



# Northern Lakes

## COMMUNITY MENTAL HEALTH AUTHORITY

Growing human potential, cultivating hope, and nurturing dreams



We serve **adults** with serious mental illness, **children** with serious emotional disturbance, **individuals with intellectual/developmental disabilities**, and individuals with **co-occurring substance use disorders** in Crawford, Grand Traverse, Leelanau, Missaukee, Roscommon, and Wexford Counties. We are also a regional MI Choice Waiver agent for the **elderly and disabled** in 22 counties. In addition, we operate the **NLCMHA Integrated Health Clinic** in Traverse City and Grayling open to the community.

### VISION

Communities of informed, caring people living and working together.

### VALUES

We carry out our responsibilities consistent with our values in:

- Treating **all** people with compassion, dignity, and respect.
- Respecting diversity and individuality.
- Visionary public leadership, local decision-making, and accountability for our actions and decisions.

### BOARD OF DIRECTORS

The Board **represents the community and leads** and ensures appropriate organizational performance.

To promote **excellence in governance**, the Board establishes an annual plan of events, study sessions, stakeholder meetings, expert presentations, and other enriching activities designed to provide Board members with the greatest possible insight into community needs and values. Integration of health care, jail issues, health care compliance and legislation remain priority topics.

The Board is annually updated or receives training in Finance and Compliance, Person Centered Planning, Self-Determination, Recipient Rights and Policy Governance.

### FY19 BOARD MEMBERS

- 1 Crawford (2):** Lorelei King, Sherry Powers
- 2 Grand Traverse (6):** Randy Kamps, Dan Lathrop, Mary Marois, Nicole Miller, Sherise Shively, Armandina "Nina" Zamora
- 3 Leelanau (2):** Betty Bushey, Ty Wessell
- 4 Missaukee (2):** Pam Babcock, Dean Vivian
- 5 Roscommon (2):** Al Cambridge, Jr., Angela Griffis
- 6 Wexford (2):** Ben Townsend, Rose Denny



Our mission is to improve the overall health, wellness, and quality of life of the individuals, families and communities we serve.

We also strive to be good stewards of public funds and provide safety net services, education and other community benefits for the citizens of six Northern Michigan Counties.

## ANNUAL REPORT TO THE COMMUNITY

FISCAL YEAR 2019 (10/1/18-9/30/19) • PUBLISHED SUMMER 2020

FY 2019 was a year of momentous change for Northern Lakes Community Mental Health Authority (NLCMHA) and, thankfully, all the hard work completed in FY19 positioned the organization well for operating during a pandemic.

We focused on internal improvements: **securing our IT systems** and **upgrading the major software systems and hardware** that are the foundation of our clinical and business operations. We implemented a new general ledger system, migrated to Office 365 for our email and office software applications including the use of Microsoft Teams, and launched a new electronic health record. **All these changes allowed us to pivot** from in-person to remote services almost seamlessly during the weekend of March 13, 2020, when COVID-19 reached our state.

While focusing inward, we also maintained **support and collaboration** of our six Community Collaboratives, schools, the Community Health Innovation Region (CHIR), and many other agencies and units of government. Our contract with Grand Traverse County resulted in increased behavioral health services in the jail.

On a statewide and regional basis, we continued to foster very robust and collaborative relationships with the Northern Michigan Regional Entity (NMRE) and the Community Mental Health Association of Michigan (CMHAM) on financial, operational and clinical issues to **improve our system of care**.

Our staff are our most important resource and we work to instill a culture that supports **integrated care, recovery, the culture of gentleness, and servant leadership**. Our leadership team has worked to enrich our new employee orientation, provide additional tools and training for our supervisors and managers, and promote wellness and self-care for all our staff.

We continue to concentrate on our clinical and operational consistency, effectiveness, efficiency, and use of data with the goal of **improving and increasing our services** to those we have the privilege to serve.

### Help is just a phone call away: reach out!



**24/7 Crisis (833) 295-0616** – When in doubt, call! YOU determine when it is a crisis.



**Access / Warm Line (800) 492-5742** – Call this line during business hours to access services or talk about COVID-19 related stress and anxiety.



**Customer Services (800) 337-8598** – Call if you have general questions or want help learning about and/or connecting to resources.

