



Fiscal Year 20/21 Annual Report





Welcome

An annual report is a time to look back, review accomplishments, reflect on opportunities for continued growth and set intentions for the coming year. These past several years have been full of benchmark moments – the onset of a pandemic, social justice violations, and political unrest. These moments have changed us individually and collectively in unparalleled ways. Organizationally, our team has adapted through these benchmark moments, transforming our care model and our culture, continuing to serve and evolving how we serve our consumers and communities.

“Renew. Rebuild. Recover.” is the tagline to the WMCMH logo. When WMCMH adopted the new logo and the tagline in 2013, it was to reflect the process and the momentum of recovery that we embrace wholly for the people we serve. Even today our core value is that every person has the potential to renew, rebuild and recover. In some ways this has never held more meaning for us as a nation, a community, and an organizational team. These words offer reflection and hope not just for the people we serve but for us all.

As you review this annual report, you will see this theme throughout. From the strategic plan to the FY20/21 financial statements, to our staff highlights, to the outcomes for the people we serve, WMCMH demonstrates commitment to its own work of renewing, rebuilding, and recovering. Nothing speaks louder to **Renew** than the opportunity to finally reconnect in person with our consumers, community and team by creating new and different opportunities to build safe connections and relationships while the pandemic still swirls around us. Adequate PPE, new scheduling practices, new outdoor spaces at all WMCMH facilities, increased community-based appointments all created opportunities to renew our connections with each other and the people we serve.

Rebuilding required re-evaluation of traditional ways of operating. The WMCMH Team creatively re-examined clinical experience, care models and business practices in light of new state and federal requirements. Offering telehealth in conjunction with in-person appointments and deploying technology such as the OWL and app-based supports like myStrength to expand access and reach was critical to rebuilding while maintaining the health and safety of team members and consumers. Rebuilding organizational culture after 16+ months of varying forms of isolation and semi-remote work has been and continues to be one of our greatest challenges.

Embracing **Recovery** is about putting new skills to work, absorbing the impact of the changes and creating hope for the impact of the effort. Holding up hope, finding light in the dark spaces, embracing the small successes, forging forward with courage, especially when we are fearful, are the hallmark moments of Recovery. In spite of increasing demand for services, systemic changes, and deep political threats to the public mental health system, WMCMH doubled down on Certified Community Behavioral Health Clinic implementation in preparation for the State Demonstration, invested in the organizational team through training and evidence-based practices, created critical dashboards and metrics and monitored outcomes of those efforts for the people we serve.

WMCMH served more individuals in 2020/2021 using evidence-based practices than ever in the organization's history, breaking down access barriers such as stigma, type of insurance and organizational capacity in unprecedented ways. And it is only the beginning... WMCMH continues to grow through its own **“Renew. Rebuild. Recover.”** process. Despite the obstacles of the year or maybe because of them, we continue to proudly grow in service to our consumers and communities, creating opportunities for each person to live their best life.

Wishing you all health, safety, and hope,

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 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



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



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

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 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 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.

BHAG

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

*BHAG = Big Hairy Audacious Goal

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)

2020-2021 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 understand of WM cost, data, and activities that impact funding, sustainability, and comparability.

Become the best CCBHC we can be.

Strategic Plan & Goals continued...

► Our strategic plan shapes and guides who we are, who we serve, what we do, and why we do it. The decisions we make and initiatives we implement support the direction set forth in our strategic plan.

Among our key accomplishments in FY20/21:

- ▶ Enhancing the care delivery model to support integrated, evidence based person-centered care
- ▶ Enhancing coordination, collaboration and integration of physical and behavioral health service delivery.
- ▶ Implementing a Lean data-based decisions making culture
- ▶ Maximizing increased access to services to be a federally designated Certified Community Behavioral Health Clinic



About Us

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

As a certified community behavioral health clinic, WMCMH provide services to any individual in need of care, including (but not limited to) people with serious mental illness, serious emotional disturbance, long-term chronic addiction, mild or moderate mental illness and substance use disorders.

