

Annual Report

Fiscal Year 2018-2019



A Message From Our CEO



Thank you for your interest in West Michigan Community Mental Health's (WMCMH) annual progress report. If you've seen our annual reports in previous years, you'll note this is a broader, more intensive review of our work and our services. Our sincerest thank you to Alan Neushwander for turning our annual report into a thorough and descriptive summary of the work we've done in partnership with many members of our community to provide high quality behavioral health services to the citizens of Lake, Mason, and Oceana counties.

For WMCMH, FY2018/2019 was the year of becoming a CCBHC. In late September, WMCMH received notice that we had been awarded a highly competitive, 2-year, \$4 million dollar grant to expand our services to become a Certified Community Behavioral Health Center (CCBHC). CCBHC is a federal definition of what it means to be a Community Mental Health (CMH) Center anywhere in the country. The grant award carried with it an expectation that WMCMH would achieve a set of federal expectations for evidence-based practice of a CMH above and beyond those outlined in our contract with the state of Michigan. This expanded set of guidelines brought innovative practices like:

- physical health screenings for everyone we serve
- Veteran's navigator services
- 24-hour mobile crisis for the entire community
- expanded Substance Use Disorder Services within our 3 counties, including Medication Assisted Treatment.

CCBHC expanded the scope of what services WMCMH could offer beyond our traditional role within our communities. Although historically WMCMH has been predominately a Medicaid provider for only those with the most severe mental health conditions, CCBHC allowed us to expand our services to anyone in our communities with a mental health or substance abuse need.

In some instances, the specific nature of services has changed to met newer, more innovative federal guidelines for evidence-based practices.

In this report you will also find information on our performance within our existing state contract over the past year. As you'll see, in almost all cases, WMCMH meets or exceeds the state requirements or expectations for performance. Also included are data on outcomes critical to improving the lives of the people and communities we serve—satisfaction, functional improvement, and quality of life.

In partnership with our communities, critical community organizations, our staff team, and the people we serve, WMCMH will continue to:

- Integrate and coordinate care to improve outcomes for people with complex care needs
- Demonstrate value, efficiency, and competitive advantage
- Advance community, provider, and payer partnerships to guarantee core services and maximize benefit to people and communities we serve.

CCBHC is one outstanding vehicle to move us down this road. We look forward to reporting back to you next year on more exciting outcomes of CCBHC and other critical partnerships.

Sincerely,
Lisa A. Williams, Ph.D.
Chief Executive Officer

Governing Board

The West Michigan Community Mental Health Governing Board is comprised of 12 diverse stakeholders who are appointed by the County Commissions of our Lake, Mason, and Oceana County service area. Board members include providers of mental health services, professionals who work closely with mental health service providers, recipients of mental health services, and the general public.



James Prince
Chairman
Oceana County
Representative



Larry VanSickle
Vice Chairman
Oceana County
Representative



Pat Bettin
Secretary
Mason County
Representative



Mary Alway
Mason County
Representative



Ron Bacon
Mason County
Representative



Jennifer Branning
Mason County
Representative



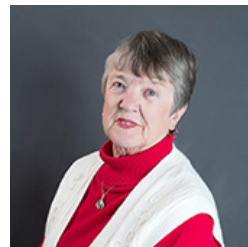
Todd Dancz
Mason County
Representative



Dawn Martin
Lake County
Representative



Andy Sebolt
Oceana County
Representative



Kay Seng
Oceana County
Representative



Lucinda Schafer
Oceana County
Representative



Barb Stenger
Lake County
Representative

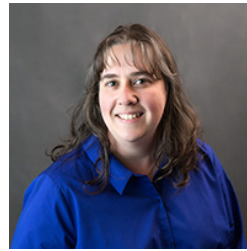
Senior Management Team



Lisa Williams, PhD
Chief Executive Officer



Michele Condit
Chief Operations Officer



Bethany Sherfinski
Chief Financial Officer



Josh Snyder
Chief Clinical Officer



Ellen Plummer
Chief Healthcare
Integration Officer



Kim Goodrich
Executive Assistant

About WMCMH

West Michigan Community Mental Health is the public behavioral health care provider for people with mental health conditions, developmental disabilities, and/or substance use disorders in Mason, Lake and Oceana Counties.

- Three main offices
- Three work centers
- Three autism centers
- 170 employees
- \$7.7 million payroll
- \$24 million budget
- Served 3,259 individual consumers in FY2019

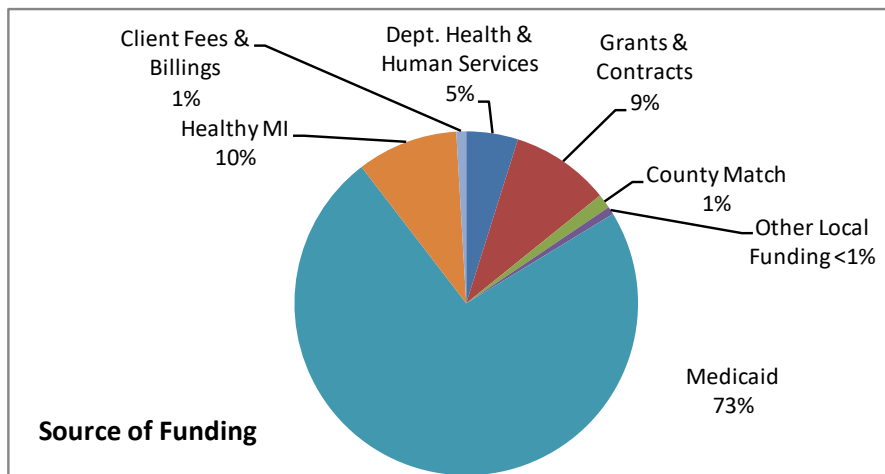
West Michigan Community Mental Health continues to be accredited by CARF (Commission on Accreditation of Rehabilitation Facilities).