## TWO AREAS OF RESPONSIBILITY

The Michigan Department of Health and Human Services (MDHHS) contracts with Northern Lakes Community Mental Health Authority (NLCMHA) to serve in two primary roles:



### 1 Community Mental Health Services Program (CMHSP)

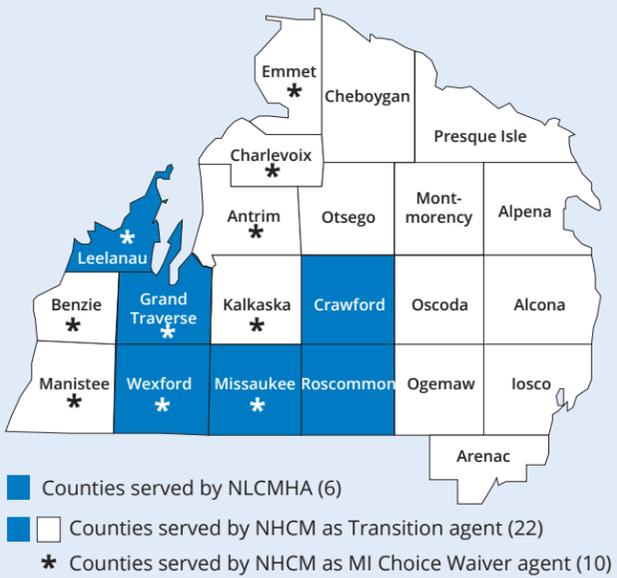
– In this role, as defined by the Michigan Mental Health Code, we provide and contract services for adults with serious mental illness, children with serious emotional disturbance, persons with intellectual and developmental disabilities, and individuals with co-occurring substance use disorders in six counties. There are 46 CMHSPs in Michigan.

### 2 Northern Health Care Management (NHCM)

– In this role we are a MI Choice Waiver agent and coordinate the Home and Community Based Services for the Elderly and Disabled Waiver Program, in ten counties. NHCM also serves as a Nursing Facility Transition agent in 22 counties. NHCM serves eligible adults who meet the income and asset criteria to receive Medicaid-covered services like those provided by nursing homes, but who prefer to stay in their own home or another residential setting. For more information on NHCM, please call 1-800-640-7478.



## SERVICE AREA



## NMRE REGION

We are part of the 21-county Northern Michigan Regional Entity (NMRE) that Northern Lakes and four other CMHSPs created in 2014 to administer Medicaid-covered behavioral health services for the region. (All counties shown above except Arenac.) See [www.nmre.org](http://www.nmre.org) for information.

## ACCREDITED PROGRAMS



NLCMHA programs were re-accredited by CARF International in 2018 for three years:

### ADULTS

- Assertive Community Treatment: Integrated Alcohol and Other Drugs/Mental Health (IAOD/M)

### ADULTS, CHILDREN AND ADOLESCENTS

- Assessment and Referral
- Case Management/Services Coordination
- Crisis Intervention
- Prevention (IAOD/M)
- Outpatient Treatment

### CHILDREN AND ADOLESCENTS

- Intensive Family-Based Services

Northern Health Care Management earned three-year accreditation in FY17 from the National Council for Quality Assurance (NCQA) in Case Management for Long Term Services and Supports.

## SERVING COMMUNITY

### FAST in emergencies



The F.A.S.T. (Family Assessment & Safety Team) mobile crisis team for families with children ages 0-20 helps resolve a crisis over the phone, or at a home, school, or other community setting. The FAST program provides an extra layer of care including 90 days of follow up care after a crisis.



ALL of our crisis services, including FAST, are **available for anyone** in the community, 24 hours a day, 7 days a week. Last year, our Crisis Services Team resolved over **2,000 crises face-to-face**. In addition, in April 2019, we moved to a new after-hours system with **licensed mental health specialists** who resolved over **10,000 calls** last year.

### iPads for police and remote care

Using federal block grant funds provided through the State of Michigan, we purchased iPads to extend care into the community. Police officers and crisis services specialists can now **connect in real time** with mental health professionals and provide immediate assistance to the person in crisis. The quick connections help police cope with difficult calls for service and increase community safety when faced with an individual experiencing a mental health crisis. **NLCMHA and law enforcement are working together** to build capacity and systems through **training and expert consultation**. Extensive trainings to law enforcement in the region teach de-escalation techniques as well as providing a basic understanding of major mental illnesses. The program reduces unnecessary diversions of people in crisis to **emergency departments and jails** and helps get police back on the streets faster.



### Specialized care for our most vulnerable

Only a few decades ago, individuals with intellectual/developmental disabilities (IDD) often were shuttered away in institutions. Now, facilities and services exist that allow people to **live in their own communities, near their families**. It is the right thing to do and it is cost effective.

NLCMHA owns six homes and contracts for many others.

