



# 2020 Annual Report



# Welcome

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In the process of thinking through the past fiscal year (FY 2019-2020) and preparing materials for our annual report, we had an opportunity to think back with a little bit of “balcony perspective.” WMCMH was only halfway through our fiscal year when the COVID pandemic hit our country, our state and our communities, reshaping the focus for the last half of the year in a way none of us could have anticipated. Less than one month prior to the onset of the pandemic, WMCMH had just submitted its application for a second CCBHC grant, just successfully completed an accreditation site visit from CARF, just welcomed two new members to our Senior Management Team, just welcomed Northwest Michigan Health Services into our Ludington building to deliver onsite integrated care, and just launched a plan to restructure our organization to better support an integrated, whole person care model. After 6 months of planning, we were strategically positioned to implement a new, more consumer-centered care model and new model for organizational effectiveness based on Lean principles.

And in a matter of a few days, our whole focus shifted. I’m sure our organizational experience mirrors that of many individuals, businesses, and communities, but as I look back through our communications to the organization and to our consumers over the last year, I am struck by several recurring words and themes, over and over again. . .

**Safety. Each other. Together. Flexibility. Learning. Team. Service.**

**Empathy. Compassion. Courage. Kindness. Loss. Telehealth. Understanding.**

**Innovation. Strength. Hope. Adapt.**

This annual report reflects the work of a diverse, talented organizational team to support our consumers and communities through an unprecedented set of circumstances. As I review our performance and accomplishments, I am so incredibly proud of how our team served our consumers and our communities throughout the pandemic. I am so grateful for the service of our team, for their adaptability and flexibility to meet the needs of the people and communities we serve. We are thankful for our provider and human service partners in our communities for their contributions and adaptations to meet those same needs. We are indebted to our District Health Department #10 team for connecting and educating our communities and for making vaccines available to our team, our consumers, and our communities.

As more and more people are vaccinated, as our communities open up, and as people resume something closer to normalcy again, the second wave of the pandemic will become readily apparent. Months of isolation and separation will result in feelings of loss, fear, anxiety, sadness, grief, regret, and even anger as people grapple with what has occurred. The second wave of the pandemic will be the behavioral health crisis. National data suggests that although mental illness and substance use disorders typically affect between 1 in 5 Americans, projections from the National Council for Mental Wellbeing suggest those rates will be closer to 1 in 3 Americans in the years subsequent to the pandemic.

As we have been throughout the pandemic, WMCMH will continue to be here for our communities through this next wave. Our broad array of services through CCBHC and through expanded community partnerships will be available to meet the behavioral health, substance use, and intellectual and developmental disability treatment needs for children and adults across our communities. Our team is prepared to address these needs through a trauma-informed, person-centered approach, regardless of level of need, type of insurance, or ability to pay. Together we will renew, rebuild, recover. Together, we will help each person lead their best life.

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

# Strategic Plan & Goals

## Our Core Values

- We believe every person has the potential to renew, rebuild, and recover.
- We strive for excellence.
- We demonstrate integrity and resiliency.
- We honor and respect the uniqueness and diversity of all people.

## Our Purpose

- We help people lead their best life.
- We coordinate and provide high quality care for children, adults and families experiencing mental illness, intellectual/developmental disabilities, and substance use disorders
- We collaborate to support whole-person care for the people and communities we serve.

## Our Promise

- We offer experienced, local professionals to coordinate personalized care for everyone we serve.
- We provide access to a variety of proven services to address each person's needs.
- We provide access to Crisis services, 24 hours a day, 365 days a year.
- We provide support to each person in their recovery.

## Our Goal

We will use evidence-based clinical practices to improve the lives of 5,000 people per year by 2025.

### 3-5 Year Goals

#### Sustainable Business Model

(Expand & diversify sources of funding to support stabilization & sustainability; Maximize the value that comes from other funding sources & minimize disruption from complex payors; Know and understand our costs, make ourselves cost competitive, & demonstrate value of any additional costs; Develop ability to adapt to continual changes in policy, funding, & structure; Evaluate effectiveness of current business model for changing healthcare environment)

#### Impact & Outcomes for People We Serve

(Maximize the value each team member brings to the organizational team, consumer outcomes & the health of our communities; Use methods & models that have proven results; Ensure that all individuals in the organization have access to data that allows them to know that they are having the desired impact)

### 1 Year Goals

Care delivery model that supports integrated, evidence-based person-centered care for everyone we serve.