Financial Picture

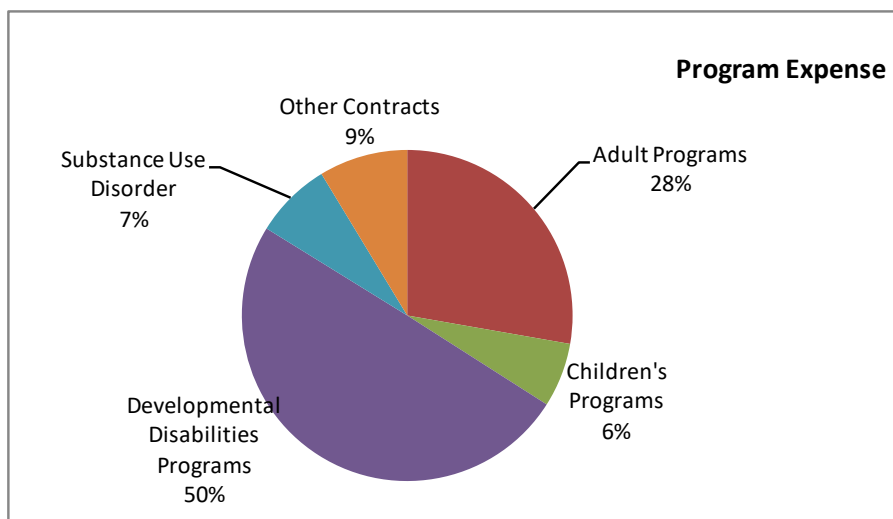
Funding Source FY18/19

Dept. Health & Human Services	\$1,172,358
Grants & Contracts	\$2,249,417
County Match	\$325,000
Other Local Funding	\$176,888
Medicaid	\$17,642,118
Healthy MI	\$2,288,644
Client Fees & Billings	\$223,491
Total	\$24,077,916



Program Expense FY18/19

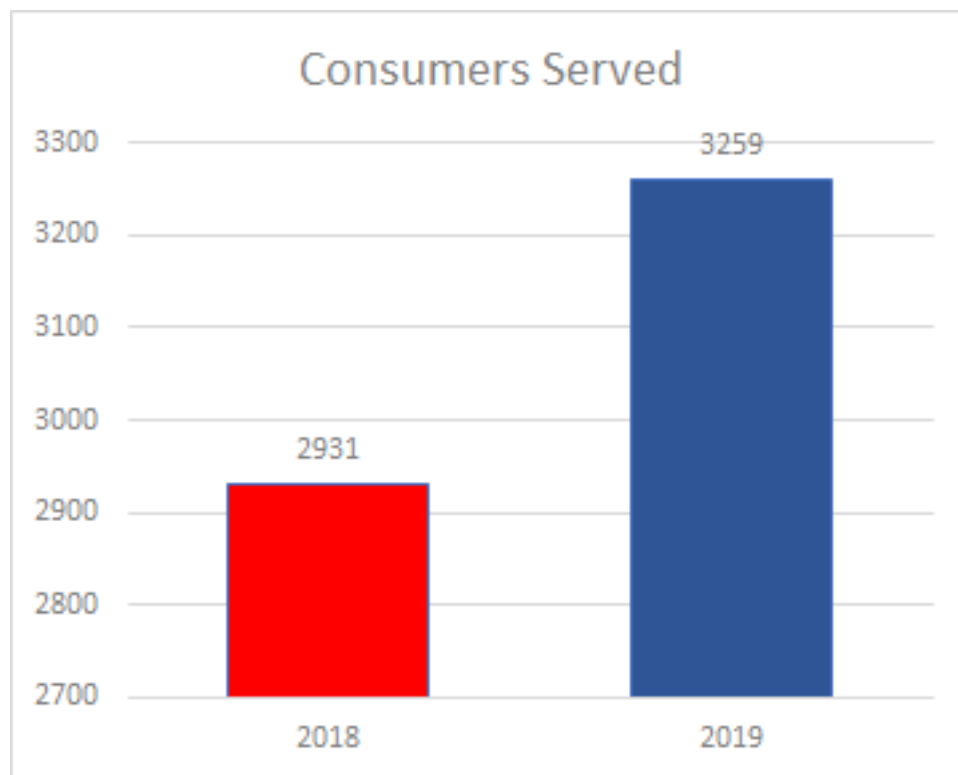
Adult Programs	\$6,617,419
Children's Programs	\$1,497,348
Developmental Disabilities Programs	\$11,870,097
Substance Use Disorder	\$1,792,761
Other Contracts	\$2,069,174
Total	\$23,846,799



Who We Serve

West Michigan Community Mental Health is a coordinator and provider of high-quality care for children and adults experiencing mental illness, intellectual and developmental disorders, and substance use disorders. We serve Mason, Lake, and Oceana County communities with a person-first approach.

