

### Challenges and Areas for Improvement

West Michigan Community Mental Health System identifies challenges in the following areas: increasing SW licensure requirements; psychiatric availability in rural areas; rural effects on recruiting diversity, lack of community supports and access to resources, distances to Universities and commerce centers; network providers, particularly residential providers struggling with recruitment; limited financial resources to support recruitment and retention; competing requirements of cost effectiveness, competitive bidding, administrative efficiencies and pay and benefits; and personnel costs. Opportunities for improvement include: joint collaborative recruiting/contracting with local health providers and/or neighboring/affiliate CMHSPs; continuing efforts to bring in and share costs of state and local training opportunities; enhanced relationships with Universities with a focus on rural services and opportunities; statewide collaboration around workforce development and recruitment; and advocacy for greater funding equity.

Northern Lakes Community Mental Health identifies similar challenges and opportunities for improvement including: increasing demands from the community for services; limited financial resources to support recruitment and retention; rural challenges in recruiting and retention particularly with Psychiatry; increased licensing requirements of professional staff relative to CEUs; increased demands on clinical staff relative to changes in forms, software, technology and documentation; network providers, particularly residential providers struggling with recruitment; and lack of non-financial incentives.

### Methods For Making Improvements

WCMCMHS will jointly recruit for and/or contract with local healthcare providers, affiliation, neighboring CMHSPs to increase efficiencies beginning in September 2009 and will continue ongoing efforts to bring in and share costs for state and local training opportunities. They will pursue enhanced relationships with Universities beginning in October 2009 and will continue ongoing efforts to advocate for funding equity in order to establish similar resource bases for recruitment retention and training.

NLCMH will enhance their staff training and development plan beginning in June 2009, to address strategies for recruiting, developing and maintaining a competent workforce and will identify and include specific incentives including staff recognition elements, leadership development and succession planning. Network providers will be provided increased opportunities to share training resources and contracts will include specific training requirements.

The PIHP will continue to monitor staff training and evaluations at annual site reviews. The affiliation Network Management committee will also monitor network provider's personnel practices qualifications and training. Network Provider meetings will periodically include agenda items focusing on staff recruiting development and retention.

### Methods to Measure Success

WCMCHS and NLCMH will monitor progress on their QI plans for Developing and Maintaining a Competent Workforce via their existing Quality Improvement Committees.

The PIHP will monitor progress on QI plans at their annual site reviews at the respective CMHSPs. Quality Improvement Plans at the local CMHSP Affiliates will also be monitored by the PIHP Quality Oversight Committee.