Organizational culture balances adaptive needs of team with lean principles and data-based decision-making.

Build organizational understanding of WM cost, data, and activities that impact funding, sustainability, and comparability.

Become the best CCBHC we can be.



# Governing Board

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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



Linda Baierl  
Lake 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

# Senior Management Team

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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

# Who We Serve

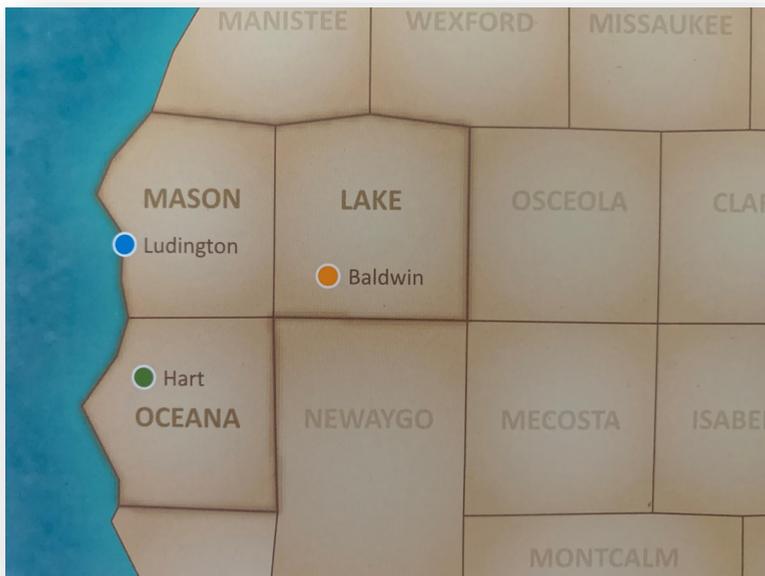
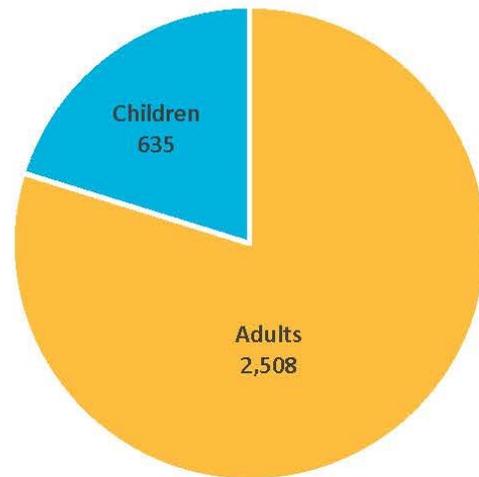


West Michigan Community Mental Health is a Certified Community Behavioral Health Clinic that serves as the public behavioral health care provider for adults, children and families with mental health conditions, developmental disabilities, and/or substance use disorders in Lake, Mason and Oceana counties.

We provide services or referrals to any resident of our counties who seeks care regardless of their ability to pay. We treat individuals with no insurance, private insurance, Medicaid, Medicare and Healthy Michigan.

3,143 individual consumers served during FY2020

(October 2019 - September 2020)



*“As a therapist, it’s an honor to be entrusted to enter in the world my clients experience every day. To bear witness to their healing, growth and transformation is rewarding beyond words.”*

