



Community

MENTAL HEALTH
CLINTON • EATON • INGHAM

EMPOWERMENT *AND* CHANGE EMBRACING EQUALITY

2017 REPORT TO THE COMMUNITY

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OUR MISSION

CMHA-CEI's mission is to fulfill two complementary but distinct roles:

Behavioral healthcare provider --

providing, directly and through partnerships, a comprehensive set of person-centered, high quality, and effective behavioral health and developmental disability services to the residents of this community.

Advocate, catalyst, thought leaders, convener

-- fostering the transformation of all aspects of community life, eliminating inequities, and promoting the common good for all, especially for persons with mental health needs.

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MESSAGE FROM THE CEO

The **2017 Annual Report to the Community** highlights efforts undertaken by CMHA-CEI as we served the behavioral health needs of nearly 12,000 individuals across Clinton, Eaton, and Ingham Counties. In the spirit of empowerment, and fulfillment of our mission as both a behavioral health provider and an advocate, catalyst, thought leader and convenor, we found new opportunities in 2017 for engaging individuals, families, schools, and communities in stigma reduction, prevention and wellness, screening and early intervention, crisis intervention and response, and connection to our services or other resources.

During the past year, we said goodbye to many retiring, dedicated leaders and welcomed seasoned staff members into their new leadership roles. We grappled with the future of healthcare and of the public behavioral health system under proposed federal and state changes. We broke ground on a long awaited expansion of our 812 E. Jolly Road building. We are thrilled that in 2018, the additional 42,000 square feet to our building will allow us to bring back programs that previously moved off site, improve proximity of clinical programs, and enhance consumer care.

All of these developments required incredible flexibility, patience, and perseverance across the organization. We could not be successful in keeping our footing in the midst of change and uncertainty without the continued passionate resolve of our dedicated board and staff leadership, committed community partners, local champions, innovative staff,

resilient consumers and passionate advocates. It is through these relationships we remain continually committed, challenged, encouraged, and empowered to work together towards realizing our CMHA-CEI vision of creating:

“A community in which any person with a mental health need has access to a wide range of resources to allow him or her to seek his or her desired quality of life and to participate, with dignity, in the life of the community, with its freedoms and responsibilities.”

This report highlights 2017 programs and initiatives that embody our continued efforts to fulfill our mission of eliminating inequities and promoting the common good, especially for persons with mental health needs.

2017 HIGHLIGHTS:

- Expanding use of Community Living Supports
- Implementation of the *More Than Words* Program for parents of young children with autism
- Formation of the Tri-County Youth Life Savers Coalition
- Expanding crisis stabilization services for youth and families
- Crisis Services Mental Health Therapists working in McLaren Emergency Department

- Launch of the CMHA-CEI Consumer Advisory Council
- Charter House accreditation from Clubhouse International
- The Recovery Center addition of medications to assist with withdrawal from opioids

The theme of this report, Empowerment and Change, moves us closer to our vision of equality. We commit to promoting equality in the services we provide to the community, and as an employer in creating an environment of inclusion, health and wellness that supports our consumers, and attracts and retains a talented workforce that reflects the communities we serve.

As we move **together** toward the future with its opportunities, challenges and uncertainty, let us remember the words of Helen Keller: “The marvelous richness of human experience would lose something of rewarding joy if there were no limitations to overcome. The hilltop hour would not be half so wonderful if there were no dark valleys to traverse.”

Sara Lurie, Chief Executive Officer
Community Mental Health Authority
of Clinton, Eaton, and Ingham Counties



Visiting Hong Kong Clinicians Gain Knowledge from Community Services for the Developmentally Disabled (CSDD) Programs

Twenty clinicians from Hong Kong traveled to Michigan, via coordination with Michigan State University, to meet with our Supported Vocational Counselors and Autism Clinicians.

These meetings occurred over a two-day span, and allowed the Hong Kong clinicians to learn best practices for supporting employment needs and addressing Autism specific related interventions. The Hong Kong contingent noted finding the comprehensive supports – meshing case management and clinical interventions – to be incredibly beneficial to their understanding of supporting persons as a whole, and doing so within their natural communities. We anticipate continued cross-learning development with this group and co-coordinated faculty at Michigan State University in the year ahead.



COMMUNITY SERVICES FOR THE DEVELOPMENTALLY DISABLED (CSDD)

Empowerment and Change Fueled by Community Living Supports

CSDD has held a strong focus on both empowerment and change throughout the past year. In 2017, the program faced the realities of new Home and Community Based Service (HCBS) needs. This emerging Federal requirement brought increased awareness of the need to adapt and change our services in years to come and to ensure full community participation for individuals with Intellectual/Developmental Disabilities.

Change and shifting expectations surrounding services and supports will remain a constant in life. At times, these two things are looked upon negatively, however, within CSDD we have utilized these two constants as a foundation for instilling meaning in the supports provided. Community Living Supports (CLS) is one Medicaid funded service that is purposeful in doing just that. The CLS approach ensures that people will increase or maintain self-sufficiency with goals related to community engagement, independence, or productivity. It is one of the largest Medicaid funded services within CSDD, with approximately 400 individuals utilizing these services within their own homes or apartments in the community.

CLS has assisted many people in attaining their goals, and some to reach their dreams.

These successes include:

- Individuals who have learned how to ride the public bus and now go out into the community on their own.
- Individuals who learned how to shop for their own groceries or to do their own laundry.
- Young people who moved into their own apartment for the first time and learned transitional skills from CLS staff.
- Adults who moved from a group home into their own home with friends for the first time in their lives.
- Assisting consumers with varying communication skills to engage in their environment, even when those individuals are unable to communicate verbally.
- Individuals who previously had trouble with public conversation learned how to initiate conversations in with others.

