

Partners Behavioral Health Management Hiring/Recruitment Plan

Introduction:

We recognize that between the current 3 LME's (Pathways, Mental Health Partners & Crossroads) we have a total of 195 existing employees and that there is an anticipated total of 298 employees under the proposed Managed Care Organization (MCO) model. It is our belief that the majority of positions needed to operate the MCO can and will be filled internally; however, we do recognize that we have limited expertise in some areas of this new managed care environment and that there is a minimum need for an additional 103 employees to bring us to our proposed MCO model. Therefore we have carefully designed a Hiring/Recruitment Plan in consideration of our desire to retain current talent and the alignment with financial planning and the Waiver Implementation Plan.

It is important to remember that this is an evolving process and that while the premise of this plan will remain constant, the particulars and processes may change. We will make every effort to share changes when and where deemed appropriate.

Plan:

The MCO will apply a tiered approach for recruiting and hiring of the 298 employees needed to operate under the proposed MCO model. In this tiered design there are a total of 4 tiers which designate the planned hiring stages. Our approach will be to initiate hiring, and external recruitment as needed, prior to or within the tier timeframes, allowing us to focus on a superior fit for each position. Prior to the posting of any position, Human Resources will determine, in working in concert with the leadership positions in that chain of responsibility, if there appears to be qualified staff who meet the educational requirements, knowledge, skills and abilities sought by the position. In cases where the determination leads to a belief of an adequate internal hiring pool, the vacancy will be posted as an internal only recruitment. If we determine that we have a very limited number of qualified staff or multiple identical positions exceeding our staff resources, we may advertise internally and externally simultaneously.

Tier 1: This position will be appointed by the MCO Board.

Position/s	Total of Positions to be Filled	Target Date to Secure Commitments from Candidates	Target Date to Begin Employment
Chief Executive Officer	1	10/31/11	3/1/2012

Tier 2: This tier represents the direct reports to the LME/MCO Director. We believe these positions must be secured early in order to appropriately involve these individuals in interviewing and recruiting efforts for positions that report directly to them in subsequent tiers. Job descriptions for this tier of positions are projected to be available by November 4, 2011.

Position/s	Total # of positions to be filled	Target Date to Secure Commitments from Candidates	Target Date to Begin Employment
Chief Community Relations Officer	1	11/30/2011	3/1/2012
Chief Business Officer	1		
Quality Management Director	1		
Medical Director	1		
Chief Clinical Officer	1		
Compliance Director	1		

Tier 3: This tier represents additional leadership in the business functions and clinical functions of the MCO. Again, it is desirable to appropriately involve these individuals in interviewing and recruiting efforts for positions that report directly to them in subsequent tiers. Job descriptions for this tier of positions are projected to be available by November 30, 2011.

Position/s	Total # of positions to be filled	Target Date to Secure Commitments from Candidates	Target Date to Begin Employment
Provider Network Director	1	12/31/2011	3/1/2012-7/1/2012
Consumer Relations Director	1		
System of Care Manager	1		
MCO Contract Manager	1		

Finance Director	1		
MIS Director	1		
Human Resources Director	1		
Physician Reviewer	1		
I/DD Clinical Director	1		
MH/SA Clinical Director	1		
Customer Service Director	1		
Utilization Management Director	1		

Tier 4: The final tier actually encompasses all the remaining positions comprising the MCO. We believe it is important, on many levels, to complete the internal recruitment while continuing to fully develop the MCO. This will also allow us to additionally and more fully assess our external vacancies in this tier. Also, in recognition of our MCO Waiver Implementation Plan commitments and the large number of hires in this tier, we have prioritized by department or function (as illustrated below). The Priority 1 hiring processes will begin first and once underway Priority 2 will be initiated, concluding with Priority 3. Job descriptions for this tier of positions are projected to be available by February 28, 2012.

Position/s (Remaining position/s within each Department Identified)	Total # of positions to be filled	Target Date to Secure Commitments from Candidates	Target Date to Begin Employment
MIS Department	19	3/1/2012-6/29/2012	7/1/2012-10/30/2012
Clinical Department	164		
Network Contract Manager	1		
Finance Department	22	3/1/2012-6/29/2012	7/1/2012-10/30/2012
Provider Relations Department	28		
Consumer Relations Department	10		

System of Care Department	6		
Quality Management Department	12		
Facilities Department	3	3/1/2012-6/29/2012	7/1/2012-10/30/2012
Human Resources Department	4		
Compliance Department	6		
Clerk to the Board & PIO	2		
Admin support for CR & CBO	2		
Priority 1	Priority 2		

Process:

Position Descriptions:

As they are finalized, position descriptions will be posted on each agency’s intranet. Descriptions may not be posted in hiring order but will be posted prior to or along with the vacancy announcement. All staff will be notified when the first position descriptions are posted and where they are located on the intranet. Subsequently, staff is responsible for and urged to frequently check for new postings.

Position Posting:

Position vacancy postings will be announced via email sent to all staff. They will be available on the intranets and posted on bulletin boards of each of the agencies. Human Resources will work with the individual IT departments to ensure that all announcements and postings are shared with all agencies on the same working day. Position vacancies will be posted for a minimum of 10 working days with the closing date for submission of applications stated on each posting.