-Sara Hutchinson, LLPC

**Ludington Office\***

920 Diana St.  
Ludington, MI 49431

**Dimensions Unlimited**

910 Conrad Industrial Dr.  
Ludington, MI 49431

**Hart Office\***

105 Lincoln St.  
Hart, MI 49420

**Progressions**

101 S. Water St.  
Hart, MI 49420

**Baldwin Office\***

1090 N. Michigan Ave.  
Baldwin, MI 49304

**Integrations**

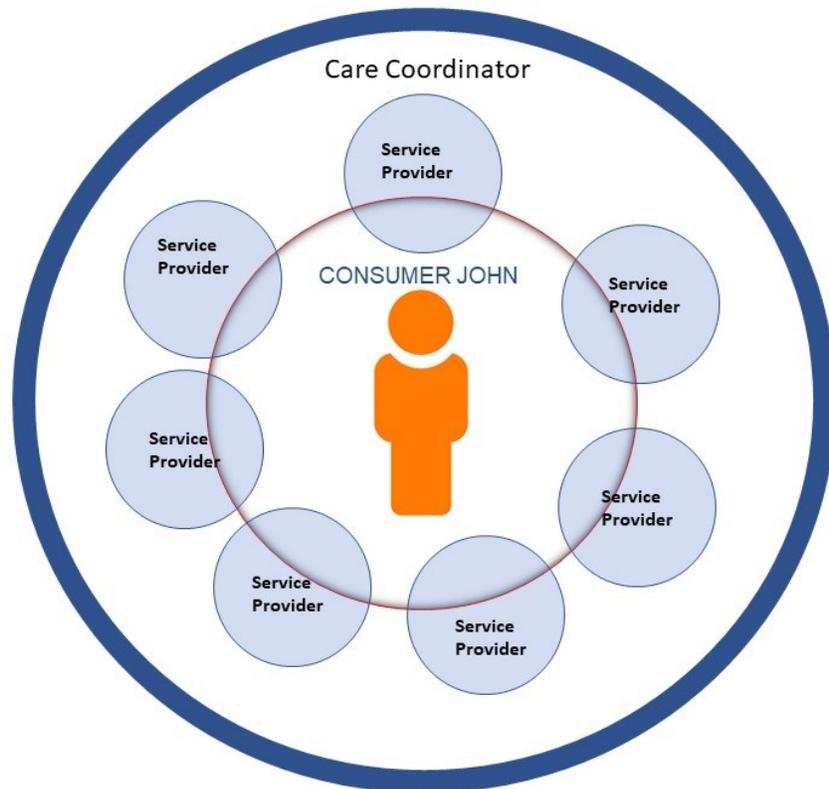
645 Michigan Ave.  
Baldwin, MI 49304

\*If you are seeking services, please visit one of our three main offices.

# Our Care Model

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To better support the needs of the consumers we serve, we restructured our care model and management structure. We believe services should be tailored to meet the specific, individual needs of each of our consumers. Using person-center planning, we design an individual recovery and wellness plan to help each consumer reach their goals, placing the consumer at the center of everything we do. Our team of 161 professionals is made up of diverse expertise and experience to provide high-quality services that are consumer driven. We use person-centered planning and trauma-informed care to provide outstanding, evidence-based, integrated service delivery.



## Our Provider Network

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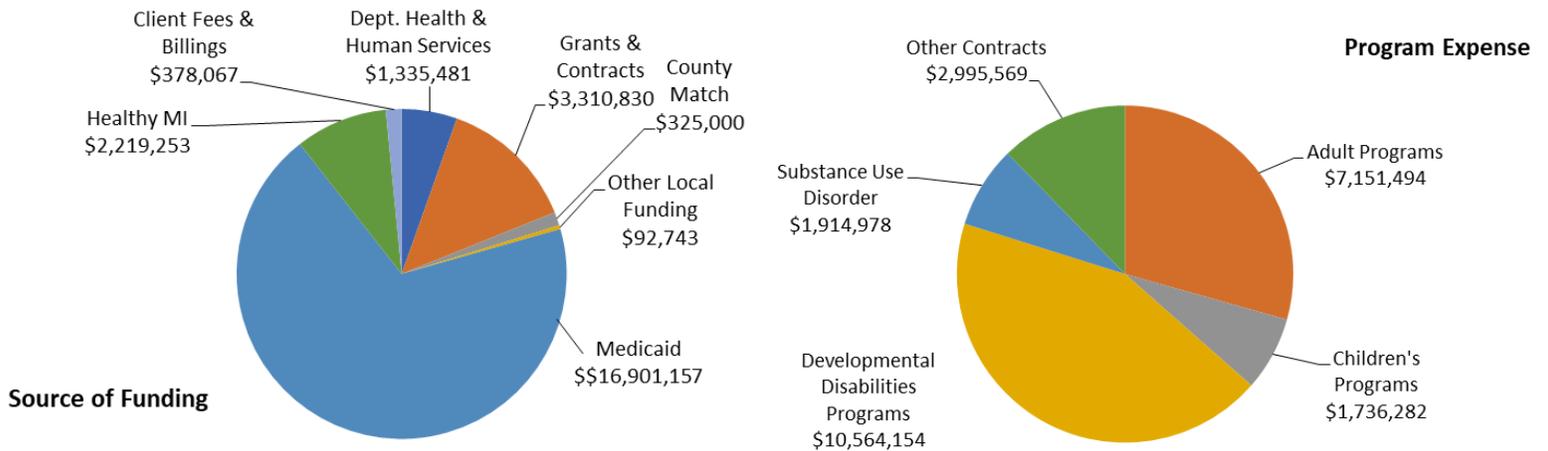
*"Whenever I need help with something, the staff always go out of their way to make sure I'm taken care of."*