Efforts will be ongoing in 2018 to continue our growth and meaningful utilization of CLS services, with a focus in the area of individualized planning and documentation of such supports.

Wardcliff Abilities Center Implements *More Than Words* Program

In April 2017, The Wardcliff Abilities Center, with its focus on Autism related supports,

sponsored a three day certification workshop for the Hanan *More Than Words* program.

Approximately 30 Speech and Language Pathologists (SLPs) from around the state attended the workshop to be certified to implement this program. The *More Than Words* program is designed specifically for parents of children ages 5 and under on the autism spectrum or with other social communication difficulties. Addressing the unique needs of these children, the program provides parents with the tools, strategies and support they need to help their children reach their full communication potential. The goal of this program is empowering parents to take a primary role in facilitating their child's social, communication, and vocabulary development.

Two of our certified SLPs have run a support group with local families benefiting from participating in this program. The SLPs also integrate the concepts of the *More than Words* program into their one-to-one speech therapy with the majority of the families with whom they work. By providing tools, strategies, and support to families with children who are on the autism spectrum or with other social communication difficulties, the SLP's are empowering many of the families served by CMHA-CEI to take an active role in their child's progress.



WARDCLIFF
Abilities Center

PAUL PALMER

CMHA-CEI BOARD MEMBER AND ADVOCATE



Paul Palmer
CMHA-CEI Board Member & Mental Health Advocate

The Ingham County Board of Commissioners appointed Paul Palmer to the CMHA-CEI Board of Directors in 2010. Paul brings a rich history of advocacy and support for consumer voice to the role of CMHA-CEI Board Member and to a new role in 2017 as Chair of the CMHA-CEI Recipient Rights Committee.

Paul began his advocacy efforts in 1987 when Governor Blanchard appointed him to the Client Assistance Program. He served on the Michigan Protection and Advocacy (MPA) Service, Developmental Disabilities Program Advisory Council 1989-1993 and continues to serve on the MPA Board of Directors. Paul is originally from Marquette and after spending a great deal of time traveling between Marquette and Lansing attending board and committee meetings and fulfilling his work as an advocate, he

permanently moved to Lansing in 1993.

Recognizing Paul's efforts as a strong advocate, Governor Grantholm appointed him to the Michigan Disabilities Council in 2006 and Governor Snyder re-appointed him in 2014. In 2017, Paul served as Chairperson of the Council. When asked why is being an advocate so important, Paul had this to say:

“Consumer voice is very important. I sit on numerous boards and I can give these boards a consumer voice. If there is no consumer voice at the table, they do not know what we really need when making policy decisions or designing services. As an experienced advocate, I also see it as my role to help and teach others to how to advocate. We must always make sure that consumers have a voice, can tell their own story, and have opportunities to ask for what they need to be considered. To be effective at advocacy, I teach others to make sure their message is on point and to focus on one story and issue and not confuse things with 3 or 4 other points.”

Reflecting on theme of Empowerment and Change, Paul sees empowerment and change as a good thing for people with developmental disabilities or mental illness to make sure they have services that they need and want, and that allow them to live as independently as possible in the community.

Paul is passionate about his role on the CMHA-CEI Board and indicates “I wanted to join the board to make members aware of client interests and help to shape the future of services that we provide. As the Recipient Rights Chairperson, I want to make sure that clients have a voice and are treated with dignity and respect. I appreciate this organization for the service it brings to consumers and we need to make sure we continue to always put client needs first.”

Paul also feels that his involvement in other agencies and councils helps the CMHA-CEI Board make better decisions as he can share information with fellow members and they learn more about what direction consumers want services to go.

Regarding the future of the Public Behavioral Health System, Paul would like to see the system remain publicly operated. He explains “I know there is some overlap and I believe that mental health and physical health need to work together. We will need to be open to creative partnerships that enhance and do not compromise the public system. We do need to realize that change is coming and public and private can work together.”

When not advocating, Paul enjoys watching TV with his wife Sharon, and keeping up with current events on the computer.

FAMILIES FORWARD



TFCO: Therapeutic Foster Care Oregon

Families Forward was chosen to be part of an exciting new initiative, Therapeutic Foster Care - Oregon Model, sponsored by Michigan Department of Health and Human Services (MDHHS) in partnership with Wayne State University and TFC Consultants. The goal of the project is to develop a network of therapeutic foster homes to serve Clinton, Eaton, and Ingham Counties youth with Severe Emotional Disturbances (SED) and their families. Therapeutic Foster Care is a unique partnership between the foster family, the permanent family, and the treatment staff. It creates opportunities for youth to live successfully in a foster family setting rather than in a group or institutional setting while simultaneously coaching parents or other long-term caregivers in the skills needed to transition the youth back into their home and remain there successfully. The growth of this specialty foster care setting will be a tremendous asset to our community. Families Forward is honored and excited to be a part of this project, and is looking forward to partnering with many community agencies and families around TFCO.

Meeting the Increased Need for Crisis Stabilization Services in Our Community

Intensive Crisis Stabilization is critical to a successful array of services for those in crisis. Families Forward continues to expand these types of services to respond to the increased community need with a focus on providing excellence in clinical work. Historical Intensive Crisis Stabilization services have included 24/7 crisis intervention, psychiatric pre-screening, and Urgent Care. Urgent Care now has three therapists who meet with youth families after a psychiatric hospitalization. Additionally, when psychiatric hospitalization is deemed medically necessary, but continued stabilization is needed, the Urgent Care therapists provide services and support. The Urgent Care therapists meet with youth and their families 2-5 times a week for 2-5 weeks for crisis stabilization. The youth and family are then transitioned to the ongoing therapist in the homebased program or one of the outpatient programs. This allows youth and their families increased intensity of service for quick stabilization and speedier access to services.