External recruitment efforts

At a minimum, the North Carolina Administrative Code regarding rules for Local Agency State Personnel Act (SPA) will be followed. These rules prompt a consideration for internal capacity, and if external advertising is needed, a notification to the Employment Security Commission (ESC) Job Service is required. Additional advertising venues will be determined by the nature of

the position, the minimum and/or desired qualifications, the anticipated recruitment difficulty and the number of positions to be filled.

In addition to the ESC, the following list includes, but is not necessarily an exhaustive list of, the resources that the MCO may utilize in the recruitment process:

- LME/MCO Website
- NC Council of Community Programs MH/DD/SA Career Center
- Local & Regional Newspapers
- Job Finder Publication
- Monster.com and other internet job search sites
- Colleges with applicable degree programs
- Job Fairs
- Local Government Agencies
- North Carolina Association of County Commissioners
- Applicable list serves, such as the UNC School of Government (SOG) Human Resources listserv
- Applicable professional organizations such as:
 - National Association of Social Workers (NASW)
 - North Carolina Substance Abuse Professional Practice Board (NCSAPPB)
 - North Carolina Psychiatric Association
- Provider Newsletters and listservs
- Notice to all CFAC Boards
- Consumer listserv
- Position postings in waiting areas of the MCO
- External recruiting firms, such as; PsychPros and the Meyers Group

Position Location:

If it has been determined that a position **must** be based at a particular location, i.e. Gastonia, Hickory, Elkin, etc., it will be clearly designated on the position announcement. Other positions may be designated as:

Primary/Secondary (PS) – Such position will primarily function at a named location but will report to a second named location on a regular basis.

Negotiable – Such position could possibly function at either two or more of the agency locations and will be negotiated between supervision and the final applicant.

To Be Determined (TBD) – Such position will need to be determined by the line of supervision or by some other factor that has not yet been resolved. Every effort will be made to have the location(s) finalized prior to the position announcement.

Distributed – Such position(s) will be distributed between two or more of the agency locations; exact distribution to be determined.

Application for positions:

October 20, 2011

The new MCO application form will be available on the intranet at each location with hard copies available from the Human Resources Department. The application may be completed on-line and then printed for your signature or printed and completed manually. While complete applications are required, supplemental information (resume, etc.) is at the applicant's discretion. A separate application form must be completed and submitted for each vacant position. The completed application must be received by the Human Resources Director at each agency by 5:00 P.M. on the closing date.

Interview process:

After the closing date for submission of applications, Human Resources will review the applications to determine if the applicant meets the minimum education and experience requirements of the position. Only the applications which meet the qualifications of the position are copied and forwarded to the supervisor. Applications received after the closing date will not be considered for the position. The supervisor will recommend applicants that most closely meet the requirements of the position to continue in the interview process (unless there is a large number of applicants for a single position, all qualified internal applicants will be interviewed). Human Resources will coordinate the interviews with the supervisor. The supervisor is responsible for developing a structured interview based on the position duties and needs of the position and review with Human Resources prior to proceeding.

Interview panels will be utilized for Tiers 2 – 4. Panels will include a minimum of 2 members to each panel with 1 member consisting of Human Resources personnel.

Position Commitments:

Illustrated in the Tier Charts above are the projected dates of position commitments and target dates to begin employment.

Target Date to Secure Commitments from Candidates	Target Date to Begin Employment
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As an existing employee accepts and commits to a future MCO position it is understood that they will be working toward the new role accepting responsibility as needed while continuing to fully support their current position. The "employment" or "start" date is recognized for full possession of responsibility and salary associated with the new position. The employment date is a target date that will be finalized based on the needs of each position. When the actual

MCO employment date is determined and begins, the employee will receive the salary associated with the new position.

It is recognized and appreciated that many employees may be interested in several positions in the new MCO. We believe that the tiered hiring approach will address some of the potential overlapping in the hiring processes. However, there may be instances when staff are in the interview process for two or more positions simultaneously and may be offered a position before the other process(s) finalize. While the supervisory staff will work together to coordinate and assist staff as much as possible, it will be the employee's responsibility to discuss their individual priorities with all parties. Once an employee has committed to a future MCO position they are not eligible to continue pursuing other positions for six months from the date of commitment.

Salary and benefits for MCO positions:

A salary plan for the organization will be adopted as soon as possible. Afterward, salary grades will be identified on the position descriptions and the position postings. It is the desire to maintain current salary levels for equitable new positions. However, there will need to be exceptions. In general, employees can expect that positions in a salary range that is lower or higher than their current salary range will be adjusted to within the new range. In all but extenuating cases, salaries should not exceed the maximum in that salary range.

As MCO position commitments are made with current LME employees, these employees will remain on the current benefit plan provided by their existing agency. New employees hired through the external process will be hired as a Pathways employee and placed on Pathways current benefit plan. All MCO employees will transfer to the future designed benefit package that will take effect 7/1/2012.

October 20, 2011