As a Certified Community Behavioral Health Clinic, our services are available to anyone regardless of their ability to pay. WMCMH treats individuals with no insurance, private insurance, Medicaid and Healthy Michigan. Sliding fee scales are available for individuals who are private pay or have no ability to pay.



Certified Community Behavioral Health Clinic (CCBHC)

In October 2018, West Michigan Community Mental Health was awarded a \$4-million federal grant from the Substance Abuse and Mental Health Administration to become a Certified Community Behavioral Health Clinic (CCBHC). The local CMH was one of only four agencies in Michigan to receive the grant, which expands mental health and substance use disorder services to residents in Mason, Lake and Oceana Counties.

As a Certified Community Behavioral Health Clinic, WMCMH provides a full array of comprehensive services to anyone in the community that emphasizes recovery, wellness, trauma informed care and physical-behavioral health integration.

During the first year of being a CCBHC, WMCMH served nearly 200 additional patients in the three-county area who were suffering from serious mental illness, mild or moderate mental illness, substance use disorders and physical health concerns.

Among the expanded services include:

- 24/7/365 crisis stabilization services
- Expanded psychiatric care and case management for mild-to-moderate mental illness
- Medication assisted treatment for substance use disorders
- Veteran navigator services
- Physical health screenings and assessments
- Weight loss groups
- Smoking cessation groups

Becoming a Certified Community Behavioral Health Clinic has truly changed who we are and how we do business. By expanding our services and increasing access to behavioral health care we have positioned ourself as the leader of behavioral health care services in Mason, Lake and Oceana counties.



WMCMH staff and community leaders pose with Sen. Debbie Stabenow during her visit in October 2018 to celebrate the CCBHC grant.



Lisa Williams, CEO, talks to Sen. Stabenow during her visit to Ludington.

Our Services

West Michigan Community Mental Health provides a full array of services with a focus on whole-person health. Our services include, but are not limited to:

- 24/7 Mobile Crisis Stabilization Services
- Psychiatric Care
- Medication Assisted Treatment
- Case Management
- Individual Therapy
- Group and Individual Skill Building
- Employment Supports
- Physical Health Screenings
- Autism Services
- Community Living Supports
- Care Coordination
- Veteran Navigator Services
- Smoking Cessation
- Nutrition & Weight Loss Programs

Section 298

West Michigan CMH was selected to be one of three Section 298 pilot sites. Throughout the year we continued to support the initiative in an effort to improve the coordination of physical health services and behavioral health services in Michigan.

Our 298 workgroup explored changes for how community mental health systems could integrate clinical care and funding for each service. Under the current model, Medicaid funding for CMH services is managed separately from Medicaid funding for physical health services. Under the 298 Pilot, the funding for both would flow through the same entities. The pilots were to be implemented by October 1, 2019.

Despite our best efforts and countless hours of work and planning, Section 298 was cut from the 2019-2020 budget in a line-item veto by Governor Gretchen Whitmer after the state legislature proposed language that would have fundamentally changed the nature of the pilot. While the veto was the right action to take, there is still a lot of work and negotiations that need to be done. As an agency, we are committed to the principals of health care integration. Integrating physical and behavioral health care will result in better outcomes for our consumers.

Medication Assisted Treatment

West Michigan Community Mental Health started medication assisted treatment (MAT) in February 2019 as part of a collaboration with Salvation Army Turning Point (SATP). SATP operates a MAT Suboxone clinic in Ludington one day per week. WMCMH's substance use disorder program provides a very structured program of support for consumers in the MAT program. Since its inception, the program has served 70 consumers.

MAT treatment uses medicine to supplement counseling and behavioral therapies to provide a whole-person approach to treat substance use disorders, which increases the likelihood of long-term recovery.

A powerful story was recently shared by a 28-year-old woman who has turned her life around thanks to the MAT services. Wishing to remain anonymous, she came to WMCMH in March 2019, but had difficulty engaging in treatment and continued to struggle with sobriety. Following in-patient treatment, she was able to use MAT services to drastically improve her recovery.

"I came to CMH and was all sketched out, hearing voices and seeing things," she said. "When I was doped out, I was always antsy because I was always looking for my next fix."

Using the resources provided by WMCMH, she now knows how a life of sobriety is the life she wants.

"I wake up happy now. I thought drugs made me happy, but it was just a temporary fix. It was no way to live. Now I can see that I can strive and thrive without drugs. I'm back to being myself again, being a jokester and trying to lift everybody up instead of isolating myself and thinking drugs were the answer."

This consumer praises the Suboxone treatments combined with group therapy for making a difference in her life.

CARE Program

The CARE program is a MAT program in collaboration with Northwest Michigan Health Services in Shelby who provide Vivitrol injections once a month to consumers who are in the program. WMCMH provides case management support to these consumers. The CARE program has been operating for three years and typically has been 1-10 active consumers at any given time.