-WMCMH Consumer

West Michigan CMH has outstanding provider partners who share our commitment to providing high-quality, person-centered services. In addition to directly providing an array of specialized behavioral health services, we contract with a network of more than 65 qualified providers to ensure services are available when and where they are needed. This strong, diverse network of highly-trained, specialized professionals is vital to the work we do, serving more than 300 consumers across over 117 programs in FY20 alone. These programs serve people of all ages, with services ranging from Applied Behavioral Analysis to Adult Foster Care and Crisis Residential to Substance Use Disorder treatment. We recognize and appreciate the value of partnership and are committed to supporting whole person wellness, mental health and substance use recovery.

# Who We Are

As an organization funded primarily through taxpayer dollars, we have a strong obligation to be fiscally responsible and highly efficient. We closely monitor opportunities to increase revenues through grants and various reimbursements. We ended FY20 in a strong financial position.



West Michigan Community Mental Health was awarded a \$4 million federal grant from the Substance Abuse and Mental Health Services Administration to continue our work as a Certified Community Behavioral Health Clinic (CCBHC), a designation we first received in 2018.

*“We anticipate serving an additional 650 people within the next two years thanks to the CCBHC expansion.”*

-Lisa Williams, CEO

The grant funding will allow us to continue to increase access to substance use disorder treatment for children and adults, increase access to psychiatric services for persons with mild-to-moderate conditions and substance use disorders, focus on whole person health and wellness through physical health screenings, and improve access to evidence-based treatment for trauma.



# West Michigan Community Mental Health

is a Certified Community Behavioral Health Clinic



**3,143** individuals served



**61 Veterans** received services through our Veterans Navigator program

**127** clients were referred for physical health screenings through partnership with Northwest Michigan Health Services



**57**

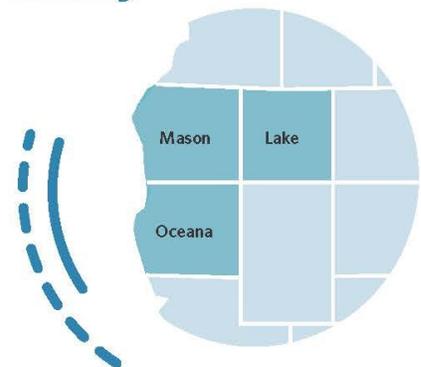
individuals received medication-assisted treatment for substance use



Responded to **113 mobile crisis calls**

Expanded medication-assisted treatment to Lake County

**167** tobacco users had cessation intervention



West Michigan Community Mental Health is a Certified Community Behavioral Health Clinic and serves as the public behavioral health care provider for people with mental health conditions, developmental disabilities, and/or substance abuse disorders in Mason, Lake and Oceana counties.

(data from FY20)