Youth Mobile Crisis Added

Recently, Families Forward has added a Mobile Crisis Team to its array of services. This team allows Families Forward to provide crisis intervention in the community, at consumer's homes, and in the Emergency Departments throughout the tri-county area. When deployed, the team meets clients where they are in the community, intervening in crisis situations faster and earlier, decreasing time between hospital emergency departments and psychiatric hospital assessments, and providing connections to ongoing services. The Mobile Crisis Team is deploying Monday through Friday's from 10:00am-12am.

Over the next year, Families Forward Children's Crisis Services will continue to grow, evolve, and address gaps within our community revolving around youth mental health crisis stabilization.



Families Forward Prevention is Making Connections

Families Forward is wrapping up its first year with Prevention Services. It has been productive and filled with research, learning, training, and connections. The program actively promotes mental health awareness, access to services, and youth suicide prevention in the Tri-County area. Prevention Services has been actively involved with providing trainings to numerous schools and groups in the community, including Lansing, Dewitt, and Bath Public Schools; as well as Eaton Rapids Charter Academy, Local law enforcement, Michigan State University, and the Girl Scouts.

Prevention Services is providing Youth Mental Health First Aid trainings, Critical Incident Stress Management Services, internal trainings, and community outreach. In collaboration with Eaton County RESA, Tri-County Life Savers has been formed, a coalition of organizations and individuals committed to improving the suicide prevention, preparedness, and response efforts in the tri-county area.

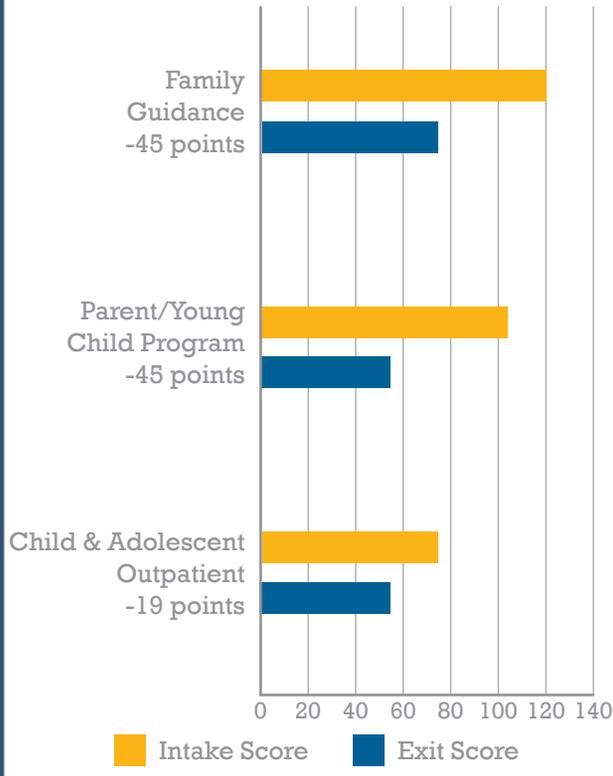


Families Forward Focuses on Staff Wellness and Health

A healthy and happy staff is the foundation for rich clinical practice. Families Forward has developed a Wellness Committee, "The Dream Team", that is comprised of manager and frontline staff with broad representation across the unit. The developed mission of the group is to invest in the physical and emotional health and wellness of our staff through intentional care, connection, and commitment.

Since the kick-off in August 2017, the committee has planned and held many events and opportunities to encourage staff wellness. While the committee has defined a larger vision of holistic wellness, each month a specific element of wellness is chosen to be the theme. The activities are designed to promote connection, fun, and encourage participation among staff. Yoga and walking/running groups are some fun examples of the activities. This journey in promoting a culture of health and wellness in our workplace will continue in 2018.

Change in CAFAS Scores FY 2017



CAFAS Scores Shows Successful Therapy for Families

The Child and Adolescent Functional Assessment Scale (CAFAS) is the gold standard tool for assessing a youth's day-to-day functioning and for tracking changes in functioning over time. A drop in total score of 20 points or greater indicates meaningful and reliable improvement. The outcomes in the chart above show the success families are having after receiving services from Families Forward.

ADULT MENTAL HEALTH SERVICES (AMHS)

Veteran's Support Team

The Veteran Support Team (VST) is comprised of a Veteran Resources Navigator/Mental Health Therapist and a Certified Peer Support Specialist who is a Combat Veteran. The Veteran Support Team is able to assist Veterans in the Tri-County area by reducing barriers to accessing mental health and substance abuse services and in navigating and obtaining benefits and resources.

These resources include but are not limited to housing, employment, healthcare, and entitlements. Transitioning back to life in the United States (and other life transitions) can be overwhelming to the Veteran population. The VST is able to walk alongside Veterans as they determine how to negotiate these challenges.

VST Success Story:

The VST recently assisted a Veteran with Chronic PTSD. The Veteran was suffering from problems related to the social environment and as a result was shutting himself off from the world. After working with the VST, the Veteran now goes boldly out into the community, is a gym member, and was recently extremely excited to announce, "Matt, Matt, guess what? I got a girlfriend!"

To date, the VST has assisted 76 Veterans, including 18 (or 31%) who have received the full complement of these services, ie.,

mental health therapy, peer support, referrals for ongoing services and assistance in obtaining medical care, housing and entitlements.

Housing Specialist

In 2017, AMHS created the Housing Specialist position to help individuals with severe and persistent mental illness experiencing homelessness in navigating pathways to affordable, sustainable housing. The Housing Specialist provides a myriad of assistance, information, and connections to housing opportunities and case management teams across Adult Mental Health Services. The Specialist also streamlines the referral and placement process and creates new partnerships with local and specialized residential programs, offering more options to house consumers with higher needs.