Substance Use Disorder Treatment

Court-Ordered Consumers

SUD court-ordered consumers enter the program and are required to attend a combination of 21 individual, group counseling and/or case management and peer recovery services.

Recovery Management Team

Recovery Management Team consists of case management, peer recovery services, counseling therapy and group therapy for SUD consumers. This is not a time-limited program and consumers may choose to utilize some or all of the services in the RMT program.

SUD Therapy-Only Services

SUD therapy-only services consist of individual therapy with a licensed master level clinician and group therapy with a master level clinician. This is not a time limited service.

Mild-to-Moderate Consumers

This service is for children and adults that do not have SUD as a primary diagnosis but some other milder form of a mental health diagnosis and could have SUD as a secondary diagnosis. Mild-to-moderate services consist of meeting with a masters level licensed clinician on a regular basis until recovery goals are achieved.

SBIRT Services

Screening, brief intervention, and referral to treatment (SBIRT) is an evidence-based practice used to identify, reduce and prevent problematic use, abuse, and dependence on alcohol and illicit drugs. This program is used as an early intervention and treatment for people with substance use disorders and those at risk of developing these disorders. It focuses on increasing insight and awareness regarding substance use and motivation toward behavioral change.



Veteran Navigator



West Michigan Community Mental Health has a veteran peer navigator to serve those who served our country. The Veterans Navigator program provides peer mentoring, emotional support and connection to medical, mental health and substance use programs to any veteran, active duty military member and their families in Mason, Lake or Oceana counties. We also assist with housing, employment, transportation, food resources and obtaining military documentation.

Through the first six months of the program, we provided individualized services to 22 veterans and provided community outreach to 186 veterans.

Physical Health Screenings

Integrating physical and mental health services is an essential part of providing positive health outcomes and cost-effective care. Research has shown that adults with serious mental illnesses and substance use disorders have a higher rate of chronic physical illnesses and have a shorter life expectancy than the general population, living on average 13 to 30 years less than those without a behavioral health condition.

By blending the expertise of mental health, substance use and primary care clinicians, the physical health problems of people with serious mental illnesses can be addressed in a way that provides consumers with an understanding of their overall health and with a plan to achieve optimal health.

West Michigan Community Mental Health started providing physical health screenings and assessments in March 2019. Between March and September, there were 416 visits that occurred in the health services clinic.

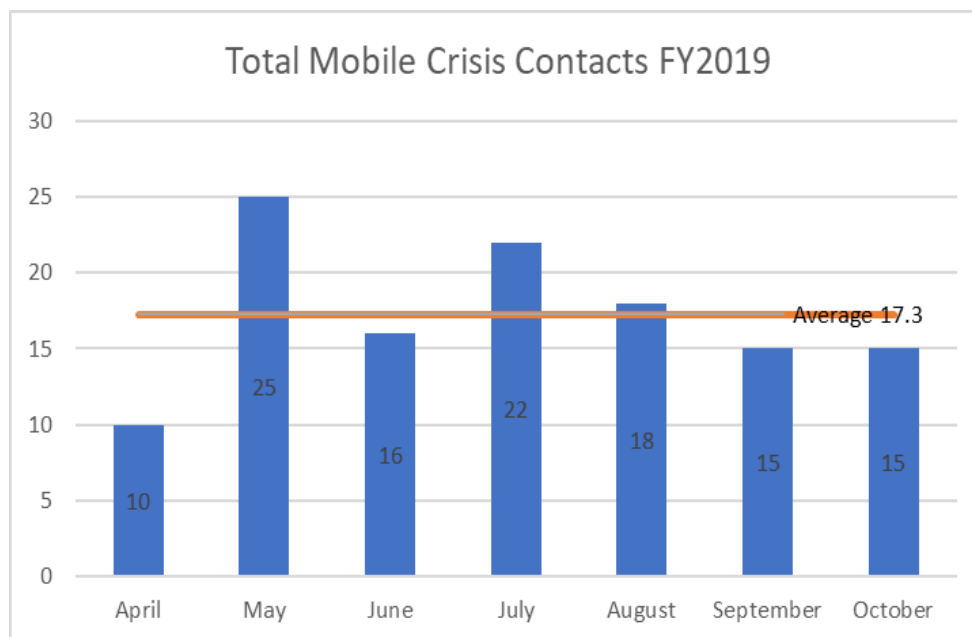
Mobile Crisis Stabilization

As part of being a Certified Community Behavioral Health Clinic, West Michigan Community Mental Health is able to provide crisis stabilization services 24 hours a day, seven days a week. When someone in Mason, Lake or Oceana counties experiences a mental health emergency, is in emotional distress or is having suicidal thoughts, they can call our 24-hour crisis stabilization hotline at 1-800-992-2061. A caring, trained professional will provide phone triage. If needed, the crisis stabilization team, consisting of a master's level clinician and a bachelor's level provider, will respond directly to the consumer's home to provide direct care.

When someone is feeling overwhelmed or having thoughts about harming themselves, they or their loved ones may not know what to do. The crisis stabilization service provides immediate access to mental health care to connect people with the resources they need to stay safe and return to their regular level of functioning.

By using crisis stabilization, those in distress can get direct resources without having to go to a hospital emergency room. The service can also reduce crises and reduce inpatient psychiatric hospitalizations.