Main Office Locations



Lake County Office
1090 N. Michigan Ave.
Baldwin, MI 49304



Mason County Office
920 Diana Street
Ludington, MI 49431



Oceana County Office
105 Lincoln Street
Hart, MI 49420

Work Center Locations

Dimensions Unlimited
910 Conrad Industrial Dr.
Ludington, MI 49431

Integrations
645 Michigan Ave.
Baldwin, MI 49304

Progressions
101 S. Water St.
Hart, MI 49420

Autism Center Locations

Ludington Autism Center
5816 W. US HWY 10
Ludington, MI 49431

Hart Autism Center
11 Washington St.
Hart, MI 49420

Baldwin Autism Center
645 N. Michigan Ave.
Baldwin, MI 49304

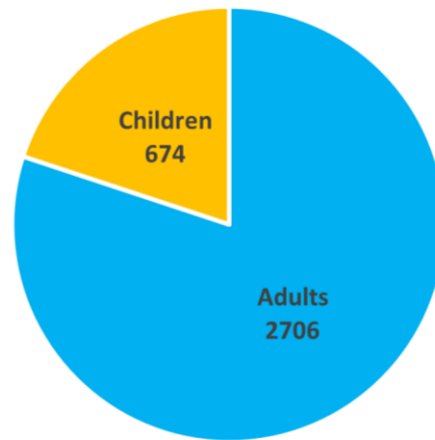
**If you are seeking services, please visit one of the three main office locations.*

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. WMCMH provides services or referrals to any resident of Lake, Mason, Oceana county who seeks care regardless of ability to pay. WMCMH treats individuals with no insurance, private insurance, Medicaid, Medicare and Healthy Michigan.

**3,380 individuals served during FY20/21
(October 2020 - September 2021)**

**7.5% increase in the number of individuals
served compared to FY2020**



West Michigan Community Mental Health is accredited by the Commission on Accreditation of Rehabilitation Facilities (CARF). This accreditation means WMCMH has undergone an in-depth review of our services and demonstrated substantial conformance to CARF standards. This ensures WMCMH is demonstrating our commitment to delivering quality services that focus on your needs and preferences.

Getting The Right Help Begins With Us

If you don't know where to find the help you or someone you know needs, 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. **Call us 24/7 at 1-800-992-2061**

**Visit us online at www.wmcmhs.org
Follow us on Facebook, LinkedIn and YouTube**

Certified Community Behavioral Health Clinic

► West Michigan Community Mental Health has been a Certified Community Behavioral Health Clinic (CCBHC) since October 2018.

The first four years of being a CCBHC were made possible through grants from the Substance Abuse and Mental Health Services Administration. West Michigan CMH was one of the original 7 behavioral health clinics in Michigan to receive the CCBHC status which allows WMCMH to provide a full array of comprehensive services to anyone in the community. Some of the expanded services West Michigan Community Mental Health is able to provide as a CCBHC 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
- Tobacco cessation groups

► As a CCBHC, West Michigan Community Mental Health is expanding services and increasing access to behavioral health care for residents of Lake, Mason and Oceana counties.



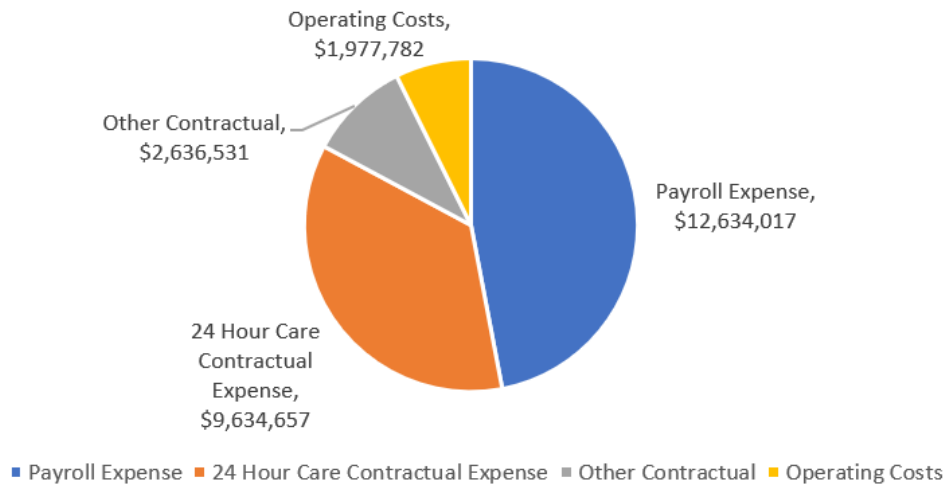
West Michigan Community Mental Health is part of the CCBHC Mentorship Program. The program is designed to promote innovation and collaboration amongst Certified Community Behavioral Health Clinics through access to a broad community of peers.