Housing Specialist Highlights:

- 35 out of 59 of the active CMHA-CEI consumers who were identified as chronically homeless (street or shelter) have been housed through coordination with a housing team at the Volunteers Of America.
- A partnership was forged with Dymaxion Development, LLC and as a result 3 housing projects offering permanent, affordable and barrier-free housing to 10 CMHA-CEI consumers were born, with potential for more homes in the future.
- 25% of the consumers living outside of the tri-county area have been moved into

specialized residential facilities in Clinton, Eaton, and Ingham Counties to be closer to family, friends, and community.

This move has resulted in significant financial savings allowing CMHA-CEI to assist more consumers struggling with homelessness. One consumer moved to a local Adult Foster Home that is closer to his parent's home. On the way to his new home, the consumer repeatedly said, "I'm going home. My dream is coming true." At a follow up visit, the consumer reported that his parents visit often and that he is really happy there, noting that he "wants to stay here for the rest of [his] life."

Charter House Achieves International Accreditation

Charter House is a private community club where people who have a mental illness can come during the day for assistance with employment, to find a sense of belonging, and other initiatives to improve their quality of life. At Charter House people feel safe and are not judged because of their mental illness. While there, one can make friends and learn skills that can make them proud of themselves. Each person is valued for his or her own unique strengths. Members take an active role in planning and coordinating the daily activities of the clubhouse. Each day we discuss business, coming events, make decisions about social activities, and make general announcements. Members also learn coping skills that can help them in their recovery and how to control their mental illness instead of it controlling them.

At Charter House, individuals have opportunities and help to assume increased responsibility

and self-direction, especially to prepare for the world of work. Participants begin by doing volunteer work in Charter House in one of its three units: food service, member services, or clerical. Then they may advance to part-time work opportunities, enter vocational rehabilitation programs, or competitive employment.

We are pleased to announce that in 2017, the visit from the Faculty for Clubhouse Development has resulted in Accreditation from Clubhouse International.

In the case of Charter House, the Clubhouse International faculty found a Clubhouse with many strengths including a very welcoming, caring community, and leadership that is committed to the development the strongest possible Accredited Clubhouse.

Crisis Services in McLaren ER

In 2017, CMHA-CEI and McLaren Greater Lansing worked together to develop a strategy to better meet the needs of consumers who are in mental health crisis and enter the McLaren Emergency Department (ER). In June 2017, CMHA-CEI hired two staff to work 12 hours a day 7 days a week in the McLaren ER. These staff provide prescreens for psychiatric hospitalization on site. The consumers remain at the ER awaiting placement at a psychiatric facility and they are provided crisis intervention and resources.

In the first six months of this program, we have served 178 people. This partnership has paved the way for future options and ideas to meet the needs of children and adults in mental health crisis.



Charter House makes me happy because it gives me something to do during the day. I have friends, I do activities, and they help me look for a job.

CHARTER HOUSE CONSUMER STORY



Mom and Son Journey Helped by Charter House

Linda Matson

My name is Linda Matson. My son and I have been involved with mental health services since he was thirteen years old. First with children services, Association for Children's Mental Health, where I worked as a volunteer for a few years and was able to help parents navigate the system to get the help they needed for their children. Then to Adult Services, where I was invited to get on the Charter House Board, where my son is a cook. I am now on the Consumer Advisory Council through CMHA-CEI, which I enjoy and feel that my contributions are valued and helpful to other consumers.

My son and I went through many hospitalizations from the time he was 13 to 17, and now he has not been hospitalized since 2014. Our faith keeps us going. He is now thirty-five and doing better. I will let him tell the rest of the story.

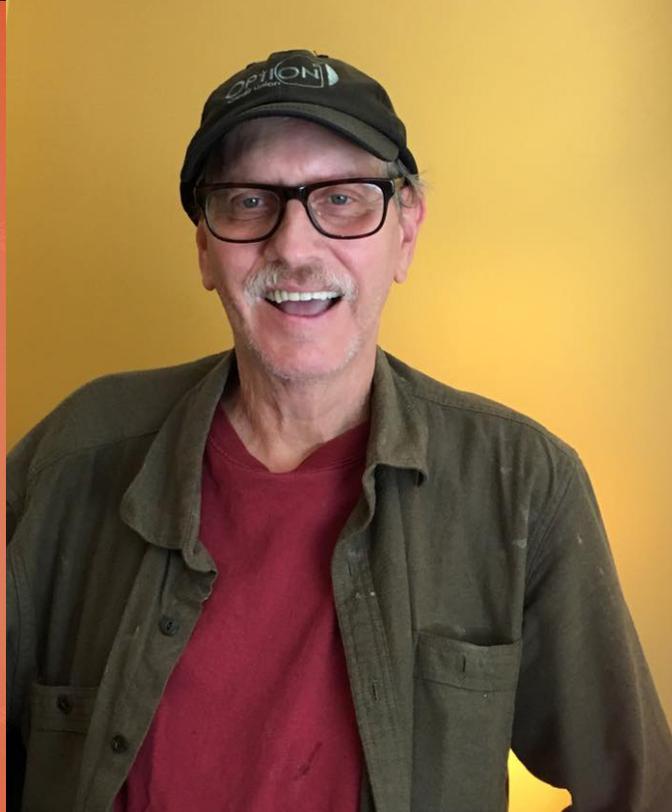
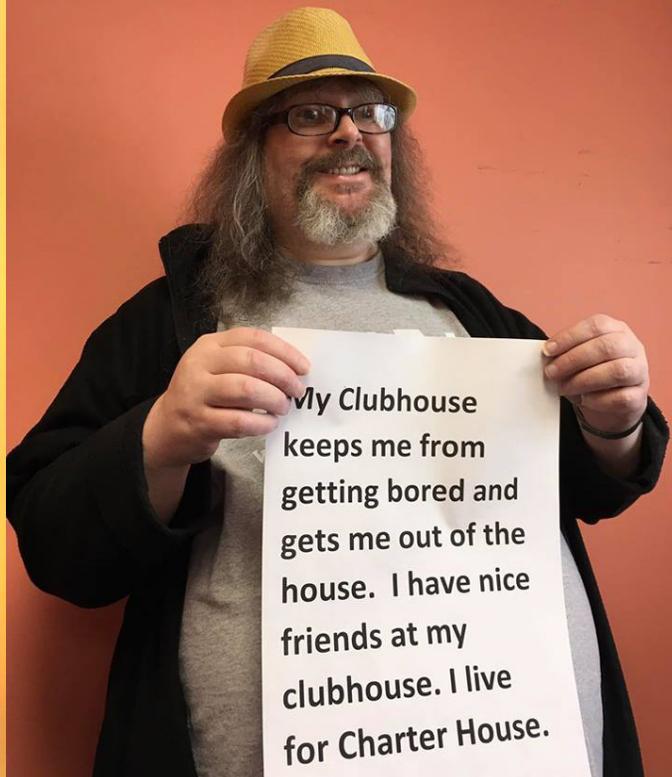
Adam Matson

