

# *Northpointe Healthcare Systems*

*Dickinson County – 715 Pyle Drive, Kingsford, MI 49802  
Iron County – 703 Second Ave., Iron River, MI 49935  
Menominee County – 401 Tenth Ave., Menominee, MI 49858*

## **BOARD POLICIES**

### **I. INTRODUCTION**

#### **A. AUTHORITY**

Northpointe Behavioral Healthcare Systems (hereinafter designated as “*Northpointe*”), a Community Mental Health Services Program (CMHSP), is a public governmental entity (hereinafter designated as “Authority”) established under Michigan’s Mental Health Code, P.A. 258, Public Acts of 1974, as amended (hereinafter designated “Code”) and enabling resolutions adopted by the duly elected legislative bodies of the Counties of Dickinson, Iron, and Menominee, State of Michigan (hereinafter designated “Counties”). This Authority is governed by the Northpointe Board of Directors (hereinafter designated “Board”) as appointed by the respective county boards of commissioners in accordance with the Code.

#### **B. BOARD ROLE & RELATIONSHIP**

1. The Board:
  - a. sets the direction/policies of the organization;
  - b. creates and maintains the core values, vision, and mission of the organization;
  - c. ensures compliance with all applicable legal and regulatory requirements;
  - d. recruits members that are representative of the specific cultures the organization serves, including representation of the populations being served;
  - e. advocates for needed resources to carry out the mission of the organization.
2. Chief Executive Officer (CEO) implements the policies and reports to the Board. CEO and/or CFO has the authorization to sign contracts as authorized by the Board.
3. Staff delivers services and achieves goals set by CEO.
4. The Individuals served are the focus of all Board, CEO, and Staff efforts.

More specifically, the Board members:

1. Establish policy via regular attendance and active participation in scheduled Board and Committee meetings;
2. Employ the CEO according to conditions specified in the Code;
3. Direct the CEO to administer the policies;

3. Monitor implementation and outcome of policies;
4. Support the delegated function of day to day management responsibilities to the CEO and management staff. The Board recognizes the appropriate chain of command for a staff person to be their immediate supervisor, one over supervisor, HR Department, and the management team/CEO as appropriate. The CEO will bring forward any issues requiring Board action for resolution as necessary.
5. Ensure accountability of Authority's financial management operations through review and approval of the annual budget and periodic financial reports.
6. Conduct an annual Board evaluation and develop action plan items for the upcoming year.

**C. GENERAL POLICY STATEMENT**

It is the policy of the Board that it will provide the residents of the Counties a complete array of high quality, cost effective mental health services. Furthermore, the direction and operation of this system will follow the policies established by its assessment of community mental health needs as well as the Code and Rules. In addition, it is the policy of the Board that Northpointe adheres to sound Continuous Quality Improvement (CQI) principles to ensure the provision of quality services.

**D. ADMINISTRATIVE AUTHORITY**

It is the policy of the Board that it delegate all necessary authority to the CEO to establish and implement those administrative directives and procedures necessary to conduct the business of the Authority toward compliance with the standards set forth by appropriate funding and accrediting bodies.

**II. POLICY MANUAL**

The Board's Policy Manual is the vehicle for formally documenting its policies for use by the Board, Agency staff, contract agencies, and affiliated organizations and review by auditing bodies. The Board shall establish general policy guidelines within which the CEO shall execute the business and programs of the Authority. All Board and staff members shall be held accountable for following all policies of the Board until changed or repealed. Contract agencies shall be bound by Board policies to the extent mandated by their contracts.

**A. POLICY STATEMENTS**

The Board shall organize its policies in a standard format. New policies and all revisions of significance will be presented to the Board by the CEO for recommendation and action by the full Board. If the need to implement a new and/or revised policy arises and does not allow sufficient time for committee and board review and action, the CEO may issue an Interim Memorandum informing all Board members and NBHS personnel of the policy position. The Interim Memorandum shall be in effect for not more than two months. The interim policy

position will be included on the agenda of the next committee and/or Board meeting for official Board action.

### **III. BOARD MEMBER ROLE AND FUNCTION**

A Board Member should not become involved in the day-to-day operation of the Authority including issues/concerns generally handled by a manager or the management team and any diagnostic and treatment decisions of the staff. Board members shall abide by the Board policies on service recipients confidentiality.

