions.

Goal 4: The Customer Services Office will coordinate and monitor customer satisfaction data.

4.1: As required by DCH, WMCMH will continue use of the MHSIP tool, at the prescribed interval, with findings being provided to the Consumer Advisory Panel and

PIOC so that services can be continuously improved and altered to meet the changing needs of our consumers.

4.2: In order to ensure that WMCMH services are continuously improving and meeting the changing needs of the individuals we serve, WMCMH (in addition to the above DCH required satisfaction monitoring) will continue with administration of additional satisfaction tools on an ongoing basis (e.g., MHSIP, DD satisfaction, Mystery Shopper, satisfaction following discharge, etc.) Results will be shared with the Deputy Director of Service Enhancement, the Consumer Advisory Panel, and the Performance Improvement Oversight Committee as available.

**BYLAWS OF THE
CONSUMER ADVISORY PANEL (CAP)
WEST MICHIGAN COMMUNITY MENTAL HEALTH (WMCMH)**

MISSION

As a group of panel members representing both the service population and the service regions of WMCMH, our mission is to partner with WMCMH to shape processes, advocate and enhance the quality of WMCMH services by giving valuable input from our experiences for the benefit of all current, potential, and future WMCMH consumers.

VISION

The community knows that people with mental illness, developmental disability and/or substance use disorders are valuable members of our community.

PURPOSE

The purpose of the West Michigan Community Mental Health Consumer Advisory Panel (CAP) is to:

- Provide consumer perspective in a meaningful and valued role, to aid West Michigan Community Mental Health in organizational performance improvement efforts.
- Provide consumer perspective, in a meaningful and valued role, to aid West Michigan Community Mental Health in the design, implementation and review of practices and procedures that impact WMCMH consumers.
- Provide ongoing consumer performance in order to continue to add value to consumer experiences at WMCMH.
- Serve as a voice of consumer advocacy to other local, regional, state and national groups, bodies and legislatures.
- Serve WMCMH in the capacity of an advisory group.

MEMBERSHIP

Definition

Membership of the CAP shall consist of a minimum of eight (8) primary consumers (past or present), or family members of persons receiving services within the service region of West Michigan CMH. Employees and direct contractors of WMCMH have other avenues for sharing their voice, and rather than participating on the CAP will be encouraged to participate by using other avenues. There shall be an earnest attempt to ensure that at least four (4) (or 50%) of these members are or have been primary consumers of West Michigan CMH. There shall also be an earnest attempt to keep a proportionate membership based on the service population of West Michigan CMH.

Term

Each regular member shall serve a three-year (3) term and may be reappointed for a total time of two terms.

After serving a maximum of two (2) consecutive terms, a member may be recommended for reappointment to the CAP (on a year by year basis) in the following situations:

- WMCMH staff will meet with CAP members individually to determine their interest in continuing on the CAP and any additional WM/LRE committees on which they serve.
- There are no consumers who have expressed an interest in representing the service population and/or service region of the CAP member that has served two terms on the CAP (Refer to “Definition” section above).
- The CAP member is a member in good standing (Refer to “Good Standing” section of this document).

In the instance that there are consumers interested in representing the service population and/or service region of the exiting CAP member, WMCMH staff will meet with the exiting CAP member individually and develop a transition plan from the CAP.

Compensation

Each member shall be paid as outlined in West Michigan CMH's Consumer Input Policy (2.20.1). Reimbursement for completed and approved vouchers will be sent via mail within 30 days.

Orientation

All members of the CAP will attend mandatory orientation sessions. Orientation will occur prior to a member's attendance at the first meeting and annually thereafter.

Good Standing

All members of the CAP shall remain in good standing throughout their terms in order to stay on the CAP and on assigned subcommittees.

Good standing is defined as the following;

- Being on time for scheduled meetings
- Preparing for meetings by reviewing all forwarded materials prior to the meeting.
- Attending and actively participating in the ten (10) regularly scheduled CAP meetings and also committing to one (1) additional project/standing committee.