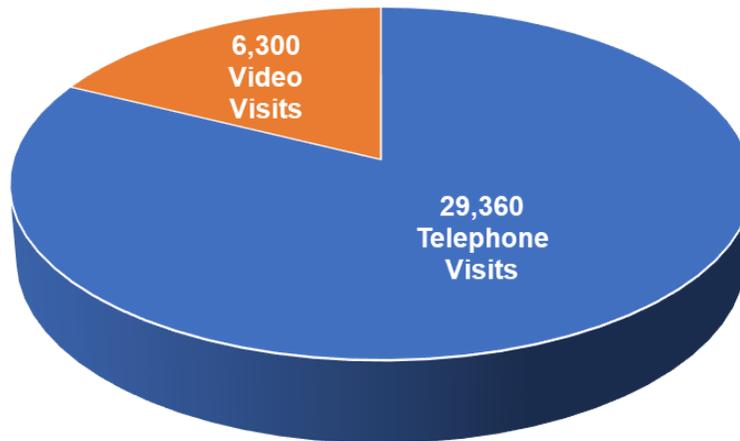
# Response to COVID-19

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The COVID-19 pandemic changed life for everyone. It also increased the prevalence of mental health conditions and substance use among the general population. Through it all, West Michigan Community Mental Health remained dedicated to providing essential mental health and substance use services to Mason, Lake and Oceana counties. Our team remained on the frontline to serve those who need treatment. In an effort to deliver care in the safest manner possible, we modified how we provide care to our consumers. While we have long been at the forefront of telemedicine, having provided video appointments for psychiatric visits for many years, in March 2020, we expanded our telemedicine services by providing telephone and video appointments for therapy sessions and the majority of other clinical services we provide.

## 35,660 Telemedicine Appointments

(March 2020 - December 2020)



*"I take pride in the fact that we get to be on the frontline and help stabilize some of the unique mental health challenges occurring within our community."*

-Steven Van Wyck, LMSW



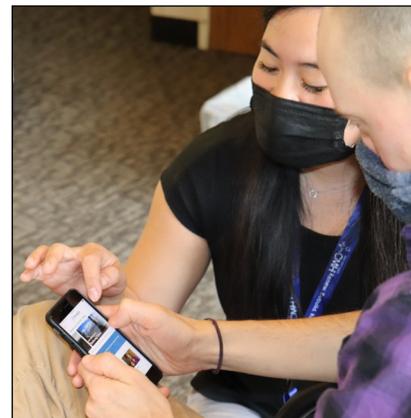
*"I really like the services I receive at CMH and I like being able to talk to my doctor on the phone."*

-WMCMH Consumer

# Using Technology to Expand Access

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Thanks to a grant from the Community Foundation for Mason County, West Michigan Community Mental Health was able to launch a free mental health and wellness app called myStrength. The app compliments other forms of care, giving users support that is affordable and accessible. myStrength is built upon evidence-based clinical models like cognitive behavioral therapy, acceptance and commitment therapy, positive psychology, mindfulness and motivational interviewing. myStrength offers access to clinically proven tools to manage stress, depression, anxiety, substance use disorders and other common behavioral health conditions. The app is available to anyone in our community including our staff, consumers and the general public.



Diane Salters, LMSW, shows a user how to navigate the myStrength app.

*“myStrength is a great wellness tool for your mind, body and spirit.”*

-Jennifer, working mom using myStrength app

## Jail Diversion Efforts

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West Michigan Community Mental Health works with 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 appropriate mental health treatment reduces further incidents with law enforcement.

We received a \$750,000 federal grant in 2020 to enhance jail diversion efforts. The money is being used to provide iPads to law enforcement officials to facilitate video conferencing with clinical staff, increase crisis intervention training for law enforcement, and hire additional staff to work with inmates inside jails.



**Jail diversion programs are designed and implemented to divert people with serious mental illness away from the criminal justice system into community-based treatment and services.**

*“These individuals don’t deserve to go to jail. They just need a way to access mental health services.”*

-Laude Hartrum,  
Pentwater Police Chief

# A Leader in Integrated Health Care

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At West Michigan Community Mental Health, we care about your physical health just as much as your mental health. In February 2020, West Michigan Community Mental Health and Northwest Michigan Health Services, Inc. formed a partnership to open a primary care clinic at the CMH offices in Ludington. The clinic increases access to primary health care services allowing us to provide high-quality integrated health care to serve the whole person. People with mental health concerns and substance use disorders often face barriers to accessing primary care, which can lead to preventable chronic illness such as obesity, diabetes and heart disease.



Heidi Britton, CEO of Northwest Michigan Health Services, and Lisa Williams, CEO of WMCMH, in an exam room at the new primary care clinic in Ludington.