During FY2019, the team at WMCMH responded to 121 crisis situations.

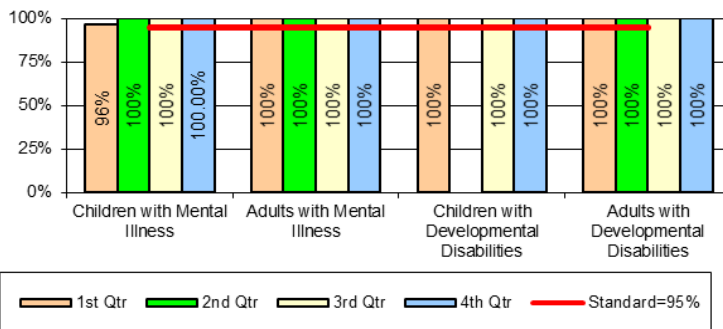


Outcomes of Services

Michigan Mission-Based Performance Indicator System

On a quarterly basis, all Community Mental Health Service Providers (CMHSPs) compile data and report to Michigan Department of Health and Human Services on a number of performance indicators, compliance indicators, and monitoring measures. Below is a summary of WCMCMH performance on six of these indicators.

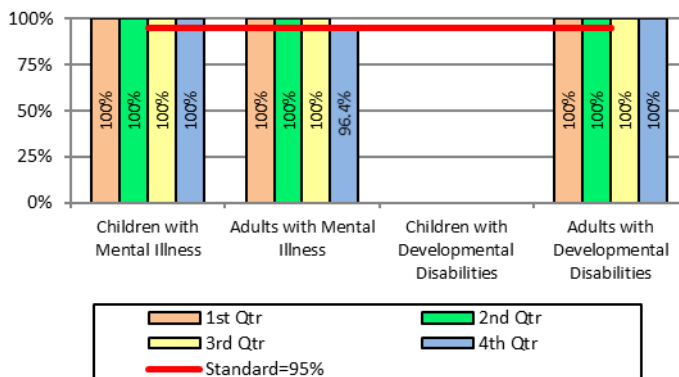
Percentage of Consumers Receiving an Initial Assessment within 14 Days of 1st Request



This graph shows the percentage of assessments (first appointments) which occurred within 14 days of the person's first request for services.

For Fiscal year 2019, WCMCMH exceeded the State standard in all quarters for all populations.

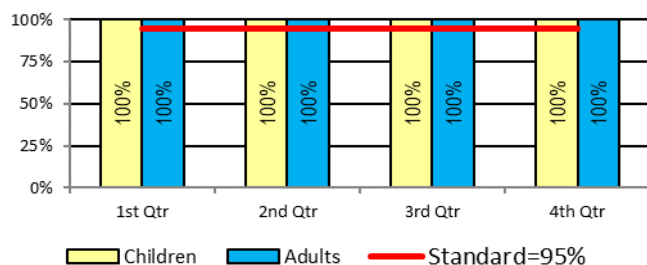
Timeliness from Assessment to Start of Care



This graph shows the percentage of consumers seen for the start of ongoing care within 14 days of initial assessment.

For Fiscal Year 2019, WCMCMH met the standard for all quarters for all populations (this indicator excludes children served under Autism Benefit).

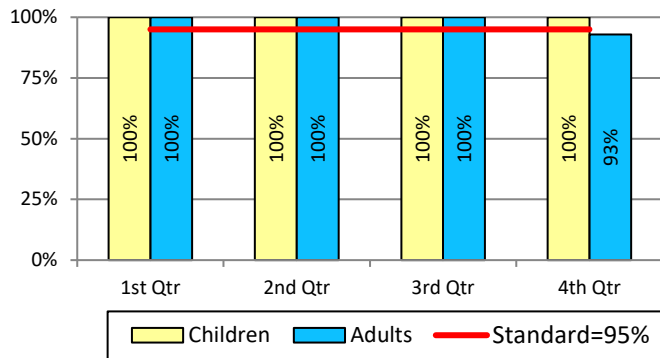
Percentage of Inpatient Screenings Completed within 3 Hours or Less



This graph shows the percentage of times WCMCMH clinicians came to a decision regarding hospitalization within 3 hours of request. For consumers requesting emergency hospitalization, the State mandates that 95% of these decisions must be made within 3 hours of the request for hospitalization.

For Fiscal Year 2019, WCMCMH exceeded the State standard in all quarters for all populations served.

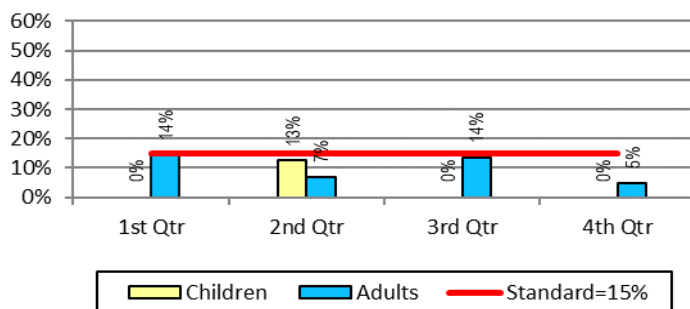
Percentage of Persons Discharged from Inpatient seen within 7 Days



This graph shows the percentage of WCMCMH consumers who were discharged from an inpatient facility and were seen by WCMCMH staff within 7 days of discharge.