Financial Picture

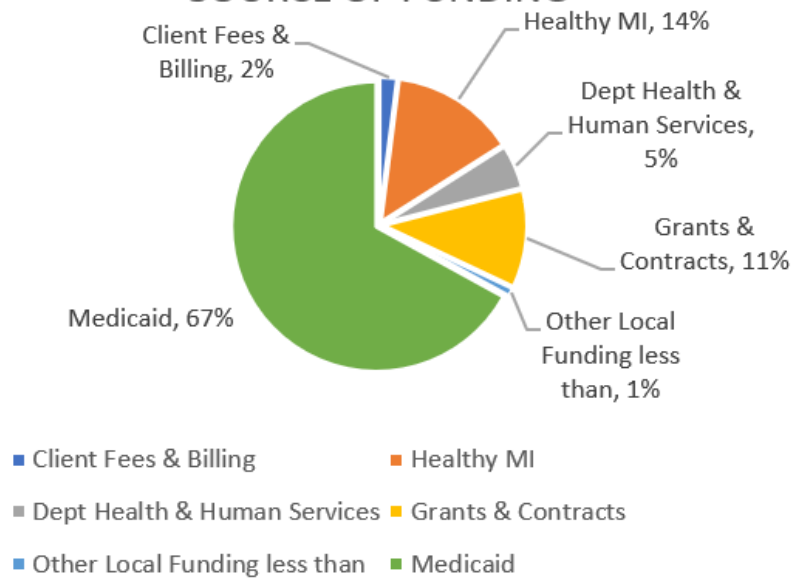
- ▶ As a public organization funded primarily through taxpayer dollars, WMCMH has a strong obligation to be fiscally responsible and highly efficient. West Michigan CMH closely monitor opportunities to increase revenues through grants and various reimbursements. WMCMH ended FY20/21 in a strong financial position.

**Financial data is based on preliminary data.*

ANNUAL EXPENSE BY CATEGORY



SOURCE OF FUNDING



COVID-19

► The COVID-19 pandemic continued to impact the way we deliver services. Throughout the pandemic, WMCMH has remained dedicated to providing essential mental health and substance use services to Lake, Mason and Oceana counties. The WMCMH team has remained on the frontline to serve those who need treatment. To deliver care in the safest manner possible, WMCMH has modified how we provide care to our consumers.



We have continued to help keep our consumers, staff and visitors safe. This includes enhanced cleaning throughout all our facilities; screening all staff, individuals served and visitors before entering our facilities; requiring everyone to wear a face mask; and maintaining social distancing throughout our facilities.

Our Services

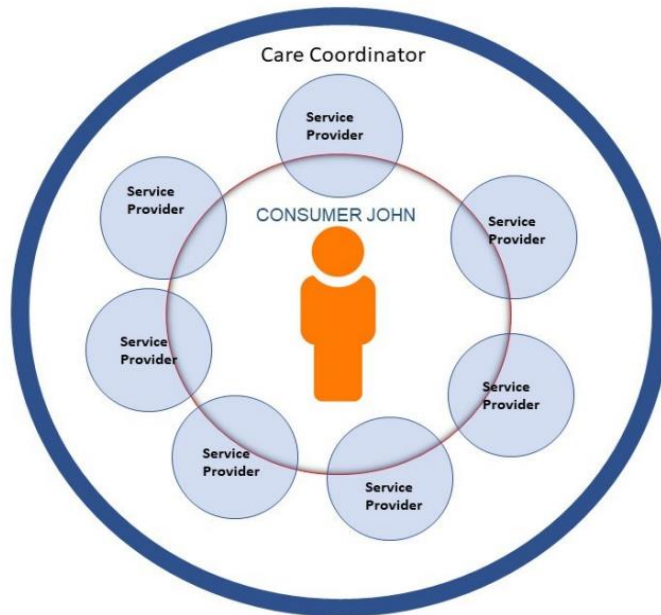
West Michigan Community Mental Health provides a full array of services. Our services include, but are not limited to:

- 24/7/365 Emergency Services
- Crisis Stabilization Services/ Mobile Crisis
- Psychiatric Services
- Case Management
- Adult Services
- Children and Family Services
- Family Support Subsidy Program
- Wraparound
- Infant Mental Health
- Individual Therapy
- Group & Individual Skill Building
- Community Living Support
- Supported/ Integrated Employment Services
- Nutrition and Weight Loss Services
- Autism Services
- Respite Care
- Substance Use Disorder Outpatient Treatment
- Medication Assisted Treatment
- Peer Recovery Coaching
- Peer Support
- Withdrawal Management Services
- Care Coordination
- Physical Health Screenings
- Veteran Navigator Services
- Tobacco Cessation
- Screening & Assessment



Our Care Model

- ▶ To better support the needs of the consumers we serve, WMCMH believes services should be tailored to meet the specific, individual needs of each of WMCMH consumers. Using person-center planning, West Michigan CMH designs an individual recovery and wellness plan to help each consumer reach their goals, placing the consumer at the center of everything we do. The WMCMH team of 163 professionals is made up of diverse expertise and experience to provide high-quality services that are consumer driven. WMCH use person-centered planning and trauma-informed care to provide outstanding, evidence-based, integrated service delivery.



As the person's needs change, their person-centered plan changes, and their individual team changes.

The entire organization structure is designed to support this level of movement around each person served.



*In Crisis? Suicidal? If you or someone you know is thinking of suicide or in emotional distress, please call: 1-800-992-2061
We are available 24 hours a day, 7 days a week. A caring and trained clinician is waiting to take your call.*

One Person Making A Difference

► In December 2020, Cindy Boerema of Ludington reached out to Lisa Williams, CEO of West Michigan Community Mental Health, to express her concerns with the fact that adults with developmental disabilities had been excluded from the COVID stimulus payments. Her son Erik, who has Down Syndrome, works in supported employment but never received the initial payments. Boerema was particularly concerned because a new set of stimulus bills were about to be released and still excluded adults with disabilities. The National Association of County Behavioral Health and Developmental Disabilities Directors and the National Council for Mental Well Being got involved and contacted lawmakers to ensure the legislation would no longer exclude these individuals. Millions of lives were changed when the bill passed and included stimulus payments for this population of meaningfully employed, contributing, tax paying adults.



Cindy Boerema poses for a picture with her son, Erik.

“This impacted 14 million Americans living with a disability,” Williams said. “This proves that one person, asking one question, raising one concern has the potential to effect legislation that impacts millions of people.”

“I will always advocate not just for Erik but for everyone with a developmental disability because it’s important for them to receive the same respect as every other member of the community,” said Boerema. “Erik didn’t understand that he didn’t receive the stimulus payment, but as his parent it’s important for me to be his voice otherwise he’s not always heard or aware of the situation.”

A Team Making a Difference

- ▶ Corporate social responsibility is an important aspect of improving the health of the communities we serve. Through partnerships, donations and participating in community events, we were able to make a difference in the lives of those living and working in West Michigan.



Lake County Sheriff Richard Martin presented a \$2,000 check to West Michigan CMH to support Autism services. The money was raised through various fundraisers at the sheriff's office.