#### Complaints/Issues/Concerns communicated to Board Members outside of Board Meetings:

The policy for Board Members responding to complaints, issues and/or concerns affecting the Authority, shall be to submit the complaint, issue or concern to the Board Chairperson and CEO. The CEO will delegate to the appropriate department manager to make contact with the complainant for investigation and resolution in a timely fashion per NBHS policies/procedures. Board members will be notified that the issue has been forwarded on.

#### **A. CONFLICT OF INTEREST**

The following designated situations shall constitute a conflict of interest. Other situations may exist, or occur, which create potential conflict of interest. In any of these circumstances, Board Members shall make full disclosure to the board of potential conflicts and abstain from voting on issues pertaining to the potential conflict.

Board Members may not:

1. Apply for any employment positions at the Authority while serving on the Board (if application is to be made, board member shall submit letter of resignation prior to making such application);
2. Use his/her position as a board member to gain financial, professional or employment advantage, either directly or indirectly, personally or for a relative, associate and/or friend, or on behalf of a relative, associate and/or friend;
3. Use his/her position, individually, to gain information concerning service recipients and/or staff.

Should conflict of interest situations be suspected, complaints should be addressed, in writing, to the Board Chairperson for appropriate resolution.

#### **B. PROBLEM RESOLUTION PROCESS**

It is the policy of the Northpointe Behavioral Healthcare Systems Board of Directors that:

- Step 1. Board members shall attempt to resolve issues as they arise amongst themselves and utilize this formal procedure only when deemed necessary.

- Step 2. A Board member with a problem/concern shall complete the “Board Member Problem Resolution” form and deliver to the CEO and/or Board Chairperson in a timely manner. The Board will convene a Problem Resolution Committee comprised of two (2) Board officers and the CEO. The two Board officers will be based on the hierarchy of officers (Chairperson; Vice-Chairperson; Secretary; Treasurer) excluding any officer who may be involved in the problem resolution process. The committee will make every effort to settle the concern. The CEO and/or Chairperson will send a copy of the form to the Board secretary for filing.
- Step 3. If the concern is not resolved in Step 1 and 2, the concern will be presented to the full NBHS Board. The NBHS Board will discuss and vote on the resolution of the problem/concern.

**C. BOARD MEMBER ATTENDANCE AT CONFERENCES AND CMH BOARD ASSOCIATION MEETINGS**

It is the policy of Northpointe that each board member will have an equal opportunity to attend mental health conferences, at full or partial Authority expense. The Board Chairperson shall be empowered to authorize board member attendance at Michigan Association of Community Mental Health Board Meetings as delegates and/or alternate delegates, without prior approval of the Board. Board members are encouraged to provide a verbal or written report to the Board following the conference/meeting they attended.

**D. BOARD/COMMITTEE MEMBER PER DIEM AND REIMBURSEMENT**

**1. APPLICATION**

This section applies to appointed/elected members, who are not paid staff, of Northpointe’s Board of Directors, Recipient Rights Advisory Committee, Service Recipient Advisory Groups and other committees that meet on a regular basis (at least quarterly).

**2. TRAVEL EXPENSES**

Board members will be reimbursed for meeting time plus necessary travel expenses for each regularly scheduled meeting they attend because of Board responsibility and committee assignment. All travel reimbursement vouchers must be submitted to the Northpointe finance department for approval.

Irregularly scheduled meetings, workshops or conferences may be eligible for per diem reimbursement but must receive prior approval from the Board Chairperson. The Board will set the reimbursement rate for meetings.

For meetings and conferences where a Board member is attending on behalf of Northpointe, per diem and mileage rates will be paid according to this policy. Prior approval from the Board, Board Chairperson or the Vice-Chairperson is required.

For meetings and conferences where an individual from an advisory committee is attending on behalf of Northpointe, per diem and mileage rates will be paid according to this policy. Prior approval from the CEO or designee is required.

- a) Mileage is paid at the approved rate for employees for members’ personal automobile used in the course of Northpointe business.
- b) All air travel must be arranged through Northpointe.

c) Meal allowances are paid at the approved rate.