For Fiscal Year 19, WCMCMH exceeded the state standard for Children in all quarters. WCMCMH exceeded the state standard for Adults in three quarters and fell below standard in one quarter. Plans of Correction were put into place and performance increased to above standard in the following quarter (Quarter 1 of Fiscal year 2020).

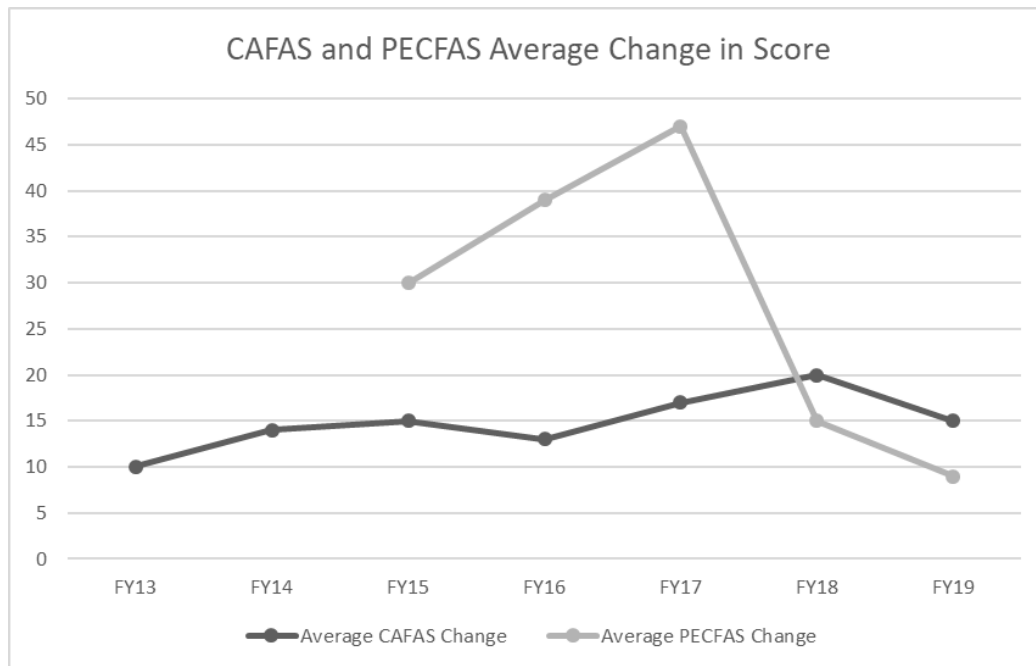
Percentage of Discharges Readmitted to Inpatient within 30 Days



This graph shows the percentage of consumers who leave an inpatient facility and are then readmitted for inpatient services within 30 days. The State standard is less than 15%.

For Fiscal Year 2019, WCMCMH met the State standard in all quarters for all populations served.

CAFAS & PECFAS



CAFAS (Child & Adolescent Functional Assessment Scale) and PECFAS (Preschool & Early Childhood Functional Assessment Scale) are functional assessment scales used for children and adolescents. The scale is administered at intake and at points throughout care. For CAFAS and PECFAS, a greater change in score indicates improvement.

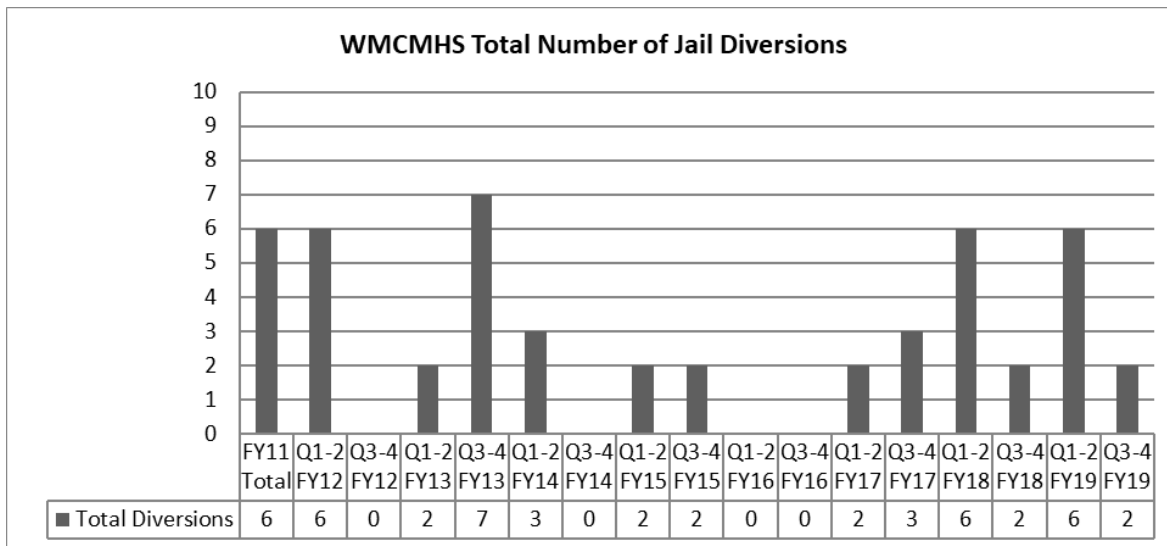
Analysis

The average change in CAFAS score is gradually trending upward, which is a positive trend. PECFAS change score was very high during the first few years of reporting but is lower the last two years.