Last year we added another Occupational Therapist to the IDD team to meet the **growing needs across our region** for fine and gross motor development and sensory programming. The additional staff has also enhanced our ability to obtain adaptive equipment, which has also contributed to greater independence for many people we serve. In FY19 we presented our service model at the Culture of Gentleness Conference: "Anatomy of an Autism Home."

Individuals may direct their own supports and services and allocate available resources through their person-centered plan by establishing **self-determination arrangements**. These come with the freedom, authority, support, and responsibility to hire, train, manage, and fire their own staff. There are 122 people served by NLCMHA who have developed their own self-determination arrangements.



**Over half of our funding supports people with IDD. Of this, one-third is for residential services.**

In FY19, 681 adults and 223 children with IDD were served; 202 individuals resided in Specialized Residential Homes, 438 received Community Living Supports, and 62 received respite services.



### High satisfaction

We regularly conduct a Satisfaction Survey for service recipients. We continue to receive feedback that individuals are satisfied with their services. Additionally, the regional NMRE survey indicates people are satisfied and would recommend NLCMHA to others.

**99%** I am treated with dignity and respect

**94%** My needs are met

**92%** There is a good plan for my ongoing care

**85%** I would recommend these services to a friend or relative

**122**  
PEOPLE

## Recovery from a mental illness is possible



**1 in 5**  
People experience a mental illness



**9 in 10**  
Who die by suicide have an underlying mental health condition



Do not seek treatment, often due to stigma

## NLCMHA access to care and follow up are key

**99%** Seen within 14 days of request\*

**10%** Low recidivism to psychiatric hospital\*

\* NLCMHA FY19 Data

## NHCM services and support help people remain at home

The Northern Health Care Management (NHCM) division of Northern Lakes is a MI Choice Waiver agent, which means it provides home- and community-based services to help people to remain in their own home in the community, rather than in a nursing facility. NHCM staff also provide transition services, to help people who currently live in nursing facilities to return home, move in with family or friends, move into a foster care home, or find new housing.

Through using the many NHCM service choices, an ever-increasing number of eligible people are able to receive the same level of care at home that they would receive in residential or institutional care. This is a positive trend, which allows participants to live a more self-determined life. Studies show that those who take an active role in directing their health care tend to have better health outcomes.

**The program is growing!** In FY19 NHCM implemented a pilot study to allow staff to work remotely in their communities across its 10-county service area – which has served us well during the pandemic. We are excited to announce that NHCM has received permission to expand its transition services in FY20 to twelve more counties, bringing its service area to 22 counties in the “Tip of the Mitt.”

### SERVICE CHOICES

- Nursing Facility Transition
- Supports Coordination
- In-home care and assistance
- Home Delivered Meals
- Emergency Response Systems
- Private Duty Nursing
- Counseling
- Snow Plowing
- Environmental Modifications
- Medical Equipment & Supplies
- Housing Assistance
- Medicaid Eligibility Specialist
- Non-Emergent Medical Transportation

## Efficient operations keep focus on people served

As a public provider, our priority is providing services and supports to the people we serve, with a goal to keep administrative costs under 9%. In FY19, our costs were 6.5% – less than half the average 15% spent by the for-profit insurance companies in Michigan which manage the Medicaid Health Plans for physical health.

**6.5%**  
NLCMHA

**15%**  
FOR PROFIT  
INSURANCE

## An economic engine

As we leverage the federal, state, and local investments necessary to bring healthcare to our most vulnerable citizens, we also generate economic gains within the communities served.

In 2019, NLCMHA:

SUPPORTED MORE THAN  
**\$140.7 MILLION**  
IN TOTAL ECONOMIC ACTIVITY

DIRECT impacts from the delivery of services to individuals through a variety of revenue sources



INDIRECT impacts generated from their economic activities\*

**\$71.0**  
MILLION

**\$69.7**  
MILLION

SUPPORTED MORE THAN  
**641 JOBS**  
IN NORTHERN MICHIGAN

DIRECT employees of NLCMHA

INDIRECT jobs supported in the community\*

**310**  
STAFF

**331**  
SUPPORTED



These are for grocers, beauticians, electricians, painters, bankers, etc. supported through the “ripple effect.”

Indirect impacts result from the economic activity that staff and providers bring to the region through their wages, including the state income taxes, property taxes, and sales taxes that they pay. NLCMHA employees buy goods and services in their community, supporting local businesses and making an indirect economic impact, or “ripple effect”.

\* Estimates use the Regional Input-Output Modeling System (RIMS II) multiplier developed by the Bureau of Economic Analysis, U.S. Dept of Commerce.