Well, I was 13 years old when I was diagnosed with a mental illness; schizophrenia. I was seeing things and hearing voices. I was acting out of control and I was being verbally and physically abused at the time. When I was 22, I started smoking marijuana, using

cocaine and drinking alcohol, and things were getting worse; I was getting addicted. My symptoms worsened and I was in and out of the hospital. I tried killing myself, but the gun jammed. I also tried to overdose, and was unsuccessful. At that point, my doctor ordered me to go to Narcotics Anonymous. I went for about a year, I also stopped using drugs. I then relapsed when I was 30 years old, and hit rock bottom. I had to make a decision either die or get off of the drugs and change my life. I decided to change my life.

I have been clean and sober for three years. I started going to Charter House about two years ago and moved to Lansing to get away from the people I used to hang with and the places I used to go. I wanted to find a job. I heard about Charter House and started frequenting their programs. I found that by going there, it helped me to be myself. It provides me with structure and a purpose. I really enjoy working as a cook there and it provides me with an opportunity to interact with other people.

Without Charter House, my life would be boring and I would not have the same opportunities. Charter House has been a Godsend for me, and I will always be thankful for all of the people who have helped my mother and I along this journey.



SUBSTANCE ABUSE SERVICES (SAS)

Sequential Intercept Mapping Shows Strengths and Gaps

SAS was awarded a Sequential Intercept Mapping (SIM) grant from the Substance Abuse and Mental Health Services Administration (SAMHSA) GAINS Center for Behavioral Health and Justice Administration. The training resulted in a SIM report for the three county region that identified strengths and gaps. A diverse group of community members attended the training resulting in recommendations for ongoing workgroups and future actions.

One area of strength identified was the Crisis Intervention Training (CIT) and the strong collaboration with community agencies and local Law Enforcement in the three county region that has resulted in 162 officers and security personnel from local schools and hospitals to be better prepared to respond to behavioral health calls. CIT Steering Committee members presented about the local CIT initiative at the 2017 Community Mental Health Association's Winter Conference and at the Crisis International Conference in August.

Collaborating to Save Lives and Address the Opiate Crisis

SAS is collaborating with the Ingham County Sheriff's Office, local first responders, and community partners to develop and implement a Rapid Response team. The team will respond to individuals who recently overdosed with opioids to discuss recovery options.

SAS is also the Naloxone Hub for the Mid-State Health Network (MSHN) in Clinton, Eaton, Ingham counties. There have been 292 kits distributed to community partners in 2017.



House of Commons Welcomes Individuals on Medically Assisted Treatment

The House of Commons (HOC) is a residential substance use disorder (SUD) treatment center for men. In 2017, the HOC Coordinator, along with a consumer, participated in Recovery Coach training and both became certified. The Program Coordinator will complete a train the trainer class with the goal of working with the Michigan Department of Corrections (MDOC) population to offer certification to offenders with an emphasis on both recovery and reducing the risk of relapse or re-offense.

HOC staff also participated in Auricular Acupuncture training and incorporated this technique into the clinical schedule. Auricular Acupuncture involves specific points on the ear. Stimulating these points promotes healing in other parts of the body. Ear acupuncture assists consumers at HOC with anxiety, insomnia, and mindfulness.

HOC has worked to ensure the program welcomes individuals with opioid use disorder who are on Medication Assisted Treatment (MAT) or who, as a part of recovery, would be successful on MAT. HOC is one of the few residential programs in the area that will accept consumers into treatment and encourage MAT maintenance.

The Recovery Center Adds Medications to Assist with Withdrawal

The Recovery Center (TRC) located in Lansing provides medically monitored detoxification services with 24-hour emergent admissions. TRC had 374 admissions in 2017. TRC now provides additional medication options to consumers to assist with withdrawal symptoms.

TRC stepped up efforts in 2017 to help those in need of services find treatment. Through continued partnership with the Volunteers of America Interdisciplinary Team (IDT) program, TRC was able to assist individuals with chronic homelessness rapidly access detoxification services. TRC also took on the role of the hub in helping find access to treatment for the Michigan State Police Angel Program via Mid-State Health Network.

Correctional Assessment and Treatment Services Expands Screening

The Correctional Assessment and Treatment Services (CATS), located in the Ingham County Jail served over 430 inmates within the SUD Treatment Program in 2017. In addition, crisis mental health staff in the jail screened over 930 individuals.

In 2017, with funding from Ingham County, CATS expanded to provide mental health screening seven days a week and added a co-occurring therapy group (substance use disorder and mental health disorder) for female inmates. CATS continues to foster a partnership with the Michigan State University Department of Psychiatry to provide emergent psychiatric care to inmates.