*“When looking at overall health and wellness of people in our communities, we need to take a whole person approach that focuses on mental and physical health.”*

Lisa Williams, CEO

## Continuous Improvement

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West Michigan Community Mental Health strives for continuous improvement and growth. During fiscal year 2020, we implemented several initiatives aimed at improving our quality of care and our overall business model.

- **Implemented lean initiatives.** These best practices aim to eliminate waste, streamline processes and work toward continuous improvement, which builds excellence and creates efficiencies for providing services.
- **Clinical staff received trauma training.** Consumers who report experiencing one or more traumatic events in their lifetime are at risk of developing long-term physical, mental and behavioral challenges. This training allows our staff to provide a trauma-specific, evidence-based practice in the therapy they receive to address the traumatic experience and the impact it has on their lives.
- **All staff members received psychological first aid training.** This training allows mental health professionals to respond to the immediate needs of anyone that is in crisis, experienced a traumatic event, or is in the aftermath of a disaster. Psychological First Aid is aimed at reducing psychologic distress, connecting people with resources or help and promoting resilience.
- **Received three-year CARF Accreditation.** This achievement shows that West Michigan CMH is dedicated to pursuing excellence and improving the quality of lives of the people we serve.



# Community Outreach

West Michigan Community Mental Health believes in giving back to the communities we serve. While the COVID-19 pandemic limited the number of public events we were able to participate in, we stayed connected to the community.



In February 2020, just prior to the onset of COVID-19, our staff volunteered at the homeless shelter in Ludington.



West Michigan CMH continued to partner with local law enforcement, District Health Department 10, Spectrum Health and the Leeward Initiative to collect unwanted and unused prescription drugs. This year's event resulted in 187 lbs. of prescription drugs and sharps being collected, more than double the amount collected the year before.



To educate the public on the services we provide, we placed billboards in Mason, Lake and Oceana counties to highlight our 24/7 crisis stabilization service and medication-assisted treatment.

## United States Census 2020

West Michigan CMH was part of a community effort to increase participation in the 2020 Census.

### Mental Health Matters: Managing stress, anxiety during the COVID-19 pandemic

The coronavirus (COVID-19) pandemic has created a new normal for our daily lives. Nonessential businesses are closed, kids are on extended breaks from school, sports have been cancelled, social distancing is being enforced, the governor has issued an executive order to stay at home and grocery stores are sold out of toilet paper, cleaning supplies and many food items.



ALAN NEISHWANDER

That's just a short list of some of the ways life has seemingly changed overnight due to this pandemic. While everyone is trying to adapt to our new normal, many are also trying to cope with the stress and anxiety that is brought on by change and fear. There are, however, several things you can do to support yourself and keep coronavirus fears from affecting your mental health.

1. Take breaks from news and discussion about the pandemic. Repeatedly hearing about the pandemic and talking about it can be upsetting. Try to find reliable sources to get accurate information. Nationally, it is recommended to use the Centers for Disease Control and Prevention (CDC) as your source of truth. Locally, District Health Department No. 10 is the agency that is monitoring and reporting on the pandemic.

2. Take care of yourself. Engage in healthy activities to minimize stress. Take a walk or find an outdoor activity that you enjoy. Exercising in the fresh air and sunshine is good for your physical and mental health.

3. Engage in mindfulness activities such as noticing the sights, sounds, smells and tastes around you. 4. Reach out for support. Talk to friends, family or a counselor about how you are feeling. It's also important to be supportive of others and assist them in their time of need. Helping others can benefit the person receiving the support as well as the helper.

5. If you are struggling to cope with stress, anxiety or other mental health concerns, West Michigan Community Mental Health is available to help. As an essential service, our staff is available 24 hours a day, seven days a week by call.

It may be tempting to check your phone or a news outlet for the latest updates, but limiting amount of information received on a daily basis is beneficial for your mental health.

The same is true for social media. It's not always easy to limit your time on social media, but practicing social media self-discipline will help limit amount of information you get a day. Friends and family can often fuel fear and anxiety by gossiping and posting misinformation on social media.

A monthly Mental Health Matters column appears in the local newspapers. West Michigan CMH also has a monthly Mental Health Matters radio segment on the WMOM morning show.