"We get to help individuals and families increase their functionality and have a higher quality of life. It's a great mission and I get to work alongside a lot of great people." - Steven Van Wyck, LMSW—Mental Health Clinician



"The work we do is important in helping bridge the gap between the people we serve and the resources in our community. It's an honor to be a part of that" - Diane Salters, LMSW, CAADC—Adult Team Coordinator



Thanks to a grant from United Way of Mason County, we were able to provide COVID personal protection equipment to local adult foster care homes. Pictured is Zack VanderWall, facilities specialist, delivering the equipment to staff at Ludington Woods.

A Team Making a Difference

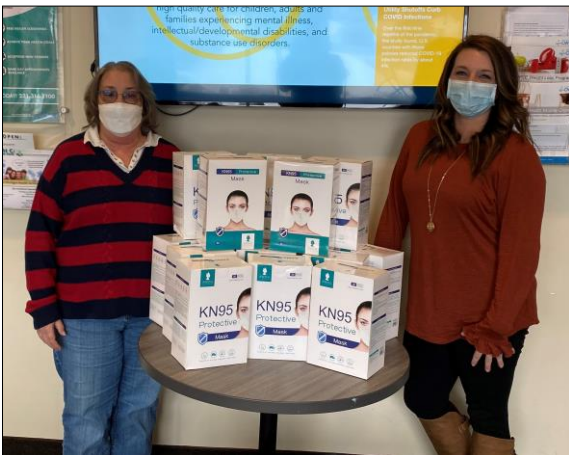


“When people come into services, and I do their initial IPOS with them; I take great satisfaction when they leave from that appointment stating that they feel like they have hope. I want to be a part of a team that is the catalyst at getting them the services that provide them hope.” - Anne White, QMHP, QIDP - Clinical Service Planner



“Over the years I have truly enjoyed the work that is done in walking side by side with people to reach goals, experience successes, experience healing and improved quality of life, and feel heard, valued, and alive!” -

Keeli Sholtey, LMSW CAADC, Adult Team Coordinator and DBT Therapist



As part of the Mask Up, Mask Right campaign through the Michigan Department of Health and Human Services, we were able to distribute 8,400 KN95 protective COVID-19 masks to 32 residential home providers in Mason, Lake and Oceana counties. Pictured (right) is Nicole Kusebuski, network & QI specialist, providing masks to Deb Davis from the Samaritis group home in Scottville.



“I have an array of family & friends that deal with mental illness or have thought about or unfortunately committed suicide so it’s personal to me. I also enjoy helping others and I am not afraid to speak about mental illness and hopefully can be the voice for those that can’t speak up.” -

Kris Trygstad, Access Administrative Assistant

Honoring Our Staff - Years of Service

5 Years

Debrah Seabolt
Amanda VanDuinen
Kara Rose
Deanna Persoon
Robert Lloyd II
Diane Salters

10 Years

Amanda Dennison
Brenda VanZooeren
Keeli Sholtey
Angela Kuhn
Christopher Roberts
Kris Trygstad
Steven Van Wyck

15 Years

Jamie Conger
Josh Snyder
Anne White
Lori Schummer

20 Years

Larry VanSickle
Karen Hobart

25 Years

Jane Shelton



Outcomes And Consumer Satisfaction

► West Michigan Community Mental Health conducts consumer satisfaction surveying throughout the year. WMCMH uses the data to gauge outcomes in a variety of services so we may customize and tailor services to meet the unique needs of each individual consumer.



85% of consumers indicated they are satisfied with their services.

65% of consumers indicated they are satisfied with telehealth services.



82% of consumers indicated the services they received helped with their recovery.

As a Certified Behavioral Health Clinic, West Michigan Community Mental Health measures behavioral health outcomes using a variety of indicators. The data below shows some of the accomplishments from consumers in FY20/21.

CCBHC consumers reporting feeling healthy overall improved **24%** from baseline interview to follow-up.