Clinton County Counseling Center Addresses Treatment and Prevention

Located in St. Johns, Clinton County Counseling Center (CCCC) provides outpatient treatment for Substance Use Disorders (SUD). CCCC served 196 consumers in SUD treatment, completed 72 SUD prescreens and provided crisis mental health services to 125 consumers in 2017. CCCC works collaboratively with specialty courts and many community providers addressing both treatment and prevention. In 2017, a Women's SUD group was added within the Clinton County Jail. CCCC participates on the stakeholders committee for the Women's Specialty Court for Clinton County, which is being developed.



CONSUMER ADVISORY COUNCIL



Consumer Advisory Council: Empowering Consumer Voice

The CMHA-CEI Consumer Advisory Council (CAC) formed in 2017 to provide the opportunity for consumer involvement in shaping CMHA-CEI policy and practice. The CAC is comprised of current and past recipients of services and family members of those who have received services with participation

from CMHA-CEI staff and board members. Following an application process, the CMHA-CEI Board of Directors appointed 10 individuals to 1 or 2 year terms. To assure strong linkage to the Board of Directors, the Chairperson of the Program and Planning Committee acts as Board Liaison to the CAC, attending meetings and reporting back to the full Board of Directors.



QUALITY, CUSTOMER SERVICE, & RECIPIENT RIGHTS (QCSRR)

CARF Accreditation

The Quality, Customer Service, and Recipient Rights (QCSRR) Department organized the effort to prepare for the Commission on Accreditation of Rehabilitation Facilities (CARF) survey that was conducted in August 2017. CARF International announced that CMHA-CEI has been accredited for a period of three years. This accreditation is the 5th consecutive three-year accreditation that CARF has awarded CMHA-CEI.

The following are some excerpts from the CARF report:

- The leadership of the organization demonstrates a strong commitment to person-centered care, and this commitment is demonstrated throughout the entire organization.
- Across the board, consumers speak highly of the services they receive, describe being treated with dignity and respect, and believe their needs are being met.



Strides in Prevention and Wellness

Housed within QCSRR are staff who facilitate the promotion of the agency's prevention and wellness initiative.

Some of the 2017 highlights include:

- Completion of a CMHA-CEI Prevention and Wellness plan, through the efforts of the Behavioral Health Prevention and Wellness Promotion Committee titled: Creating a Culture of Health: Changing the landscape to improve behavioral health and wellness for those we serve, our staff, and our communities.
- Development of an online Behavioral Health Screening Platform in partnership with the Ingham Health Department and funded by the Michigan Department of Health and Human Services (MDHHS) Health Innovation Grant award. Over 100 behavioral health screenings have been conducted thus far. These screenings include the individual's results and appropriate referrals.
- Providing Mental Health First Aid (MHFA) training to over 125 professionals and community residents in the tri-county area.
- Receiving a \$4,000 donation from our local American Foundation for Suicide Prevention (AFSP) affiliation to support

CMHA-CEI's Mental Health First Aid training activities.

- Developing a behavioral health plan within the Ingham County Community Health Improvement Process (CHIP) that provides direction to and aligns with the Capital Area Health Alliance's (CAHA) Mental Health Partnership Council as well as other tri-county area coalitions addressing mental health and substance use disorder issues.
- Providing three Coordination of Care dinner presentations to over 300 primary care and behavioral health care professionals operating within the tri-county area.
- Adding two Substance Use Disorder (SUD) Recovery Coach positions to support access to and engagement in SUD treatment and services by identifying individuals with SUD treatment needs and assist them in accessing the appropriate level of care.

INFORMATION SERVICES (IS)

Increased Stability and Improvement in 2017

This past year has been a period of increased stability and improvement in our department. Since implementing our electronic health record (EHR) two years ago, we were able to complete a number of initiatives for our clinicians. In 2017, these initiatives included making the EHR accessible over the internet to allow for better connection in the community, enhancing the system by updating clinical documents to promote efficiency, and providing additional support to clinical staff to improve their ability to use the system effectively.

In total, the Business Analyst and Developer team completed 297 projects. A portion of these projects included 20 new clinical documents, screens, and service notes, 47 new reports, and over 80 enhancements to existing systems.

We continued to support and grow systems integrated into our EHR, including data exchange with the Ingham County Health Department, Medicaid claims information using Zenith Technology Solutions Integrated Care Deliver Platform, health information exchange with Mid-Michigan health-care providers through Great Lakes Health Connect Virtual Integrated Patient Record and admission, and discharge and

transfer records from 80 Michigan hospitals for emergency and inpatient hospitalizations. IS also began working more closely with clinical and utilization management departments on ways to present physical health data from our integrated care partners in a more meaningful way within the EHR to help improve outcomes for our consumers.

The IS Department also provides information technology services to Mid-State Health Network (MSHN), the organization that manages behavioral health Medicaid funding for CMHA-CEI and 11 other Community Mental Health agencies. On behalf of MSHN, the IS Department upgraded the MSHN Encounter Warehouse to handle Michigan Department of Health and Human Services (MDHHS) changes in reporting rules for Encounters, Quality Improvement, and Behavioral Health Treatment data. During the course of the year CMHA-CEI staff processed over 2,100 files for submission to MDHHS.



Focus on Information Security

In regard to infrastructure, given the growing threat of cyber security and the agency's increasing reliance on technology, we increased our focus on information security. We conducted extensive evaluations of the security aspects of our most essential systems and implemented several solutions to improve our security profile. Additionally, all phone systems were updated to a "Voice Over the Internet Protocol" system (VoIP) reducing cost to the agency. Out of date laptops and desktops were replaced to insure ongoing operability for staff and we updated our email storage space to accommodate the growing needs of the agency.