This year's recommendations were:

- Continue participation in the CAFAS and PECFAS level of functioning project. Children's staff will continue to routinely monitor CAFAS and PECFAS data with a summary reporting on an annual basis. The next summary report will be in January 2021.
- Children's staff will ensure that an exit PECFAS is being completed when a child reaches the age where CAFAS assessment is the more appropriate tool based upon the child's age.

Jail Diversion



WMCMH works with local law enforcement to identify individuals who need mental health treatment and are safe to divert to treatment instead of jail. For those appropriate for jail diversion, studies have shown that appropriate mental health treatment reduces future incidents with law enforcement.

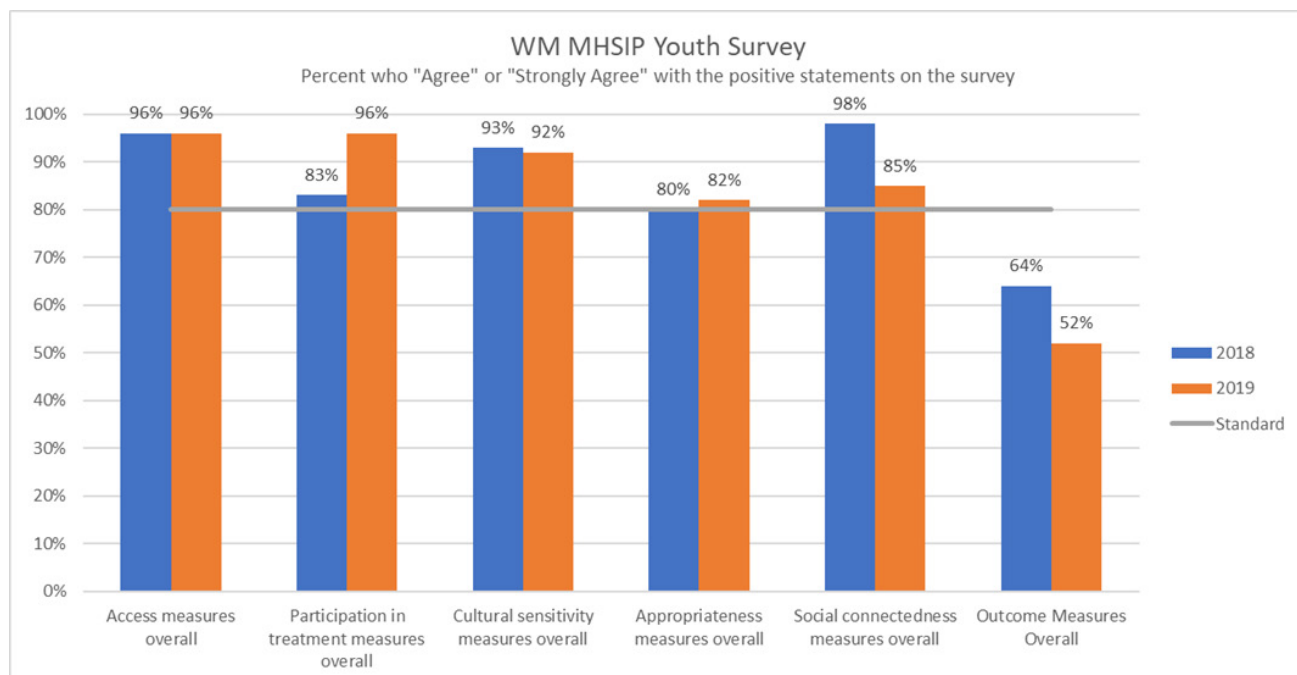
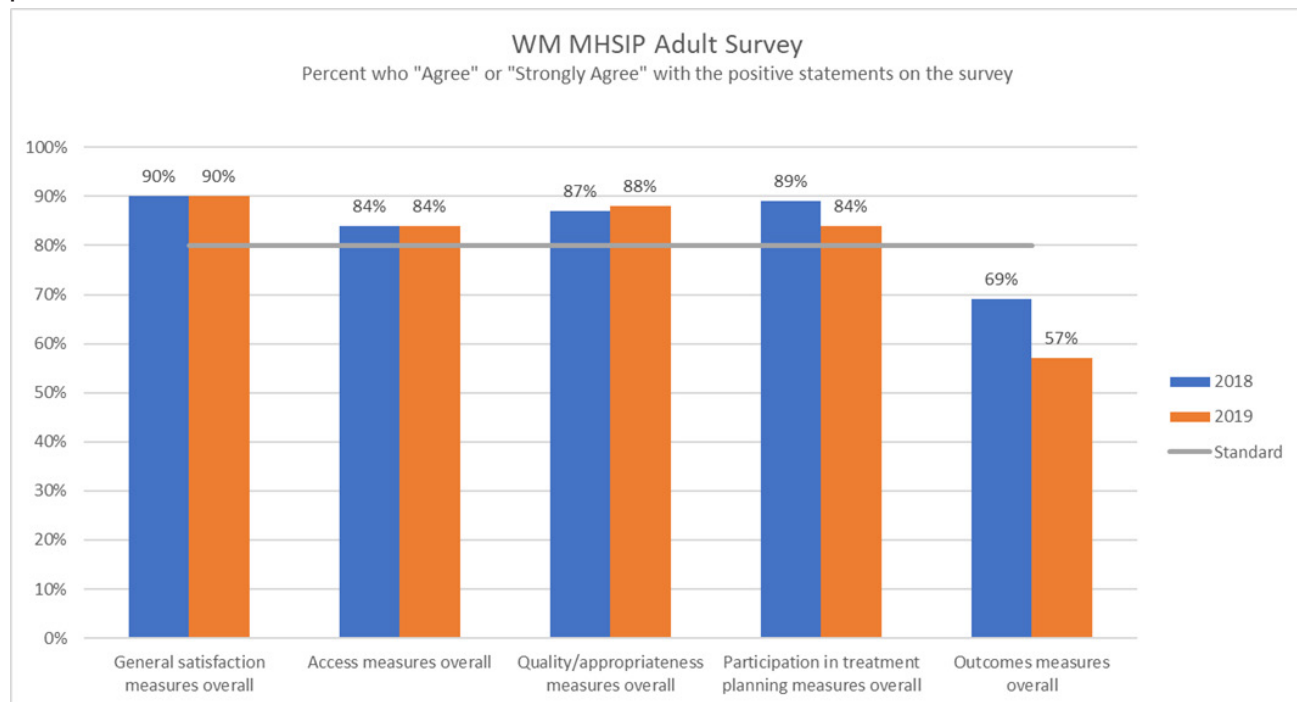
Analysis