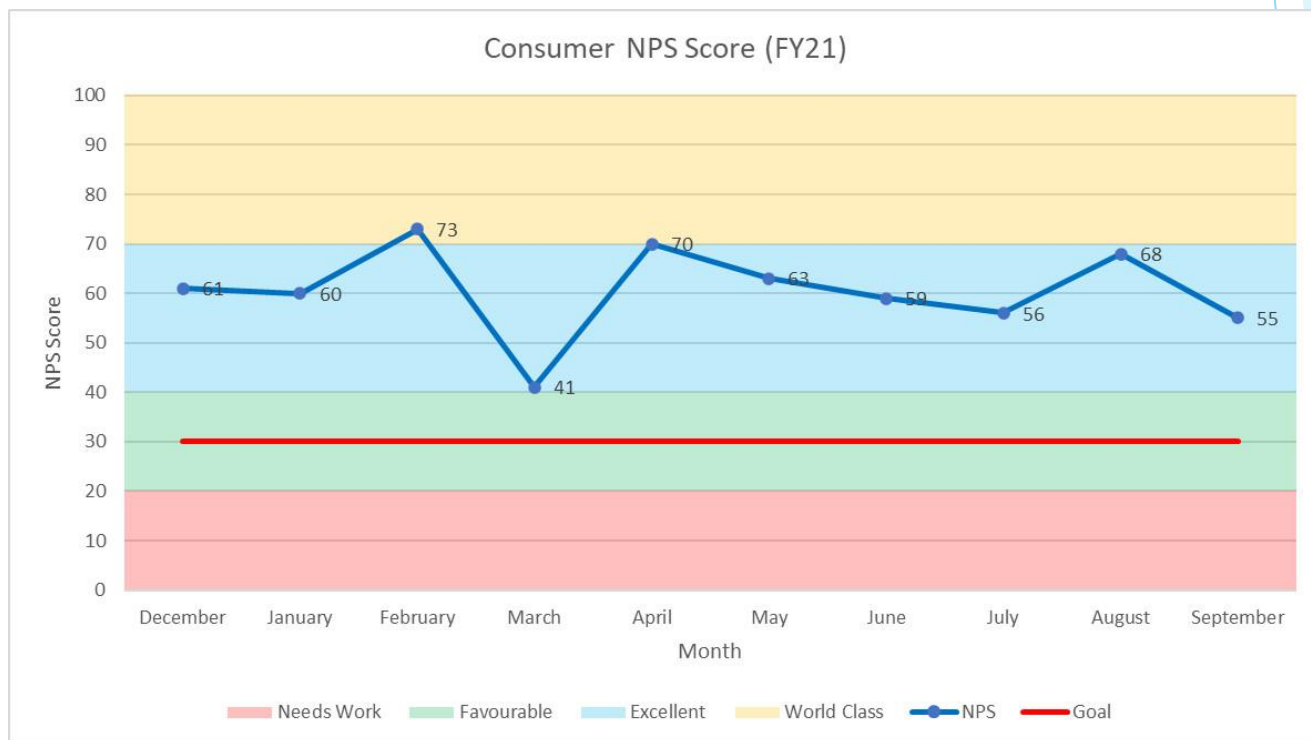
Functioning in everyday life improved by **60%** from baseline interview to follow-up.

SIMPLE healthy lifestyle group members lost a total of **170lbs.**



Outcomes And Consumer Satisfaction

- ▶ West Michigan Community Mental Health strives to deliver high-quality behavioral health care to every individual we serve. Throughout the year WMCMH use various surveys to measure the quality of our services and if needed, use that data to then improve quality.
- ▶ A new survey WMCMH implemented in December of FY20/21 was the consumer Net Promoter Score (NPS) survey. This loyalty metric uses a standard Likert Scale of 0-10 to ask a single question of how likely an individual served is to recommend West Michigan CMH as a place to receive care. NPS scores can range from -100 to 100 with scores of 0-30 considered good, 30-70 considered great, and 70-100 considered excellent. The national benchmark for consumers in health care is 27. WMCMH sets our monthly NPS goal to be 30. As outlined in the graph below, West Michigan CMH consistently exceeds our goal and falls into the category of excellent.



Full Circle - It's Just the Beginning

If you don't know where to find the help you need, WMCMH is 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.



If you are interested in learning more about West Michigan Community Mental Health and joining our team, please go to:
WWW.WMCMHS.ORG and view career opportunities.

1-800-992-2061
wmcmhs.org