## SERVICES TO THE COMMUNITY

Our highest priority are **adults** with serious mental illness (SMI), **children** with serious emotional disturbance (SED), **individuals with intellectual/developmental disabilities** (IDD), and individuals with **co-occurring substance use disorders**. We are also a regional MI Choice Waiver agent for the **elderly and disabled**.

**3278**  
ADULTS  
WITH SMI

**927**  
CHILDREN  
WITH SED

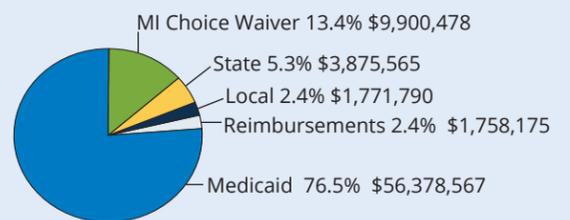
**904**  
INDIVIDUALS  
WITH IDD

**443**  
ELDERLY &  
DISABLED

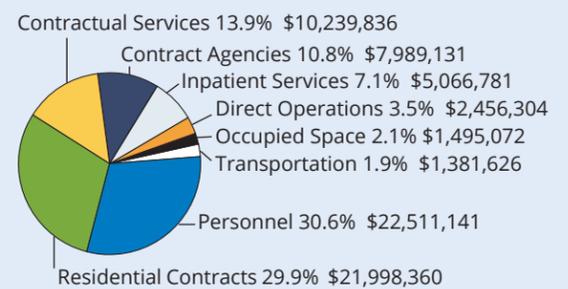
### FUNDING

FISCAL YEAR 10/1/18-9/30/19 (FY19)

#### REVENUES \$73,684,575



#### EXPENDITURES \$73,684,575



### COUNTY FUNDING

Crawford	\$ 35,600
Grand Traverse	\$ 682,200
Leelanau	\$ 139,700
Missaukee	\$ 35,272
Roscommon	\$ 57,425
Wexford	\$ 76,543

### MENTAL HEALTH SPENDING BY PROGRAM

SERVICE TYPE	%	COST
Comm Living Support/Training	34.9	20,381,076
Personal Care-Spec Residential	16.2	9,468,257
Inpatient Svcs/Partial Hospital	8.5	4,982,809
Supports Coord/Case Management	6.3	3,687,253
ABA / Autism Services	4.9	2,841,794
Assessments/Evaluation/Reviews	4.2	2,441,852
Assertive Community Treatment	3.8	2,208,072
Crisis Intervention/Emergencies	3.5	2,025,263
Home-Based Svcs & Respite	3.5	2,019,179
Therapy & Counseling	2.7	1,565,172
Skill Bldg Assistance/Family Train	2.5	1,486,100
Person Centered Treatmt Planning	1.8	1,042,028
Clubhouse Programs	1.7	972,297
Support/Integ Employment/Train	1.5	890,699
Crisis Residential Services	1.3	783,912
Medication Admin/Review	0.8	468,118
Health Services/Nursing	0.7	395,550
Peer Directed/Operated Svcs	0.6	358,881
All Other Services	0.4	251,234
Nursing Home Monitoring	0.3	165,642

### PERCENT OF SPENDING BY POPULATION

	16/17	17/18	18/19
IDD	56.1%	55.4%	56.3%
Adults	36.3%	36.4%	35.6%
Children	7.6%	8.2%	8.1%