HUMAN RESOURCES (HR)

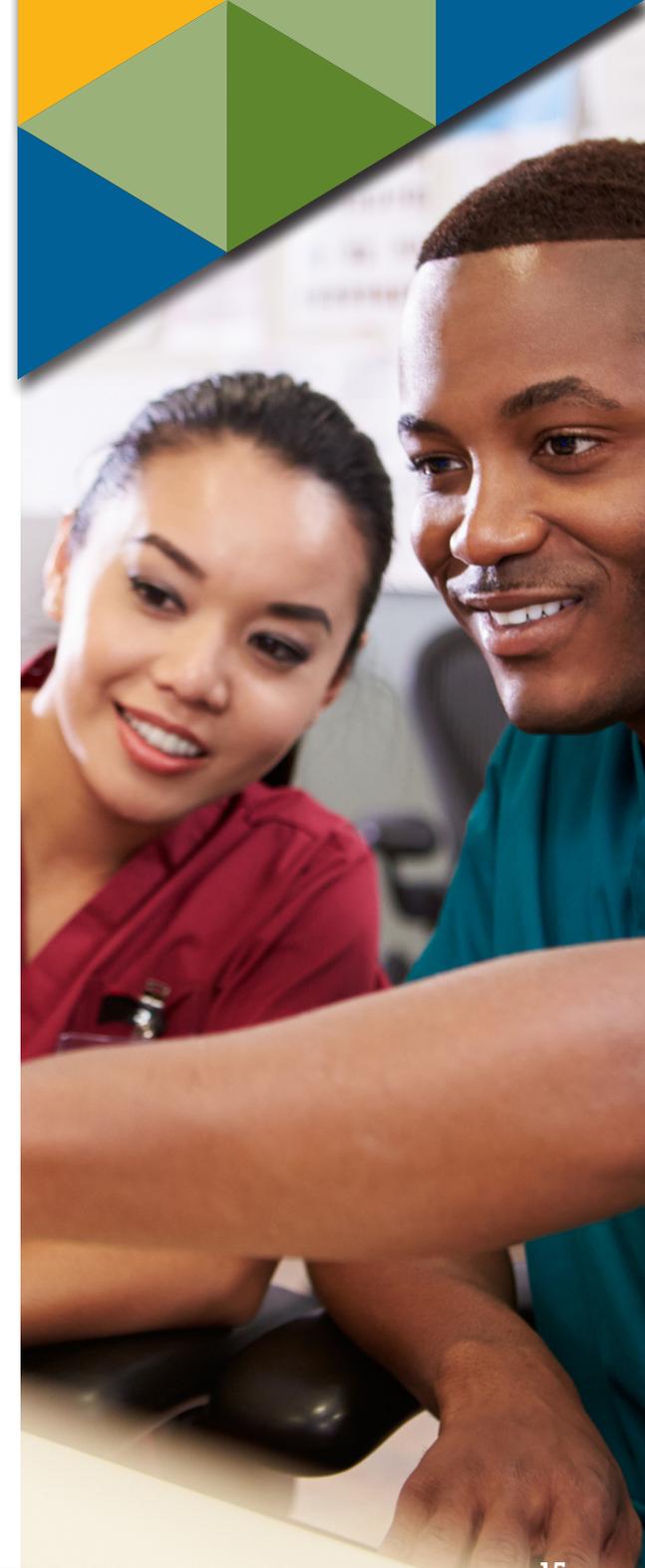
Strategies to Become More Diverse & Inclusive

The Human Resources department continuously works toward recruiting and retaining a workforce that reflects the characteristics of the community we serve. In 2017, the Diversity Advisory Council's efforts focused on developing employment strategies to become a more diverse and inclusive organization. Along with newly hired staff and volunteers, current employees have received training on unconscious bias. The Council sponsored two workshops on how to have difficult conversations and is developing plans for more educational opportunities for staff in the coming year.

In an effort to become more united within the community, the Human Resources team joined various boards throughout the tri-county area. Our memberships include the Michigan Disabilities Empowerment Council, Greater Lansing Society for Human

Resources, Alliance for Equity and Inclusion, Diversity Lansing, Capital Area Health Care Alliance, Lansing Area Veterans Council, Career Quest Advisory Council, and we recently partnered with One Love Global of the W.K. Kellogg Foundation for the Truth, Racial Healing and Transformation initiative.

Our recruitment team, led by Morgan McKittrick, offers a wide variety of schools and organizations free presentations on the type of work we do here at CMHA-CEI. We attend career fairs regularly and have a social media presence on several platforms to advertise our job vacancies in hopes of casting a wide net to be able to select from a diverse hiring pool. It is our continuous efforts toward achieving a diverse and inclusive workforce that drives our initiatives and allows us to provide a wide range supports for those we serve.



FINANCE

Focus on Quality Improvement

The Finance Department focused on improving the functionality of the Electronic Health Record system, SmartCare, which integrates claims, service and billing data into consumer health records. The Department also continued to focus on quality improvement initiatives.

2017 Accomplishments:

- Successfully implemented new billing formats within SmartCare for both electronic and paper versions. All billing formats are now fully functional and operational.
- Implemented upgrades to many billing tracking tools within SmartCare, gaining greater efficiencies within those tasks.
- The Outreach Assistance Program continued to provide assistance for consumers with applying for Medicaid, Healthy Michigan, and other healthcare coverage. This past year the staff, who are Certified Navigators, assisted 3,801 people in obtaining coverage - 861 people obtained coverage for enrollment specifically to Medicaid/ Chip.
- The Outreach Assistance Program participated in 210 outreach events throughout the tri-county region, providing information on healthcare coverage and assisting people with applying for healthcare coverage.
- Provided continued education and outreach to staff regarding the benefits available, such as Teladoc (telehealth provider) and other employee enrichment programs.
- Began using an electronic ticket tracking system to improve customer service, prioritize workflow, and utilize reporting metrics.
- Provided support to clinical programs to continually improve the Claims Management system and functionality.
- Created contract tracking tools within the Claims Management system to provide more efficiencies between the contract network management and providers claims functions.