Jail diversions have been higher in Fiscal Years 2017, 2018, and 2019 than in the prior three years. This coincides with WMCMH's Law Enforcement collaboration grant. A higher number of jail diversions suggests greater collaboration between WMCMH and the criminal justice system.

Consumer Satisfaction

WMCMH performs two satisfaction surveys, the Mental Health Statistics Improvement Program (MHSIP) and the Youth Services Survey (YSS), annually on adults served and parents or guardians of children served. For each survey, WMCMH sets the standard that 80% of respondents agree or strongly agree with the survey questions—indicating a good level of satisfaction.

Results of both 2019 surveys show improvement over the 2018 results. WMCMH has set a standard that 80% of respondents will agree or strongly agree with the positive statements in the survey. Any subscale results that fall below the 80% standard will be addressed with action steps to improve performance.



Community Involvement

West Michigan Community Mental Health recognizes the importance of giving back to our community. During FY18/19, our staff participated in numerous events including:

- West Shore Pride Festival
- Family AfFAIR
- Wildcat Walkabout
- Baldwin Trunk-or-Treat
- COVE Walk for Domestic Violence
- FloraCraft Lunch and Learn
- Suicide Awareness Community Event
- West Shore Community College Student Health Fair

Walk a Mile In My Shoes Rally

Nearly 2,500 participants joined together at the Capitol Lawn in Lansing during Mental Health Awareness Month in May. The event is held to enhance public awareness, to put an end to the stigma related to mental illness & developmental disabilities, and to promote health and wellness. Representatives from Mason, Lake and Oceana counties participated in the event by reading our county statements on the steps of the Capitol.



Lucinda Schafer represents Oceana County at the Lansing Walk-a-Mile



Todd Dancz represents Mason County at the Lansing Walk-a-Mile

WMCMH also hosted its second annual Walk-a-Mile rally in Ludington. The event starts at the CMH office in Ludington and proceeds to the Mason County Courthouse where a ceremony is held on the courthouse lawn.



Photo courtesy of Ludington Daily News

Consumer Advisory Panel

The Consumer Advisory Panel (CAP) partners with WMCMH to shape, improve, and enhance the quality of WMCMH services.

The consumer perspective is critical to WMCMH, and members of this panel give valuable input from their experiences. Their feedback allows us the opportunity to view services through the eyes of the people we serve. In turn, this helps shape our processes and enhance our services, and it is critical to the success of WMCMH and the current, potential, and future people we serve.

Additionally, through ongoing educational opportunities, Consumer Advisory Panel members become informed about mental health issues and are ambassadors in our community.

CAP highlights from FY18/19 include:

- Two CAP members celebrated ten years of service.
- New members representing the IDD population joined CAP in June 2019 (This marks the first time this population has been represented on CAP).
- There were new appointments to the Recipient Rights Advisory Council and a continuation of two others who were reappointed to three-year terms.

Honoring Our Staff



Faith Nekola (center) is pictured with Larry VanSickle, vice-chair of the WMCMH Governing Board and Lisa Williams, CEO, during the annual service awards presentation.

19 staff members were honored for their years of service to West Michigan Community Mental Health. Service awards are given to employees for every five years of service they dedicate to our consumers and the agency. The top honoree for 2019 was Faith Nekola who celebrated 40 years of service with WMCMH. Nekola started her career at WMCMH on June 5, 1979 as a group home manager. Over the course of four decades, she held numerous positions within the agency including the past five years as deputy director of clinical services.