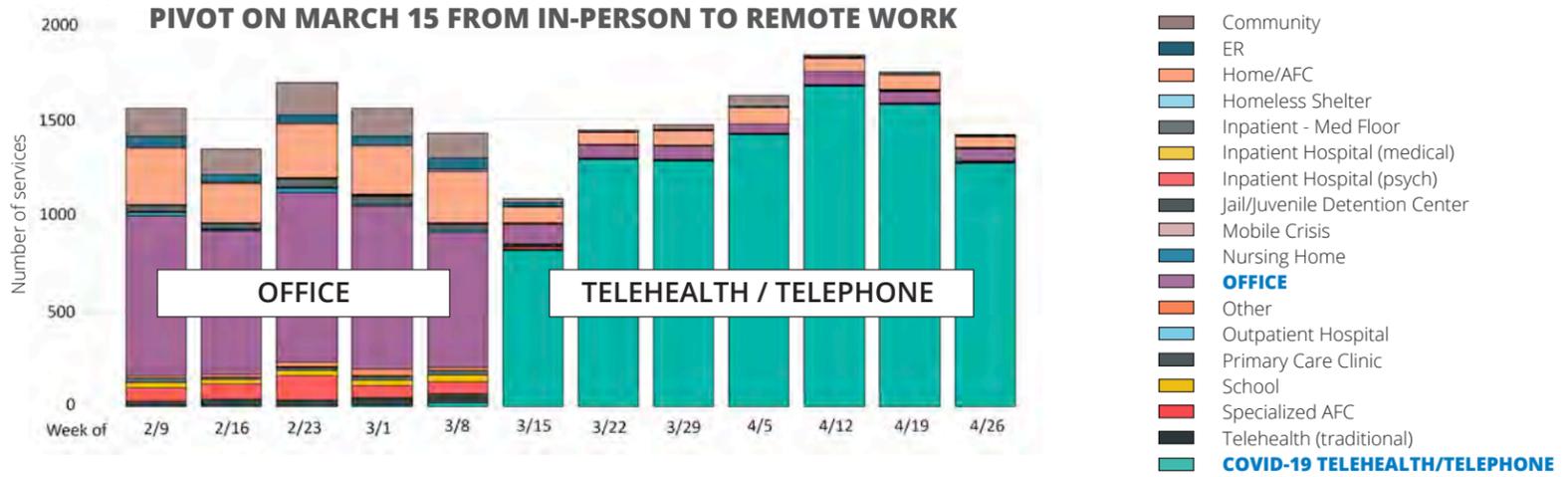
### NUMBER OF PERSONS DIRECTLY EMPLOYED

310

**PROVIDER CONTRACTS**  
\$45,415,301 (63% of budget)

# Services continued seamlessly through the COVID-19 pandemic

On March 13, the bulk of NLCMHA staff dispersed physically and began providing services and supports from home. A small number of staff continued to work in the offices so critical, in-person services could continue. We are pleased and proud to report that through our best and most sincere efforts to continue contacts and outreach and work creatively, **hospitalizations did not increase** among those we serve and **no one was involuntarily laid off**.



## Working together to support one another

People have expressed appreciation for the flexibility of support they have received during the crisis. From receiving medication injections from our nurses in the parking lot, to accessing healthcare from Nurse Practitioner Alex Cooper in our Integrated Health Clinic, to receiving food deliveries from Clubhouse staff, to home visits and support packages through the U.S. Mail from case managers, we all have done our best to **stay safe and connected**.

Our community has helped us too, with donations of homemade masks and money and assistance in obtaining PPE. **We are grateful** for the community support and extra safety net funding from the **Michigan Health Endowment Fund** and the **Michigan Department of Health and Human Services**, which allowed us to purchase additional iPads for communications with people. In one case, having an iPad at home made all the difference for an individual who was at risk of needing nursing facility care. The iPad provided the lifeline she needed to receive care as well as the critical connection with family and friends.



People have expressed appreciation for the “drive through” option to receive their medication injections.



Our Integrated Health Clinic is open to anyone in the community, with hours currently offered in Traverse City and Grayling.



**MICHIGAN HEALTH  
ENDOWMENT FUND**

**MDHHS**  
Michigan Department of Health and Human Services

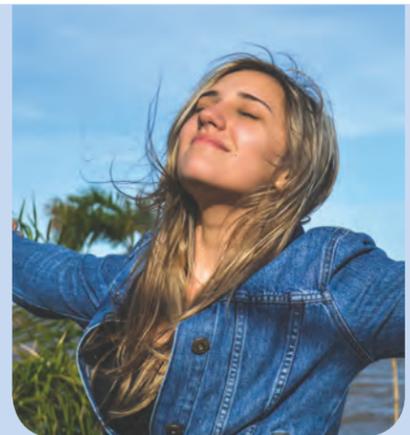
### SIGN UP TO ACCESS THIS FREE RESOURCE

- 1 Go to [www.myStrength.com](http://www.myStrength.com)
- 2 Click “Sign Up”
- 3 Enter the Access Code:  
**NLCMHCommunity**

Feel free to share this with your friends and family!

**myStrength**

Safe, secure and  
personalized—  
**the health club  
for your mind™**



Northern Lakes Community Mental Health Authority (NLCMHA) complies with applicable Federal civil rights laws and does not discriminate on the basis of race, color, national origin, age, disability, or sex. If you speak a language other than English, language assistance services, free of charge, are available to you. Call 1-800-337-8598 (TTY: 711). NLCMHA is a member of Northern Michigan Regional Entity ([www.nmre.org](http://www.nmre.org)) and receives its principal funding from the Michigan Department of Health and Human Services (MDHHS).

24/7 Crisis **833.295.0616** / Access Services **800.492.5742** / Customer Services **800.337.8598** / [northernlakescmh.org](http://northernlakescmh.org)