GENERAL FUND EXPENSES*

	DOLLARS	PERCENT
Adults w/Mental Illness	\$32,838,465	28.72%
Children w/Emotional Disturbance	\$11,275,083	9.86%
Adults w/Developmental Disabilities	\$51,617,088	45.14%
Children w/Developmental Disabilities.....	\$3,144,011	2.75%
Substance Abuse	\$2,673,362	2.34%
Board Administration	\$11,170,522	9.77%
Community Benefit	\$647,489	0.57%
Supportive Housing	\$121,207	0.11%
Local Match	\$868,372	0.76%
TOTAL EXPENSE	\$114,355,599	

*The financial information contained in these tables are based on unaudited financial statements for the quarter ended September 30, 2017.

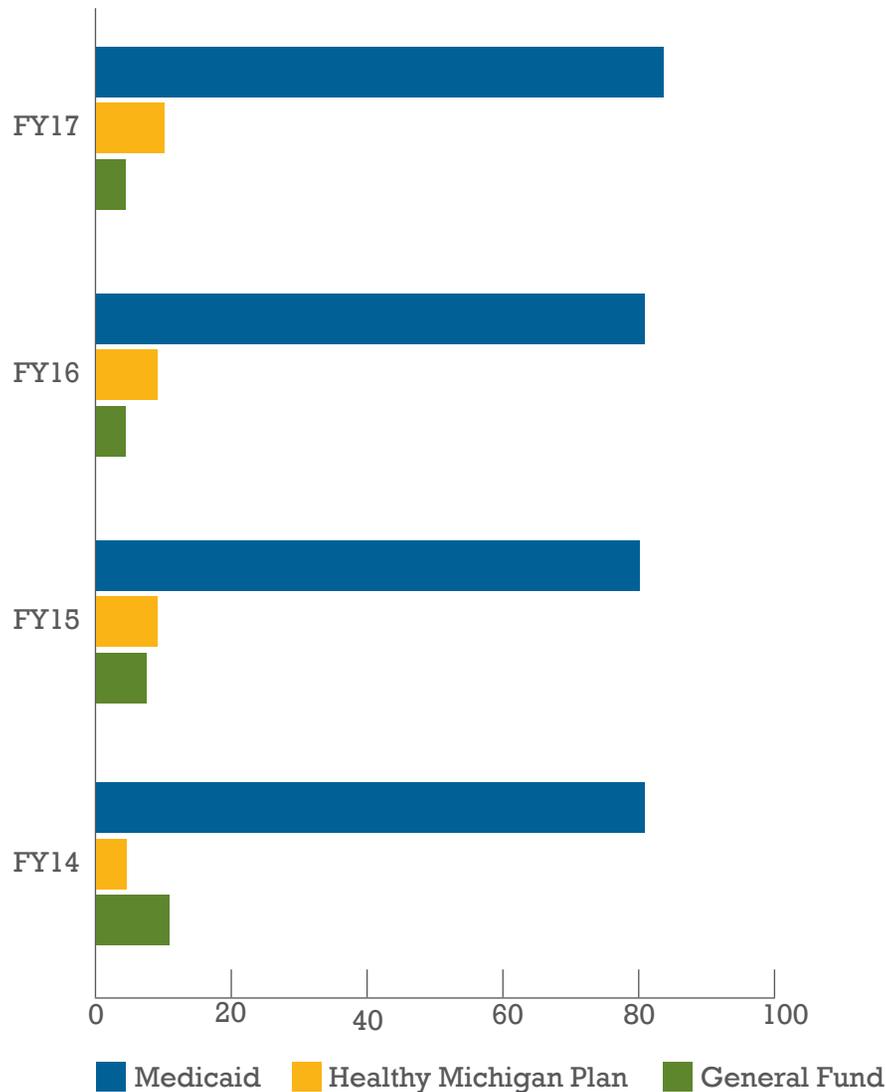
GENERAL FUND REVENUES*

	DOLLARS	PERCENT
Federal Funds	\$1,897,197	1.64%
State of Michigan	\$4,684,420	4.06%
Local	\$3,389,978	2.94%
Earned Contracts	\$4,646,095	4.03%
Medicaid PEPM	\$88,763,172	76.90%
Medicaid - Fee for Service	\$10,928,834	9.47%
SSI/SSA	\$776,837	0.67%
Fees	\$262,468	0.23%
Food Stamps	\$78,719	0.07%
Interest Income	\$(1,558)	0.00%
TOTAL REVENUE	\$115,426,162	

CMHA-CEI FUNDING SOURCE TRENDS

2014-2017

(IN MILLIONS OF DOLLARS)



CUSTOMER SATISFACTION

Annually, CMHA-CEI surveys those whom it serves to determine their level of satisfaction with CMHA-CEI’s services. The following is the percentages of satisfied or very satisfied responses:

THE CMHA-CEI STAFF...

- responded promptly to my request for services**87%**
- are courteous and respectful**95%**
- helps me to get the right type of services for my problem**93%**
- understand my needs and situation**90%**
- have the knowledge and skills to serve me well**92%**
- follows my person-centered plan (PCP) or family centered plan**89%**
- helped me identify natural supports**83%**

OTHER QUESTIONS

If a friend or family member were in need of similar services, I would recommend my CMHA-CEI program to him or her**88%**

In general, I am satisfied with the services provided by CMHA-CEI**91%**

The services I receive help me to function better in my life**89%**

If I were to seek help again, I would come back to the same program**89%**





Community
MENTAL HEALTH
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812 East Jolly Road, Lansing, MI 48910



Non-Crisis: 517-346-8200 | Mental Health Crisis: 517-346-8318