Members missing CAP meetings or other scheduled regular subcommittee meetings without notifying the meeting facilitator or staff may be subject to removal from the committee and/or the CAP.

CAP Membership

If for any reason a member is unable to continue CAP membership, the following steps will be taken:

- The vacant position on the Committee will be filled as outlined in the under "Membership" section using "Definition" in this document.

Subcommittee Membership

If, for any reason a member is unable to continue subcommittee membership, the following steps will be taken:

- A pro-tem member will step forward and fill in until the member is able to return.
- Upon return, the member will be given the opportunity to serve or the member and pro-tem will serve together.

Dismissal

WMCMH reserves the right to remove members from the CAP who are not fulfilling their role (as outlined in this document) on the Panel.

Resignation

Any member of the CAP may resign his/her seat on the CAP in a letter addressed to the WMCMH. The empty position will be filled at the earliest possible time for the remainder of the unfilled term.

Appointment

Any person interested in serving on the CAP shall submit a completed "Member Profile Sheet" and complete an interview with West Michigan CMH Service Enhancement Team. The Executive Director and/or his designee will make appointment/membership decisions with respect to the selection and reappointment of CAP members.

Reappointment

CAP members will submit a completed "Member Profile Sheet" on an annual basis which will serve as notification of interest to continue on the CAP. As noted in the "Terms" and "Appointment" sections of this document, the Executive Director of West Michigan CMH and/or his designee will make reappointment/membership decisions with respect to the reappointment of members to the CAP and WMCMH/LRE Committees.

EX-OFFICIO MEMBERSHIP

Definition

The Executive Director of West Michigan CMH shall serve as an Ex-Officio member and shall appoint other staff members of West Michigan CMH, outside health care providers, and other interested persons in order to provide guidance, counsel and support to the CAP.

Term

Each Ex-Officio Member of the CAP shall participate without term limits.

Roles/Responsibilities of Ex-Officio Members

- Prepare agendas and materials for CAP meetings
- Facilitate CAP meetings.
- Provide guidance, counsel and support to the CAP
- Act as a link between consumer voice and WMCMH Executive and Leadership Teams
- Aid in ensuring the safety and well-being of consumer advisory panel members by communicating health and safety concerns regarding CAP members with WMCMH clinical staff as appropriate.

CAP MEMBERSHIP

CAP Member Roles/Responsibilities

Roles/Responsibilities of all CAP members include the following:

- As a part of this committee, members will review/consider all issues brought to the committee from the perspective of the greater good for all WMCMH current, potential, and future consumers.
- Members will consider their participation on this committee as a commitment to WMCMH and, as such, will operate within the guidelines outlined in this document.
- Members of this committee will understand the need for this committee to operate as a team and will practice good team work.
- Members will attend and actively participate in all meetings/subcommittees assigned.
- After attendance at relevant meetings outside the CAP (i.e. conferences, trainings, etc.) members will return to the CAP group and share information learned and handouts received with all members of the group.
- If unable to attend a meeting (regularly scheduled CAP meeting or subcommittee meeting) members will contact the facilitator of the meeting.

MEETINGS

Regular Meetings

The CAP will meet at least ten (10) times per year to conduct the regular business of the panel. An annual meeting schedule will be developed.

Cancellation Policy

West Michigan CMH staff will notify CAP members as soon as possible after the cancellation decision has been made.

- CAP members will be notified by calling the number on file. If unable to reach the CAP member, a message will be left.

- CAP members will be provided an opportunity to supply an alternate phone number that can be used for notifications.
- Staff will notify support staff at all 3 office locations of cancellations.

Sub-Committee/Workgroup Meetings

As consumer involvement opportunities arise, CAP members may be given an opportunity to participate on WMCMH and/or LRE subcommittees and/or workgroups. The roles and responsibilities of members participating on subcommittees and/or workgroups are as follows:

- Members will attend and actively participate in scheduled meetings
- Members will prepare for meetings by reviewing all forwarded materials prior to the meeting.
- Members will represent both the CAP and the voice of all current, potential and future consumers at these meetings.
- Members will act as the communication link between the CAP and the subcommittee/workgroup.