**3. PER DIEM**

It is the policy of Northpointe Behavioral Healthcare Systems to provide a per diem payment to appointed/elected members of the board of directors, committees of the board, advisory committees, and ad hoc committees.

Members shall be paid directly a per diem of \$40.00 per day.

Each member is required to provide Northpointe's accounting department with their social security number.

Each member paid over \$600 in one year will received a 1099 form for tax purposes.

Each member is required to sign a meeting "sign-in" sheet for each meeting attended, along with round trip miles traveled to qualify for payment.

**E. MONTHLY REPORTS**

It is the policy of the Board that it be provided monthly, or as requested, CEO, financial, and other pertinent reports to assist in making informed decisions.

**F. MEETING MINUTES**

It is the policy of the Board that all meetings (i.e., Board, Board Committee, Staff and Staff Committee, etc.) conducted within the Northpointe system shall be documented by a meeting recorder.

It is the policy of the Board that the recording secretary shall adequately document the proceedings of the Board meetings.

The preservation time table for open meeting tapes and/or notes shall be one month or until the meeting minutes have been officially approved by the Board, whichever is later.

The preservation timetable for closed meeting tapes and/or notes shall be consistent with the Open Meetings Act<sup>1</sup> requirements for closed meetings, i.e., one year and one day.

**IV. ADMINISTRATIVE SERVICES**

**A. FINANCIAL MANAGEMENT**

**1. Planning and Process**

It is the policy of the Board to adhere to the Budget Planning Process as specified in the Code and Administrative Rules and implemented by the Department of Community Health's Program Policy Guidelines and the Annual Program Plan and Budget. The Board shall also comply with the Counties' budgeting process.

**2. Citizen Input into Budget Process**

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<sup>1</sup> Open Meetings Act, 1976 PA 267, MCLA 15.261 et seq; MSA 4.1800(11) et seq. and the Freedom of Information Act, 1976 PA 442, MCLA 15.231 et seq., MSA 4.1801(1) et seq.

It is the policy of the Board to create a budget, which reflects current community needs. It encourages citizen input, including primary service recipients, into the planning and budgeting process by any of the following means:

Public Comment  
Outreach Meetings  
Advisory Councils & Committees  
Public and Service Agencies Surveys  
Advocacy Groups  
Focus Groups

3. **Financial Management**

It is the policy of the Board that a financial management system be established based on sound fiscal procedures and that the Uniform Accounting Procedures Manual for Counties and Local Units of Government in Michigan, as developed by the Michigan Department of Treasury is followed.

4. **Fee Schedule**

Pursuant to the Code, fees for services provided by Northpointe shall be based on an individual's ability to pay (DCH sliding fee scale).

5. **Write-Off of Service Recipient Accounts**

Diligent effort will be made to collect all accounts. The write-off of collectable accounts will be consistent with the policies of the Board.

**B. PROCUREMENT PROCESS**

It is the policy of the Board to operate from a set of procedures designed to guide the decision process as it relates to the procurement of supplies and services for use by the Authority.

These procedures shall be ethical, sound, and businesslike, and shall secure goods and services to attain the maximum value for each dollar expended in promoting the programming needs and objectives of Northpointe. Any single item exceeding \$5,000 must be competitively bid, according to the Authority's purchasing policies. (As stated in Board By-Laws: Article IV-Financial Management; Section 2).

**C. MANAGEMENT INFORMATION SYSTEM**

It is the policy of the Board that a comprehensive Management Information System be developed and maintained which covers the Authority's operation. The information system may consist of manual and/or computerized data collection, data retention and reporting necessary to fulfill the information needs at each level of the organization.

**D. SERVICE RECORD SYSTEM**

It is the policy of the Board that an integrated service record system is established which provides for the maintenance of an individual service record for each service recipient receiving services from the Authority. This system may consist of manual and/or computerized data collection, data retention and data reporting

necessary to fulfill the needs of the operation. The Authority's goal is to have a completely computerized record system. The service record system shall include provisions for maintaining the confidentiality of all service recipient information contained in service records in accordance with applicable State and Federal laws and regulations.