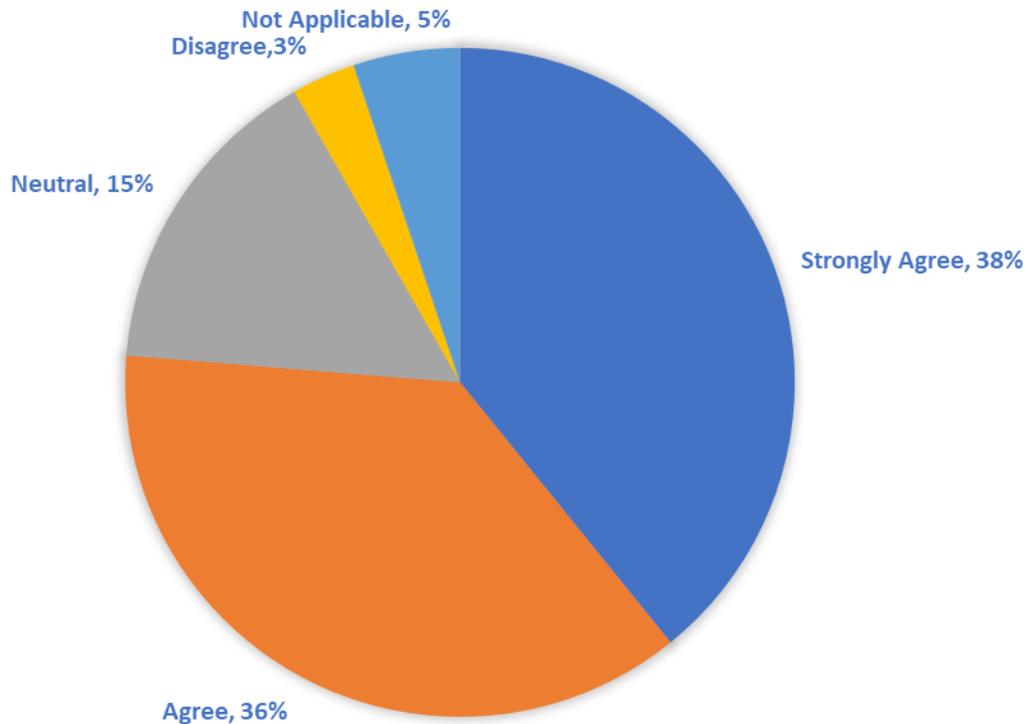
In FY2020, West Michigan CMH launched social media channels as a way to communicate and engage with our community. You can find us on Facebook and LinkedIn.

# Outcomes and Consumer Satisfaction

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West Michigan Community Mental Health provides opportunities for consumers to share feedback on their services. We use the data to improve performance so we may provide the best services possible to our communities.

In FY2020, 74-percent of respondents indicated they agree or strongly agree that they are happy with the care they have received at West Michigan CMH.



*“Our staff are knowledgeable, caring and compassionate. They truly care about the people they serve. Our customer service is top notch and is something that our agency strives to perfect.”*

-Devon Hernandez, Customer Engagement Coordinator

*“West Michigan CMH has helped out a lot with my depression and anxiety. They also helped me work through trauma I had experienced in my life.”*

-WMCMH Consumer



# Getting The Right Help Begins With Us

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If you don't know where to find the help you need, we are exactly the place to begin your journey. If you think you or a loved one needs professional help, you will find resources are available right here in your community. Getting the help you need to **Renew, Rebuild** and **Recover** is just a phone call away.

## **Renew.**

We *renew* minds, spirits, and lives by helping people replace unproductive, unhealthy thinking and behaviors with healthy, positive ones. We make change possible. We help people get the lives they want. Being renewed is like starting with a clean slate; a new way of thinking, feeling and behaving. Renewal is optimistic and empowering.

## **Rebuild.**

We *rebuild* lives. Sometimes it's an easy road, and other times it's a hard climb. Mental illness or substance use disorder can be debilitating to individuals, their families, close friends, and even employers. But with patience, care and expertise, we help people rebuild their lives and relationships.

## **Recover.**

At West Michigan CMH, we pledge to help people and families *recover*; to regain their lives; to experience freedom from the effects of mental illness, and to fully enjoy a life that is more fulfilling, productive, and meaningful.



**1-800-992-2061**  
**wmcmhs.org**