Members missing CAP meetings or other scheduled regular committee or subcommittee meetings, without notifying the meeting facilitator, may be subject to removal from the committee and/or the CAP.

CAP Decision-Making Process

The CAP shall use the consensus model of decision-making as the basis for actions, recommendations and reports generated by the CAP, with each member having equal rights to voice his/her opinions and perspectives. The consensus model is defined as a decision in which everyone participates and with which everyone can live and support.

The rationale for using the consensus model rather than vote taking is as follows:

- Allows a more natural discussion to take place that allows each person to contribute to the decision-making process.
- Allows for the reaching of an agreement in a better method than could have otherwise been reached.
- Improves capacity to solve challenges together in the future.
- Provides mutual respect and dignity for each person in the group.

Conflict of Interest

CAP members will abstain from participating in CAP decisions that could be influenced by their business interests. Annually each CAP member shall sign a statement indicating that he/she will abstain from voting on any issue that has, or appears to have, a possible conflict of interest. The conflict of interest question shall be asked as a regular agenda item at all regular CAP meetings.

Basic Ground Rules

All CAP meetings will be carried out with dignity and respect under the basic “ground rules” listed below:

- Be respectful (don’t interrupt; listen to what others have to say)
- Keep discussion focused on the topic
- Clarity (if you don’t understand something, ask questions; keep asking until you understand it)
- There are no dumb questions
- No side meetings
- Assume positive intent
- Listen with an open mind
- Agree upon what important words mean
- Focus on the issue, not the person (in other words, attack the issue; not the person)
- Focus on interests, not positions
- Do not over process

- Express your experience, opinions, and logic openly
- Be open to others experience, opinions, and logic
- Use 'I' statement versus 'You' statements to express differences
- Express differences in term of 'concerns' and 'interests'
- Actively seek agreement – look for common ground
- When we have an agreement, we will stop! (No revisiting a consensus decision unless the whole group decides to do so.)
- Views and opinions expressed in the meetings are confidential.

BYLAWS

The Bylaws will run one (1) year from date of acceptance by Consumer Advisory Panel members and members of the WMCMH Leadership Team. Each fiscal year the CAP will review the bylaws, and if changes are necessary, will forward revised Bylaws to the WMCMH Leadership Team for approval.

Amending the Bylaws

Amending the Bylaws is allowed, at any time, either by recommendation, from the WMCMH Leadership Team or by consensus of the CAP. Proposed amendment(s) will be presented to the Consumer Advisory Panel members for review and discussion at the next scheduled Consumer Advisory Panel meeting. All amendments must be approved by the WMCMH Leadership Team.

Adopted on the 18th day of January 2019.

Signatures

I have reviewed the Bylaws and I agree to the terms outlined in this document.

Signature of CAP member

Date Signed

DEFINITIONS

“ADVISORY PANEL” is a panel with the power and/or authority to provide opinions, recommendations, and/or suggestions to guide action. Advisory panels are not decision-making panels for West Michigan CMH.

“CONFLICT OF INTEREST” is a term used to describe a conflict between a person’s private interests and public obligations.

“CONSENSUS” is a decision process in which everyone participates and which everyone can live with and support. Consensus decision-making is not voting.

“EX-OFFICIO MEMBERSHIP” means by virtue or because of the office. Currently, the Executive Director and the Customer Services staff at WMCMH are the Ex-Officio members of the CAP.

“FAMILY MEMBER” means a parent, stepparent, spouse, child, sibling or grandparent of a primary consumer, or an individual upon whom a primary consumer is dependant for at least fifty percent (50%) of his/her financial support.

“PRIMARY CONSUMER” means an individual who has received or is receiving services from the Michigan Department of Community Health, West Michigan CMH, or another CMH program or a contracted agency or services from the private sector equivalent to those offered by West Michigan CMH.

“PRO TEM” is a trained member who fills in when you cannot sit in on your committee or give your report. This way we do not lose valuable consumer input.