## **V. STAFFING ISSUES**

### **A. STAFF QUALIFICATIONS**

It is the policy of the Board to ensure mechanisms are in place to determine that all employees and contract providers of the Authority are qualified and competent for their position and adhere to local, state and federal requirements prior to being offered employment.

### **B. STAFF COMPENSATION**

It is the policy of the Board to establish fair and equitable pay ranges for each job

### **C. CLASSIFICATION**

All salary ranges and/or benefit package for new positions or that may fall outside the approved ranges/benefit package also require Board approval.

### **D. STAFF DEVELOPMENT**

It is the policy of the Board that a staff development and training program be designed to improve Northpointe's ability to provide high quality comprehensive services and to facilitate continuing development of staff proficiency.

### **E. VOLUNTEER SERVICES**

It is the policy of the Board that properly trained and oriented volunteer services staff shall be recognized as an integral part of Northpointe services with the intent that these services shall enhance service recipient growth opportunities, improve the quality of services and programs, and facilitate a positive relationship between Northpointe and the community at large.

## **VI. RECIPIENT RIGHTS**

The Board shall ensure written policies and procedures concerning recipient rights and the operation of an Office of Recipient Rights are established. The policies and procedures shall provide a mechanism for prompt reporting, review, investigation, and resolution of apparent or suspected violations of the rights guaranteed by chapter 7 and 7a of the Code, and shall be designed to protect recipients from, and prevent repetition of, violations of rights guaranteed by chapter 7 and chapter 7a, of the Code.

## **VII. PUBLIC PARTICIPATION**

### **A. CITIZEN PARTICIPATION**

It is the policy of the Board to encourage maximum community input into program development and operation, and maximum community participation in the evaluation of the Authority's operations and policies.

### **B. PUBLIC ADDRESS AT BOARD MEETINGS**

It is the policy of the Board to ensure that persons who wish to address the Board have a reasonable opportunity to be heard, and at the same time allow the Board to conduct its meetings efficiently and properly. Therefore, the following policies

and procedures will apply, according to the Open Meetings Act, 1976, PA 267; MCLA 15.261 et seq.; MSA 4.1800(11) et seq.:

1. There shall be two (2) periods set aside during each meeting, one at the beginning and the other at the end, specifically identified for public comment. Public comment may occur at any point on the agenda, only with prior recognition and consent from the Chair during the first public comment section. The speaker shall be as brief as possible, with five minutes as a maximum limit per person.
2. The Board may exclude any person who is breaching the peace of its meetings.
3. The Board Chair may thank the public for their comment to conclude before calling for additional public comment. Individual Board members do not engage with members of the public in response to public comments. This would include commenting on public comments during the Board Comment portion of the agenda.

#### **VIII. NORTHCARE BOARD OF DIRECTORS**

It is the policy of Northpointe Behavioral Healthcare Systems that the Board Chairperson will appoint three (3) Northpointe Board members as representatives to the NorthCare Board of Directors annually at the April Northpointe Board of Director reorganizational meeting. All per diems and travel are the responsibility of the NorthCare governing entity per their policies and procedures. Northpointe Board members, who are representatives on the NorthCare Board of Directors, are encouraged to provide a verbal or written report to the Northpointe Board following a NorthCare Board meeting they have attended.



ATTACHMENT A  
Northpointe Behavioral Healthcare Systems  
Board Member Problem Resolution Form

Nature of Problem: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

What has already been done to try to resolve the issue? \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Resolution Requested: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**Signature:** \_\_\_\_\_ **Date:** \_\_\_\_\_

**\* Hand this form to the CEO and/or Board Chairperson in a timely manner.**

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**Problem Resolution Committee (2 Board Officers and CEO)**

Date of Meeting: \_\_\_\_\_

Individuals Present: \_\_\_\_\_

Response: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Adopted: June 28, 2001; Revision Approved: August 22, 2002  
Reviewed/Revised: April 2002  
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Board Approved: September 22, 2005  
Board Reviewed: October 26, 2006  
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Board Approved: October 23, 2008  
Board Reviewed: August 20, 2009  
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Board Approved: December 19, 2013  
BOARD APPROVED 11/20/14  
BOARD AMENDED/APPROVED 1/14/16  
BOARD AMENDED & APPROVED 1/12/16  
BOARD AMENDED & APPROVED 2/9/17